



PROJECT & BENCH Governance Guidelines

Version 1.0

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General Details

Objective:

This document aims to establish a framework for managing resources presently employed by the organization, encompassing both active employees deployed on projects and those currently unassigned to a project referred to as "On Bench."

Scope:

The framework applies to all permanent Employees, Trainees, and Individual Consultants, irrespective of their work locations.

Applicability:

Some of the guidelines enclosed are already in practice. For the others, the applicable date shall be 26th May 2023.

This document takes precedence over any previous statements in case of discrepancies.

Revision & Change:

Please note that the company retains the right to revise/modify this policy at any time, as necessary, to ensure adherence to relevant laws and regulations.



★ Expected Behavior at Work & Dress Code

Purpose:

These guidelines define the expected behavior & attire for our employees while at work. It is important for employees to understand that their conduct and appearance play a significant role in building the reputation of the company with clients, visitors, and other individuals. The way an employee presents themselves can create either a positive or negative impression, reflecting our company's overall culture and image.

Guidelines:

Whether at the Kellton office or when deployed at client sites, employees are required to strictly adhere to maintaining **General Decorum** in the office and follow the dress code guidelines. This ensures professionalism and consistency in our appearance when interacting with colleagues and clients.

The following dress code rules are consistently applicable:

- **Neat and Clean Appearance:**-All employees must be clean and well-groomed. Grooming styles dictated by religion and ethnicity aren't restricted but should be presentable in the professional scope.
- **Professional Attire:** Dress in professional attire that is suitable for the work environment and reflects a business-like demeanor. Discernible rips, tears, or holes aren't allowed. Clothes with stamps that are offensive or inappropriate should be avoided.
- **Modesty and Professionalism:** Clothing choices should be modest and adhere to professional standards. Avoid attire that is excessively casual or unprofessional. Wearing work-appropriate footwear is mandatory, and casual or bathroom slippers are not permitted.

These dress code guidelines are in place to maintain a professional and appropriate appearance in the workplace.



★ **Attendance & Salary Processing**

Purpose:

The purpose of these guidelines is to emphasize the significance of timely and accurate recording of attendance details on Konnect.

1) Attendance:

It is expected that all employees adhere to punctuality and remain present during their designated work hours. This applies to employees working on-site as well as those working remotely. Remote employees are also required to log in on time, fulfill their assigned working hours, and keep their supervisor or manager informed about their availability.

Attendance Guidelines (Swipes -On Duty (OD) /Work from Home (WFH))-

All employees are expected to follow the attendance procedures outlined below:

- **Weekly Attendance Marking on Konnect:** Employees must mark their attendance (On Duty/Work from Home) on a weekly basis on Konnect and obtain approval from their respective managers.
- **Hybrid Model (WFH/WFO):** For employees following a hybrid work model (working from home and office), they must punch in/out when reporting to the office and mark their attendance as On Duty/Work from Home accordingly.
- **Client Reporting:** Employees working from client locations should mark their attendance as On Duty/Work from Home, depending on their work arrangement. They should also comply with the attendance protocols specified by the client location, if any.
- **Work from Home (WFH):** When working from home, employees must mark their attendance as Work from Home.
- **Office Reporting - Daily Biometric Punch In/Out:** Employees reporting to the office need to punch in and out using the biometric system on a daily basis.
- **On Duty Attendance:** Employees who are not providing their biometrics for punch in and punch out are required to apply for On Duty on Konnect.



It is crucial for all employees to adhere to these attendance guidelines to ensure accurate record-keeping and compliance with organizational and client requirements.

2) **Timesheets:**

Every employee must fulfill the following requirements regarding timesheet management:

- **Weekly Timesheet Completion:** All employees are obligated to fill out their timesheets on a weekly basis, recording the hours worked each day. This entails documenting the start and end time of each workday, as well as any breaks taken.
- **Approval by Manager:** The completed timesheet must be approved by the employee's manager prior to the payroll and billing/invoice cycles, which occur on specific dates.
- **Accuracy and Timeliness:** It is essential to complete the timesheet accurately and submit it punctually, aligning with the recorded On Duty/Work from Home (WFH)/Biometric attendance.
- **Reporting Discrepancies or Errors:** Any discrepancies or errors noticed in the timesheet should be promptly reported to the manager for timely correction.

By adhering to these guidelines, employees contribute to maintaining precise records and ensuring smooth payroll and billing processes within the organization.

3) **Salary Processing:**

Monthly salary payouts will be determined based on the hours worked by the employees, approved leaves as documented in the attendance records (On Duty/Work from Home requests/biometric), and timesheets. Non-compliance in submissions within the payroll cycle on either of these requirements will impact salary payout in the form of hold salary/deduction or loss of pay.



★ Leave Management Guidelines

Purpose:

The aim of these guidelines is to emphasize the significance of timely and accurate recording of leave/s on Konnect.

Guidelines:

Leave Planning and Application: Employees are expected to plan their leaves in advance and submit leave requests on Konnect for approval by their managers. The leave application should include all necessary details, such as the type of leave, requested dates, and the reason for the leave.

