

**Drive for Economic and Environmental
Development (DEED)**

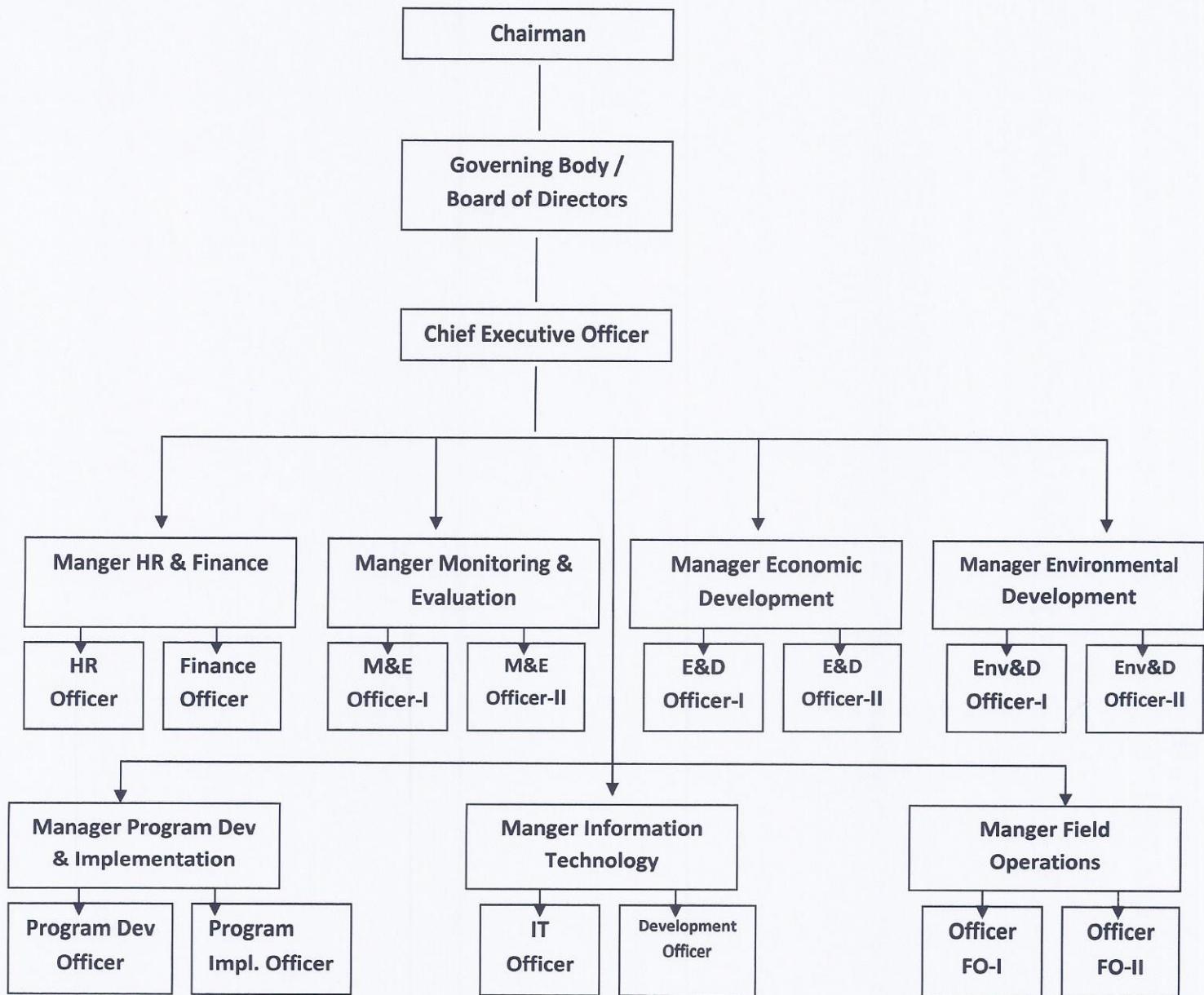


DEED

HUMAN RESOURCE POLICY

3. HUMAN RESOURCE MANUAL

Organizational Structure of DEED



3.2 Staff Contract Policy

All staff hiring shall be made on merit basis. Employment shall only take effect after the written agreement between the DEED and the person taking up employment. The contract will clearly define the work expected during the employment. All kinds of employment and their continuation (including permanent employment) shall be subject to the availability of funds. No appointment by any Member Organization for the DEED related work shall be considered as employment of DEED.

The DEED staff shall be hired under the following three categories;

➤ Regular / Core Staff

Contract staff will be appointed for a minimum period of one year, likely to continue subject to the availability of funds, satisfactory performance, and renewal of contract, in accordance with general provisions set in the Manual.

Contract staff will be hired on monthly salary basis, required to regularly attend office, follow days and hours of work, deliver work output as per the contract and work-plan while performing according to the terms mentioned in the contract. Staff performance for quality, quantity, process, and timeliness shall be appraised according to the laid down procedure.

➤ Project Staff

Project staff will be appointed according to the requirements of donor's agreement and tenure of his / her job will be the period of project. However, if the project is of more than one year contract will be issued annually extendable subject to availability of funds, performance and with mutual consent.

➤ Consultants/Consultancy Services

For external technical assistance or expertise (of intellectual nature) the DEED may hire Consultants as and when necessary. Authority of approving Terms of Reference (ToR) and hiring consultants lies with the Chief Executive Officer/Director Operations, in consultation with the concerned management technical staff.

Consultants will be hired under detailed Terms of References specifying work to be done within a certain time frame, quality parameters of work, total payment with payment schedule, and clearly stating the expected output(s). A focal person from within the DEED staff shall be nominated for the Director Operations coordination with the consultant and to monitor progress as per the contract. For release of final payment the quality, quantity, and timeliness of the work shall be ascertained by the appointed focal person and/or the Chief Executive Officer/Director Operations, according to the criterion mentioned in the contract. The Chief Executive Officer/Director Operations has authority to withhold payment if work output is found unsatisfactory.

Provision of logistical support or assistance to consultants shall be subject to mutual understanding and as mentioned in the ToR. Most of the rules and procedures set in this manual are for regular and core employment, however, consultants will be expected to follow the Code of Conduct, Code of Ethics, financial procedures, and any other section mentioned in the ToR.

Payment to consultants shall be made according to the terms agreed in the contract/ letter of appointment. Keeping in view the nature and length of assignment, payment schedule may be

changed; agreed payment schedule must be noted in the contract/agreement with the consultant.

3.3 Recruitment/Resignation/ Termination/Transfer

➤ Level of Appointment

Pay scales for different levels of appointment shall be developed and maintained by the Top management, keeping in view the availability of budget and prevailing pay scales of similar level of positions in similar (national) organizations. Director Operations/Human resource will review and update pay scales as and when directed by Chairman.

Appointment to Senior Management shall be made by the Chief Executive Officer/Director Operations and he will act as an employer for all other levels. Following can be the different levels of appointments in accordance with the level of seniority and responsibility. This depends on availability of funds and consistent execution of projects.

CATEGORIES	PROPOSED POSITIONS
Top management	Chairman / Head of Organization Chief Executive Officer / Directors
Management	Programme Managers/Regional or District Head
Mid level Management	Managers (Operations, M&E, Finance, HRM, Social Mobilization, Grants & Communication, Special Projects, Youth Affairs and External Relations, Admin /Logistics etc.)
Professionals	Officers (Operations, M&E, Finance, HRM, Social Mobilization, Grants & Communication, Special Projects, Youth Affairs and External Relations, Admin/Logistics etc.)
Support	Assistants (Operations, M&E, Finance, HRM, Social Mobilization, Grants & Communication, Special Projects, Youth Affairs and External Relations, Admin/Logistics, Receptionist etc.)
Auxiliary	Driver , Security Guards Office boy, Director Operations

➤ Procedure of Recruitment

Manager Operations/Human resource shall act as a focal person for the process of appointment. The concerned section/project head will request in writing to operations/HR head for initiating the process of appointment/recruitment against vacant position at particular section/project.

For hiring staff against vacant positions, applications may be sought through advertisements in newspapers, e-mail lists, website, CVs Bank, internal advertisement, head hunting, referral basis etc. The staff having relevant qualification and experience and having already worked with DEED shall be preferred. The mode of advertisement shall be approved by the relevant hiring body.

Applications shall be invited using the mode(s) as indicated (and duly approved) in the requisition form. The invitation of application shall mention summary of responsibilities, minimum qualification and experience requirements, last date for receipt of application (not less than 5 days from the date of appearance), applications addressed to, e-mail and/or postal address for sending applications etc.

The immediate supervisor will review all received applications and prepare a short-list of potential candidates in accordance with minimum requirements of qualification and experience developed for the position. The short-list prepared by the immediate supervisor will be approved by the relevant hiring authority.

The short listed candidates will be called for an interview by a letter or an e-mail, followed up by phone call. At least 3 working days must be given to candidates for preparation of test/interview. It should be communicated to candidates that 'no TA/DA will be paid for the interview'.

The following personnel's mentioned below have an authority to approve appointment of different positions:

CATEGORIES	PROPOSED POSITIONS	APPROVAL AUTHORITY FOR APPOINTMENT
Top management	CEO / Head of Organization	Chairman
	Director Operations / GMs / Directors / Consultants	BoD & Chairman of Board
Management	Programme Managers/Project Head	CEO & Director Operations
Mid level Management	Managers (Operations, M&E, Finance, HRM, Grants & Communication, Special Projects, External Relations, Admin /Logistics etc.)	CEO & Director Operations
Professionals	Officers (Operations, M&E, Finance, HRM, Grants & Communication, Special Projects, External Relations, Admin/Logistics etc.)	Director Operations
Support	Assistants (Operations, M&E, Finance, HRM, Grants & Communication, Special Projects, External Relations, Admin/Logistics, Receptionist etc.)	Director Operations/GMs(through hiring committee)
Auxiliary	Driver , Security Guards	Director Operations/GMs (through hiring committee)
	Office boy, Director Operationsk	

➤ Principles of Appointments

In addition to the above mentioned principles of inclusion, neutrality, transparency, and robust methodology, the following principles will be observed for the appointments.