- **Manager's Responsibility:** Managers are responsible for reviewing and approving leave requests promptly, taking into consideration operational requirements and staffing needs. If a leave request is rejected, managers should communicate any concerns or issues to the employee.
- **Raising a Timely Leave Request:** Employees are encouraged to raise their leave requests for approval. Failure to raise the request in a timely manner could result in loss of pay.
- **Alignment of Working Days/Shifts for Client Projects:** Employees working on client projects must align their working days, shift timings, weekly offs, and holidays according to the project/client requirements.
- **Leaves applied for medical reasons:** Employees need to submit leave requests on Konnect, preferably either on the date of resuming duty or within the next two days. If the leave period exceeds seven days, a Medical Certificate from a medical practitioner registered with the Medical Council of India should be provided.
- **Planning Earned Leaves:** Employees should plan their Earned Leaves, especially if exceeding three days, preferably at the beginning of the quarter. However, a minimum notice of 10 days should be given to the reporting manager before availing Earned Leaves.
- **Special Approval for Exceeding 30 Days of Planned Leaves:** Any type of Leaves requests exceeding 30 days can only be taken with special approval from the Head of Department (HOD), Business Unit Head, and HR Head.
- **Unauthorized Absence:** Management may initiate appropriate disciplinary action in the event of unauthorized absence.



- **Management Discretion:** All leaves are subject to Management discretion. In case of business exigencies, Management reserves the right to refuse, revoke, or shorten approved leave. Any exceptions to this policy require approval from the Head of Department (HOD).

It is important for employees to adhere to these guidelines and comply with the leave policies set forth by the company.

In the event of an unapproved or uninformed leave exceeding three consecutive days, it is mandatory for Managers to report the situation to the HR team, and HR will then follow the defined protocol. Continued absence without any intimation may result in absconding process initiation. Unapproved leaves are considered a violation and may result in appropriate disciplinary action being taken.

Employees bear the responsibility of accurately and promptly marking their attendance and leaves on Konnect. Managers are accountable for ensuring that employees comply with these requirements, and they must approve attendance and leave requests within the payroll cycle.

★ **Return to Base Location Guidelines**

Purpose:

The purpose is to provide the organization with a set of guidelines as it initiates the return of employees to their respective base locations. The process entails establishing a specific timeline for employees to return, which is determined either by their employment contracts or communicated to them in writing by the HR department.

Guidelines:

- A formal notification will be sent to employees via email, depending on business requirements, requesting their return to their designated base location. The base location will remain as mentioned in each employee's Appointment Letter, typically Gurugram or Hyderabad, unless officially communicated otherwise by HR.
- It is the employee's responsibility to make all necessary arrangements related to their relocation within the provided time frame. This includes securing accommodations,



arranging transportation, and any other logistical requirements associated with the relocation process.

- All notified employees must make arrangements to return to their designated base location within 7 days of receiving the notification. Upon returning, they will be required to resume working either regularly from the office, client location or follow a hybrid work model, depending on the business requirements and as approved by HOD.
- In the event that an employee fails to return to the base location within the specified time frame, they will receive a 1st Written Warning . This letter will grant them an additional 7 days to relocate. Employees will be placed on Loss of Pay for the days that he/she takes to report back to the base location post receiving the 1st Written Warning. This will also include the weekend (if any) that falls in between the period.
- If the employee fails to Report to the base location within the 2nd stipulated time frame, a 2nd Written Warning will be issued and additional 3 days shall be provided to relocate. Loss of Pay will continue after the issuance of the 2nd Written Warning until the employee reports back to the base location.
- If the employee fails to still comply, the organization reserves the right to initiate immediate separation.
- Employees should avoid irregular or inconsistent availability in the office (especially after returning to base location) as such behavior shall be liable for disciplinary action. A third occurrence, after 2 Written Warnings have been issued could lead to immediate separation.
- All employees on Performance Improvement Plans shall be required to be present in office for the complete duration of the plan.
- In case the employee fails to report to office, on the 15th day (from the start date of the PIP), the PIP would be deemed to be unsuccessful & closed.
- Employees are encouraged to reach out to their Managers or HR in case of any doubts or clarifications.



★ **Bench Management Guidelines**

Purpose:

The purpose of implementing the Bench Management guidelines is to ensure the company's readiness to meet client and project requirements by maintaining a pool of employees who are readily available. It aims to optimize resource allocation and maximize productivity.

Guidelines:

Allocation of Resources: Employees shall be allocated based on project needs and business priorities. The allocation of resources shall be determined by the Talent Management Group (TMG) in consultation with relevant stakeholders and in adherence to company policies.

Optimal Resource Utilization: The company strives to achieve optimal resource utilization by ensuring that employees are assigned work aligned with their skills, expertise, and also project requirements.

Tracking and Monitoring: The utilization of resources shall be tracked and monitored weekly to identify areas for improvement, balance workloads, and make necessary adjustments to resource allocation.

Bench Resources

Definition: Bench resources refer to employees who are currently not assigned to any project or are between assignments. Training projects are part of Bench.

Bench Management: The company recognizes the importance of effectively managing bench resources to minimize idle time and maximize their potential contribution.

Skill Development: Employees on the bench shall be encouraged to actively participate in training programs, professional development activities, and knowledge-sharing sessions to enhance their skills and stay up-to-date with industry trends.

- TMG or Practice shall inform which specific technology employees need to undergo a training on as per business requirements.



- In case employees have not been assigned a stream and they wish to cross-skill in a particular technology, they are encouraged to seek approval from the Head of Department (HOD) to pursue the same.
- The proposed action should align a recognized capability area in the organization.
- It shall be the onus of the employee to acquire the skills and successfully clear the evaluation/s.
- Regular feedback shall be shared by the TMG on the progress.
- If the employee's performance is deemed to be unsatisfactory, he/she may be placed on a Performance Improvement Plan (PIP).

Business requirements will always take precedence while planning and assigning skill development.

Prolonged Bench Periods & Management:

1) Continuous Bench Tenure of up to 30 Days:

- Talent Management Group will look for the Projects for deployment.
- Employees may be required to undergo up/cross-skill training for primary or secondary skills to enhance their skill set.
- Impact on Salary – NA
- Impact on Terms of Employment – NA

2) Continuous Bench Tenure of 30 to 90 Days

- Employees may be required to continue up/cross-skill training in primary or secondary skills to enhance their skill levels.
- If an employee is not receiving any project assignments or calls, it is advised that they proactively reach out to the TMG team and request project leads.
- Impact on Salary - NA
- Impact on Terms of Employment - NA.

3) Continuous Bench Tenure of more than 90 Days

- If an employee remains on the bench for more than 90 days continuously, their salaries will be subject to review and adjustments.



- Impact on Salary - Employees in this category will be eligible for Basic pay and statutory compliance payments, from the 91 day onwards till they are assigned a project.
- Impact on Terms of Employment - In the event that an employee is unable to secure a project assignment in spite of the organization's best efforts, the company retains the right to take appropriate action post 90 days, including and up to separation.

★ **Utilization and PLI payout:**

- The minimum threshold of utilization for billable resources needs to be 80% in a year.
- To be eligible for the performance-linked incentive(PLI) payout, employees must achieve the minimum project utilization of 80%.
- In the event that the project utilization falls below the minimum threshold, the PLI for the year will be impacted and decided at the discretion of the Management.
- The employee's % of utilization in the year shall also be a key factor taken into account while finalizing the end-of-year ratings.

★ **Client Interviews for Project Deployments**

Purpose:

The purpose of these guidelines is to outline the consequence management for employees who do not successfully clear client interviews on consecutive occasions and, as a result, cannot be successfully deployed as billable resources on projects.

Guidelines:

First Failed Interview:

- The employee will be given detailed feedback and mentored by the Practice or TMG.

Second Consecutive Failed Interview:

- An evaluation will be conducted by the Practice or TMG on the employee's technical and behavioral skills.



- If the employee's performance is deemed to be unsatisfactory, he/she may be placed on a Performance Improvement Plan (PIP).
- In case the employee was to successfully clear the PIP, he/she would be provided with another opportunity for deployment.
- However, if the employee does not clear the PIP, then the company reserves the right to take appropriate action, which may include separation of employment.

Third Consecutive Failed Interview:

- Final evaluation will be conducted by the Practice or TMG, HoD, and HR on the persisting issues.
- If the employee's performance is deemed to be unsatisfactory, the company reserves the right to take appropriate action, which may include separation of employment.

★ Project Performance Feedback:

Purpose:

The purpose of these guidelines is to specify the process of obtaining feedback on the performance of the employee on a project after their release from a project and the actions that shall follow for mitigating underperformance, if any.

Guidelines:

- After every project deployment completion and before the offboarding of the employee from the project, there will be detailed feedback that shall be sought from the releasing Project Manager by the TMG team.
- This feedback shall be shared and taken into consideration by the TMG team while deployment to the next project.
- The feedback shall be based on the following criterion:
 - ➔ **Knowledge/Skill:** Assessing the employee's expertise and competence in their role.
 - ➔ **Punctuality:** Evaluating the employee's ability to adhere to schedules and deadlines.
 - ➔ **Quality:** Assessing the employee's work quality, accuracy, and attention to detail.



- **Meeting Deadlines:** Evaluating the employee's ability to complete tasks and deliverables within specified timeframes.
- **Solution Orientation:** Assessing the employee's problem-solving skills and ability to find effective solutions.

- The evaluation will be conducted based on a 5-point rating scale.

5 = Excellent, 4 = Good, 3 = Acceptable, 2 = Marginal, 1 = Unacceptable

- If an employee consistently receives an average rating of 2 or below in their project release feedback for two consecutive projects, they may proceed to a Performance Improvement Plan (PIP) post evaluation of feedback.
- The PIP is designed to address areas of improvement and provide the employee with a structured plan to enhance their performance.

*****End*****