- i. **Equal Opportunity:** The staff shall be selected without discrimination on the basis of race, sex, cast, creed, or religion. However, preference shall be given to female candidates as an affirmative action in consideration to the lack of opportunity for females in the society.
- ii. **Open Competition:** Selection shall be made on competitive basis.
- iii. **Special Consideration:** Present or previous DEED Staff and disabled persons will be given special consideration. It is advisable that marks may be allocated for these two categories for short-listing.

➤ **Letter / Contract of Employment**

All the regular employees will be given an offer letter before joining. On joining of DEED, letter/contract of employment will be issued which should include:

- i. Title of position;
- ii. Category of appointment (contract, temporary, permanent);
- iii. Level of Employment where applicable;
- iv. Probation period, if applicable;
- v. Reporting officer;
- vi. Period of appointment with starting date;
- vii. Remuneration with obligation of tax deduction;
- viii. Working hours, in cases where normal working hours are not applicable (part time, consultant, interns etc.);
- ix. Termination of contract.

A detailed job description shall be a mandatory part of the letter/contract of employment. The Contract of employment shall be signed in duplicate; one copy of the letter/contract of employment, bearing signature of the employee confirming the acceptance of terms of contract and job description, shall be placed in the personal file and the other copy shall be given to the employee for personal record.

➤ **Record of Service**

Service record/personal files of all the staff members shall be maintained and updated by the Operations/HR Department (a focal point for the Human Resource related matters). The documentation must include:

- i. CV of the employee, supported with all the necessary documentation including copies of educational testimonials, experience certificates, and record of other achievements;
- ii. Copy of National Identity Card;
- iii. Copy of contract/letter of employment duly signed by the staff member;
- iv. Record of yearly performance evaluation, promotions, increments, etc. as and when applicable;
- v. Record of training etc. acquired during period of employment;
- vi. Disciplinary action proceedings along with detail of penalties imposed, if any;
- vii. Copy of driving license (for authorized drivers only);
- viii. Any other relevant documentation;
- ix. Passport size pictures;
- x. Joining report;
- xi. Emergency contact person with phone number and address;
- xii. Legal heir for settlement of claims in case of employee death;
- xiii. Marital status; and
- xiv. Number of dependents & their relationship with employee.

Although each personal file will be treated as confidential it will be accessible to the Chief Executive Officer, Director Operations, HR Officer and the concerned staff member. Individual personal files for Daily Wages Staff will not be maintained; however, a file containing all such hiring will be maintained.

➤ **Resignation/Termination of Service**

A) Resignation

- i. A staff member appointed on 'Contract' or 'Project tenure' basis may resign from his/her service by giving one month advance notice in writing.
- ii. In case a staff member on 'Contract' does not wish to continue upon expiry of the present contract, s/he is expected to serve due notice, and vice versa.
- iii. The notice period can be adjusted by paying an amount equal to gross pay for the notice period to the DEED. If a staff member does not give appropriate notice, DEED reserves the right to recover due notice period pay from payable dues to the staff member.
- iv. The Chief Executive Officer/Director Operations in special cases may waive the condition of recovery of pay in lieu of notice period.
- v. Salary and other benefits equivalent to outstanding dues of the staff member, who is on notice period, will be withheld until all clearances are obtained by the outgoing staff member.

B) Termination of Service

The Chief Executive Officer/Director Operations, in consultation with the concerned section head may, by giving reasons in writing, terminate employment of a staff member before the expiry of the contract period in the following circumstances:

- i. If necessities of the organization including financial consequences require abolition of the post or downsizing;
- ii. If a staff member is, for reasons of health, incapable for further performance after having availed maximum benefits the organization can extend; or
- iii. If a staff member has been found guilty of an offence of any code of conduct given in "Governance Manual".

In case of termination by the DEED, criteria for the notice period or pay in lieu of notice period shall be the same as for the resignation given above. However in the event of misconduct by an employee, the termination will be with immediate effect and no notice period or pay in lieu of notice period shall be served / paid.

➤ **Transfer**

The Chief Executive Officer/Director Operations, with the agreement of the concerned staff member and in consultation with the relevant hiring authority may transfer a staff member from one Section to another, projects to core and vice versa, or between projects considering the work requirement.

3.4 Emergency Recruitment Procedures / Waiver

In case of emergency situations, such as natural disasters including earthquake, floods and other unforeseen circumstances where emergency relief services are to be provided by the organization on an immediate basis, an exemption or waiver to above mentioned recruitment procedures can be obtained from the CEO/DIRECTOR OPERATIONS.

3.5 Induction and Orientation

The new employee will attend a staff orientation to be arranged by DEED. This will help him/her better understand the goal, objectives and organizational structure of DEED, as well as the rules and regulations, code of conduct, programme and non-programme activities.

3.6 Salary and Entitlements

All entitlements prescribed in this Section are subject to availability of funds.

➤ Salary

As full compensation for the performance of staff member of his/her obligations under the contract, the DEED shall make monthly salary payments and provide other entitlements as prescribed in this Section. The DEED offers a competitive and compensation package, including salary and other benefits. The DEED compensation package shall be maintained at a 'competitive' and attractive level with similar national organizations to draw, and maintain suitable and good quality human resources for pursuing objectives of the organization.

Monthly salaries shall normally be paid at the end of each month. Deductions will be made for any personal dues, contribution to the PF, EOBI, income tax on payment of salaries, allowances and other benefits in most tax efficient manner. Salaries/ honorarium shall be paid through cheque/bank transfer; staff members shall be responsible for opening and maintaining bank accounts for the payment of salary.

➤ Annual Salary increments

The Annual salary increments are applicable only for 'Regular' and 'Core' employees, who either have contracts of more than one year or continue their employment upon expiry of yearly contract without break, and without any significant change in responsibilities. Salaries of other staff will be reviewed/re-negotiated at the time of renewal of contract based on performance appraisal.

The Annual salary increments shall be awarded to cover inflation as well as performance subject to the availability of funds and completion of one year with DEED. The inflation based raise shall be up to 10 percent across the board subject to the availability of funds.

Performance based increment shall be awarded based on performance appraisal. An increment of at-least 10% may be offered.

Salary increments shall be awarded on gross salary figure of the last salary drawn.

➤ **Traveling & per diem allowance**

Employees travelling for official purposes will have to obtain travel authorization prior to start of travel on the form provided. Employees shall be entitled to travel and daily allowances when they travel within region/ project area and when the period of outstation stay is more than 15 hours or overnight stay is involved. Per Diem rates applicable to staff travelling for official purposes in the Regions/Districts, to and from Head office & Provincial Offices will be subject to the availability of funds.

➤ **Other benefits**

Some of the benefits like EOBI and GLI can be provided to staff. Other like provident fund, gratuity, health insurance and leave encashment etc. can also start subject to availability of funds.

- i. **Contributory Provident Fund:** The DEED shall provide Contributory Provident Fund (CPF) scheme to its regular and core staff members; CPF can only be withdrawn at the end of employment after deduction of any out-standing dues. The DEED and a staff member will make equal contributions to CPF at the end of each month; contribution from each party will be equivalent to 10% of basic pay. The contributions of staff members will be deducted from monthly salaries.
The Manager Operations and Manager Finance shall be responsible for investing CPF in appropriate and secure scheme(s). Details about CPF including: limits, general guidelines, rules, profit percentage etc. shall be available with the Finance Department.
- ii. **Gratuity:** The DEED shall provide an un-funded gratuity scheme for all eligible employees completing the minimum qualifying period of service and age. Provision is made annually to cover obligation under the scheme in accordance with the actuarial recommendation using the projected unit credit (PUC) actuarial cost Method.
- iii. **Employee old age benefit (EOBI):** The DEED shall provide EOBI to its regular and project staff members and deduction shall be made from the salary of employees as per govt. rules.
- iv. **Medical Insurance:** Subject to the availability of funds, the DEED shall provide health insurance to its staff and their immediate family members. A health insurance scheme shall be procured from appropriate insurance company with the approval of the Executive Council. All medical claims under the policy will be processed through the Finance Department as per the policy limits. Details and limits of the medical insurance scheme shall be available from the Operations and Finance Sections.
- v. **Overtime:** The DEED provides overtime facility for its auxiliary staffs which include drivers, peons, office boys, security guards, Director Operationsks etc. subject to availability of funds.

- vi. **Bonus and Cash rewards:** Subject to the availability of funds, the DEED shall provide bonus / cash rewards to its regular and project staff members.

3.7 Days / Hours of Work

➤ Daily Attendance

It is the duty of all staff to report for work and be punctual on every official working day. If a staff member is unable to attend or is late due to unavoidable circumstances, s/he should inform either the immediate supervisor, the Manager Operations or at the reception as soon as possible, at maximum before 10 a.m. Any un-informed or unauthorized absence will be marked as 'Absent' in the attendance register and salary will be deducted accordingly.

➤ Working Days/Hours

- i. A normal working week will be of five days (Monday to Friday) with 40 working hours for Top, middle and lower management staff and 48 working hours for auxiliary staff per week, inclusive of 1 hour exclusive for meal/prayer breaks.
- ii. Operations/HR or his/her appointee will maintain daily attendance register to record attendance and timings of all staff members in office and Project Manager in case of project offices.
- iii. Uninformed and/or unauthorized absence for personal reasons from the office during working hours is not allowed. It will be marked as 'Absent' in the attendance register, for which a written explanation may be required; absents will also be recorded in the performance appraisal. Frequent absents may lead towards disciplinary action.

➤ Holidays

Weekly holidays will be observed on Saturdays and Sundays. Gazette holidays announced by the Government will also be observed. However, Local holidays will only be observed if approved by the Chief Executive Officer/Director Operations. Alternate additional holiday(s) for the gazette holiday(s) falling on weekend will only be allowed if announced by the Government.

➤ Time-Off-In-Lieu

When a staff member is required to work outside established working days, Time off in Lieu (TOIL) will be allowed. A day off against work on holiday preferably should be availed within six working days before or after work on a holiday. If it is not possible TOIL must be taken within one month after work on holiday, after which it will be considered lapse. TOIL to a traveling staff member will be allowed for the holidays consumed during travel. Staff members may not accrue additional paid leaves using the TOIL. Days in lieu will be recorded in the attendance register or on prescribed form and approved by the relevant line supervisor as soon as possible after being accrued, maximum within three working days. Responsibility to make sure that work on holiday has been recorded lies with staff members themselves. The rules applicable to the annual paid leave will also apply to leave taken against days in lieu. TOIL will be granted only if a staff member has worked for at least four working hours on an off day.

3.8 Working from Home

1. Given the options, the organization in principle will not prefer to exercise working from home option unless the situation is unavoidable.
2. The organization allows working from home to its employees in consideration to numerous reasons in order to fulfill the assignments on time.
3. Working from home is applicable in multiple scenarios as they arise due to external factors that are beyond the control of the organization.
4. Situations of intense security issues do not allow staff member to reach office, riots that block the roads, transport problem making it impossible or raises the risk of traveling, situation at home that binds one to go to office and the like are some where working from home is applicable.

The CEO/DIRECTOR OPERATIONS will be approving authority for working from home request. However, the request should be routed through the concerned line manager.

3.9 Dress Code

DEED expects all staff (other than staff who are given uniforms) to wear office attire at all times when working on or off our premises.

1. This can be either Western or Pakistani national dress, which will not cause offence to other staff, clients and stakeholders.
2. The precise nature of this attire is not specified but staff should at all time have a professional appearance and should dress neatly and tidily.
3. Concerned Line Managers should make allowance for staff personal preference and should not unreasonably insist on specific forms of office attire or for personal appearance but Line Managers do have the right to insist that staff meet the standard of what would commonly be regarded as being neat and tidy.
4. If any staff member feels that a Line Manager is making an unreasonable requirement about dress or personal appearance then they should raise it with the management.
5. All employees should use discretion in wearing attire that is appropriate for the office and customer interaction.

3.10 Staff Leave Policy

Following the employment norms, the DEED makes time available to the staff for rest, recreation and fulfilling family/social obligations, as well as to pursue individual needs and aspirations. Leave entitlement should not be abused by using leave for earning money from source(s) other than the DEED.

Leave Application Form shall be used to apply for leave and record necessary approval. However, in cases where advance information is not possible, e.g. an emergency, sickness or an unexpected urgent private chore, effort must be made to inform the office on the first available opportunity.

➤ **Leave Rules**

Leave record and daily attendance shall be maintained by the Manager Operations or by her/his nominee. Staff members shall have full access to their own leave record.

A) Earned Leaves

Staff members working entitled to avail 30 days (i.e. 2.5 days per month) earned leaves. All leave applications must be submitted to the Director Operations for approval through the immediate supervisor; after getting necessary approvals, leave applications must be sent to the Manager Operations for the record. Staff members are urged to avail their Annual Leave, which in turn is expected to enhance their productivity by taking break from the normal routine.

Earned leave may be accumulated up to maximum of 60 days. Any other balance shall be considered lapsed. Leave encashment in the year in line with earned leave record will be for 20 days. Leaves can be encashed at the end of the year only.

B) Leave without pay

Leave without pay shall not be considered right of an employee. It will only be granted on the recommendation of section head/ HR with the approval of Chief Executive Officer/Director Operations. Leave without pay shall not be granted in excess of 2 months at a time.

C) Casual Leave

Staff is allowed to take 12 days casual leave to attend private errands of emergent nature, or for any other unforeseen needs. . When an emergency arises, a staff member must inform her/his immediate supervisor before leaving the office, or contact the immediate supervisor (or, in the supervisor's absence, the Reception or another colleague) by 9:00 a.m. on the morning of the emergency. Emergencies can be described as incidents which occur without notice or which need immediate attention. Religious functions or ceremonies, and death anniversaries, are not emergencies. Casual leave will be allowed only up to 3 days at a time. If the casual leave stretches to more than three days in succession, it will be treated as earned leaves. Casual leave cannot be encashed and one day casual leave shall be credited to employee at the end of each month. Any un-availed leave on June 30 of each year will be considered lapsed.

D) Sick Leave

An employee will be allowed a total of 12 working days sick leave with pay per year. Application for sick leave will be required for more than 2 days which shall be supported with a medical certificate from a registered medical practitioner. Un-availed sick leaves may be accumulated up to maximum of 60 days. Un-availed sick leaves shall not be encashable in any circumstances.

E) Compensatory Time- Off Guidelines

Given the nature of our work and continued demand on our time to effectively carry out our programs, we may occasionally be required to work on holidays and/or weekends.

When an employee is required to attend to any urgent /extra work or attend any workshop /seminar /conferences during weekend or holidays and wants to take leave on another day to compensate for the lost holiday or weekend, such time can be considered as eligible for CTO if approved by the supervisor.

Please note getting CTO is not the right of an employee, it is a privilege. This is an informal practice and the compensatory time should be taken as soon as possible after the extra work was incurred. This type of compensatory leave should be infrequent.

The CTO will be computed and prorated on 8 hours work each day. To elaborate, the following is the parameter for calculation of CTO:

Above 4 hours and less than 8 hours:	½ day
8 hours or more:	1 day

Employees can accrue the CTO for a maximum of 2 days and then must take the leave before further accrual. CTO is NOT an opportunity to accrue more vacation leave. All CTO earned must be utilized within following one month after that in which the extra time is worked. Permission from the supervisor must be given to take the CTO on any particular day.

➤ Maternity and paternity Leave

As a gender sensitive organization and to facilitate women staff to fulfill their role in their family, the DEED offers Maternity Leave to women staff who have successfully completed the probation period.

A) Maternity Leave

To avail Maternity Leave, staff member must have 'confirmed' status, i.e. successful completion of the probation period. The Staff member must indicate the intention of continuing the job upon expiry of maternity leave. Staff members intending to return are entitled to 12 weeks of Maternity Leave with full pay for each confinement period ideally for 4 weeks before and 8 weeks after the delivery. Birth shall be notified to DEED within 7 days after delivery date. This privilege may be availed for a maximum of two confinement periods with a maximum interval of two years between the two periods of maternity leave.

B) Paternity Leave

Ten days of Paternity Leave with full pay may be taken by a staff member within 1 month before or after the delivery of baby. The leave may be taken all at once or with intervals. Advance notice should be given to the line supervisor and the Chief Executive Officer/Director Operations for availing paternity leave.

3.11 Staff Capacity Building & Career Growth

➤ Staff Development

The DEED emphasizes the development of its staff for pursuance of its both short-term and long-term objectives. DEED encourages and allows its staff to avail opportunities for new learning and developments in the relevant fields to keep their knowledge and skills updated. Staff development also attains importance as the DEED' work, strategy, and approach is unique in the country which requires development of human resource at its own. At the same time DEED acknowledges that capacity building is a legitimate need of staff members for their career growth.

Capacity building is a process in which staff members are expected to take proactive responsibility for their development, which also benefits the organization by expanding its work, improving efficiency, and effectiveness. To formalize the staff development program, a procedure has been introduced to assess capacity assessment of each staff member at the time of performance appraisal which is carried out twice a year. Actions undertaken in such instances will mutually be agreed upon. Updated progress on capacity building efforts will also be reported in the next performance appraisal. The Human Resource section head / Operations Director will coordinate and facilitate capacity building efforts.

➤ Guidelines

- i. For staff capacity building all possible means must be considered and used as appropriate, various methods include; reading reference materials (books, reports of similar work done by other organization in other countries etc.), establish reading groups, making presentations and/or leading discussions on topics/functions agreed for capacity building, website reviews, distant learning, formal or informal trainings, workshops, seminars, joining and contributing in relevant e-mail groups, participation in relevant meetings, exposure visits, sending staff to other NGOs or departments for short-term assignments, enhancing academic qualifications (studying part time) etc.
- ii. For all new appointments the capacity need assessment will be done at the time of completion of probation period and required actions will be agreed between the staff member, the supervisor, and the HR focal person.
- iii. The DEED invites all the staff members and their respective supervisors to propose capacity needs, preferably at the time of performance appraisal in relation to the specific job objectives and functions. However, due to several limitations including financial constraints, the DEED may not be able to fulfill all needs. Proposing capacity building needs is not restricted to performance appraisal, it can also be indicated at any time by the staff member and/or the supervisor;
- iv. The HR focal person will facilitate the staff members in execution of capacity building plans, through identifying available opportunities, prompting follow ups of agreed actions to the concerned staff and the respective supervisors. The focal person will also facilitate staff in availing identified and approved capacity building opportunities.
- v. Staff members themselves are primarily responsible for ensuring that their capacity building needs are reflected in their performance appraisal forms. The immediate

supervisor is expected to take active part and pursue staff for their capacity building plans including identification of capacity building needs, planning, implementing and evaluating the impact of capacity building.

- vi. Staff Development Application Form may be used to identify, get necessary approval, document benefits and details, and carryout/attend capacity building activities/opportunities.
- vii. Capacity building opportunities shall not and must not be viewed as perk or break from work and must be utilized for the benefit of the DEED.
- viii. Several unknown but relevant capacity building opportunities turn up during the year which are not only cost efficient but also allow interactive learning. The DEED shall utilize the relevant opportunities for the relevant staff subject to the availability of funds, suitability of timing, and as per the criteria given below.
- ix. For external capacity building opportunities, nominations will be made with the approval of Chairman/CEO/DIRECTOR OPERATIONS as per the nature of opportunity.
- x. If the relevant staff member already have availed a similar opportunity, the next opportunity shall be offered to the next relevant person. However, any staff member will not be barred from attending successive opportunities relevant to his/her field of work.
- xi. Keeping in view the possible conflict of interests, the Chairman/CEO/DIRECTOR OPERATIONS will decide the nature of capacity building opportunity (for Members or staff). In case of self nomination, CEO/ DIRECTOR OPERATIONS will obtain approval from Chairman.
- xii. All training and other capacity building invitations received shall be forwarded to the Chief Executive Officer/Director Operations. After deciding the nature of opportunity, the invitation shall be circulated to the relevant staff, who can apply for the capacity building opportunity by filling the nomination Form.
- xiii. The criteria for selection and nominating staff is presented below:

- a) **Identification:** If the available training/option has relevance to the aspects identified in the capacity building needs of the staff member or is considered relevant to the staff member work objectives by the relevant supervisor;
- b) **Credibility of the training event:** The training is offered by a credible institution, the credibility shall be assessed by the HR focal person and the Chief Executive Officer/Director Operations;
- c) **Positive action:** Preference will be given to the women staff and the ethnic minorities to help them prepare for senior positions and others roles in which they are under-represented; and
- d) **Line manager support:** The line manager of the applying staff member agrees to and recommends the application form.

➤ Core Training and Development Needs

As performance appraisal forms of all staff are finally signed off by the Chief Executive Officer/Director Operations, keeping in view, the overall performance of the staff as a team, the Chief Executive Officer/DIRECTOR OPERATIONS may point out training need on any core/common topic for all or most of the staff. Such core capacity building requirements shall focus on developing staff knowledge, skills and attitude required for pursuing the DEED' Mission and for understanding broader issues related with the Mission. Core/common capacity building needs may include: democratic rights,

research/survey methodology, gender, project management, generic management skills (e.g. communications, time management, presentations etc.). This list is not exhaustive and may include other needs of the organization, as and when required.

➤ Qualification Upgrade

The DEED may consider staff requests about supporting their academic advancement by giving time relaxation or other facilitation on case to case basis. Such requests must indicate the plan, any effect on the job and help required from the organization to be forwarded to the Chief Executive Officer through the respective line supervisor using the Staff Development Application Form. The Chief Executive Officer is the approving authority for such requests, after considering various aspects of the request and its impact on the staff member's job.

3.12 Performance Appraisal

Performance appraisal of staff members will be conducted once a year. Performance appraisal will also be conducted at the end of probation period.

Performance appraisals must be transparent and as objective as possible. While performance appraisal, the following must be given due consideration:

- i. It must avoid conflicts between staff members and their line supervisors;
- ii. It must not become a time consuming job that bothers the line supervisors and causes the staff members to avoid the appraisal on account of job-related work;
- iii. Revealing as far as work performance, and capacity of staff members are concerned so that corrective actions can be taken to improve performance of the staff member and thus output of the organization;
- iv. Comprise a positive feedback system in order to encourage the staff and keep their confidence intact;
- v. Clearly define the targets of work and other aspects;
- vi. Explain how to quantify and identify qualitative aspects/indicators of work
- vii. Be conscious of favoritism or victimization;
- viii. Allowing self-assessment; and
- ix. Eliminate complexity and duplication

➤ Objectives of Performance Appraisal

The performance appraisal system aims to ensure

- i. Continued development of staff in the role they perform, as well as acknowledging their contributions
- ii. A shared understanding of mutual accountability, including receiving and giving feedback, thus supporting overall organizational accountability
- iii. Assessment of performance of staff members as objectively as possible
- iv. Work efficiency and enhancing productivity of the organization
- v. Assessment of future potential and development needs and Ensuring participation/involvement of staff members in the process

➤ Basis of Performance Appraisal

Performance appraisal is a participatory process involving staff members and immediate supervisors. For efficient performance appraisal, a good level of communication between staff members and the supervisors must exist. While assessing performance, the supervisors must avoid criticism without guidance for solutions of problems. In addition, performance appraisal must be based on:

- i. **Agreement:** Assigned tasks should be mutually being agreed upon between the staff member and the line supervisor.
- ii. **Discussion:** There should be an on-going discussion about priorities, progress, achievements and development of competencies.
- iii. **Transparency:** There should be no surprises, and no hidden judgment.
- iv. **Not one-sided:** The concerned staff member has opportunity to comment on performance rating.

Performance appraisal is mandatory for the renewal of the employment contract; no contract will be renewed unless performance appraisal of the concerned staff member is completed.

➤ Process of Performance Appraisal

Person responsible for the Human Resource (HR) matters will issue 15 working days advance reminder to the immediate supervisor of the staff member whose appraisal is due, with copies to the concerned staff member, the supervisor's supervisor and the Manager Operations. The immediate supervisor will notify the concerned staff member to initiate performance appraisal by submitting duly filled performance appraisal form to the HR focal person within 5 days of receipt of the reminder.

If performance evaluation forms are not received within 5 working days after the reminder, the HR focal person will prompt the matter to the supervisor's supervisor, who will immediately conduct the review and issue show cause notice as disciplinary action to the concerned immediate supervisor. In such case the next course of action will be performed by the supervisor of the immediate supervisor.

Based on the performance information provided by the staff member and knowledge of the immediate supervisor, the immediate supervisor will rate performance as per the criteria given in the relevant form. It is expected that at the stage of rating, the concerned staff member and the supervisor have detailed discussion about the work being assessed.

Using appropriate rating section of the performance appraisal form, the immediate supervisor will rate performance of staff member against the factors mentioned in the rating section. Keeping in view the different levels of responsibilities, different parameters have been used for different levels of employment. The performance will be rated against the staff member's job description, work-plan and progress, and appraisal initiation form presented by the staff member.

After completion of ratings/gradings, the appraisal form will be given to the concerned staff member for signing. The HR focal person will receive the form from the staff member after signatures.

The agreed performance appraisal forms will be signed off by the supervisor's supervisor, and forwarded to the Chief Executive Officer/Director Operations through the HR focal person for review and to ascertain consistency and fairness.

➤ **Indicative Timelines for Performance Appraisal Process**

Step	Responsibility	Function	Timeline
1	HR focal person	Advance reminder	15 days prior to due appraisal
2	Concerned staff member	Submission of appraisal form to HR focal person	Within 5 days of reminder
3	HR focal person	Filling of operation section and submission to immediate supervisor	1 day
4	Immediate supervisor	Performance rating, capacity building needs and submission to HR	2 days
5	Concerned staff member	Comments on the ratings	1 day
6	Supervisor's supervisor	Check and sign off	2 days
7	Chief Executive Officer / Director Operations	Sign off	2 days
8	HR focal person	Renewal of contract and filing	2 days

➤ **Guidelines for Good Performance Appraisal**

The HR focal person must ensure that staff members get orientation and understand the full process of performance appraisal, so that appropriate work performance information is carefully documented for performance appraisal. All line supervisors must have required skills to conduct performance appraisal. Periodic briefings to the concerned staff may be arranged by the HR focal person, if required.

Line supervisors and staff members must have good communication level and agree on specific tasks, qualitative and quantitative targets etc. The Line supervisors and HR focal person work in close collaboration for timely completion of performance appraisals of all staff. Appropriate coordination, notices and reminders are the responsibility of the HR focal person while conducting performance appraisal is the responsibility of the line supervisor and will be assessed in performance appraisal of the line supervisor.

For performance appraisals, the staff and the supervisors may use the planning, monitoring and evaluation data, particularly in case of any outstanding or below average performance even though quality control systems are not developed for this purpose.

3.13 Health and Safety Policy

Health and safety of staff is an important concern of the organization and will be protected to the maximum possible extent. Maintaining satisfactory health and safety standards require combine effort of the staff members, the administration and the senior managers. The Manager Operations has overall responsibility of the safety of staff while at work; similarly line managers share the responsibility with regard to staff working under their control. Guidelines for maintaining healthy and safe physical working environment are presented below; important guidelines will be displayed as reminder at prominent places for continuing attention of staff members:

➤ Guidelines for Staff Members

- i. Take reasonable care of yourself, colleagues and others who may be affected by your actions;
- ii. Follow the instructions provided by the operation Section related to work and use of equipment;
- iii. Report/share any health or safety concerns to the Head of operations or officer designated to look after health and safety matters;
- iv. Ensure that your work area is generally tidy and free from anything that could cause a slip, trip, fall, or collision;
- v. Make sure that you deal with, or report, spilt liquids, torn carpets, trailing cables, and obstructions such as boxes, paper, bags/briefcases etc.;
- vi. Keep corridors, stairwells and emergency exits clear at all times;
- vii. Keep the cupboard doors and filing cabinet drawers close as they can cause injuries to others;
- viii. Prevent cabinets from toppling over by loading the bottom drawers first and by not overloading the top drawers. Always close one drawer before opening the next;
- ix. Ensure that all items are properly placed so that they do not topple over onto someone, or cause an obstruction or tripping hazard;
- x. Never attempt to repair any electrical or electronic equipment, report any fault to the concerned person;
- xi. Last person leaving the room must switch off all the electric and gas appliances of work station like computers, lights, lamps, air-conditioners, heaters etc.;
- xii. In case of an injury, get proper first aid treatment from a (first aid) trained staff member.

➤ Guidelines for Management

- i. The DEED work spaces must have adequate and safe infrastructure, including air conditioning, adequate communication system etc. The Head of operations or the designated officer will be responsible for the safety of the office infrastructure (furniture, computers and related equipment, electric wiring and extensions, communication equipment etc.), office security and general cleanliness etc.
- ii. Work spaces will be kept clean, hygienic and modestly designed to encourage staff motivation, productivity and interaction;

- iii. The DEED indoors (enclosed places) are strictly smoke-free;
- iv. The DEED will take reasonable measures to make its office easily accessible to the disabled staff and visitors; other staff will be expected to be sensitive to the needs of such individuals and any reasonable special arrangement needed for such staff will be provided;
- v. Fire extinguishers will be prominently displayed and staff will be well trained in their use.
- vi. The DEED vehicles will be maintained for efficiency and safety; during vehicular travel, the DEED staff must use adequate safety precautions such as seat belts, following speed limits, taking appropriate rest while driving etc.;
- vii. The DEED office will maintain a first-aid kit and a satisfactory number of staff to be able to provide first aid; and
- viii. Emergency phone numbers including: police, fire brigade, ambulance etc. will be appropriately displayed near the phones.

3.14 Sexual Harassment Policy

The DEED strictly prohibits all forms of gender-based discrimination as well as sexual harassment. It has adopted the sexual harassment code developed by the Alliance against Sexual Harassment at Workplace (AASHA). Any amendments in the AASHA Code shall be adopted accordingly.

➤ Definition

Sexual harassment means any unwelcome sexual advance, request for sexual favors or other verbal or physical conduct of a sexual nature, passing on pornographic material in print or electronic form, or passing on written offensive messages of a sexual nature. Any such act if made a condition for employment or to obtain certain job benefits (wage increase, promotion, training opportunity, transfer or the job itself) by a person in authority is also sexual harassment.

➤ Applicability

Provisions of this section are applicable to all staff including Project staff, contract staff, daily paid workers, visitors etc. Sexual harassment of any kind will be considered as 'misconduct' and strict action will be taken against the concerned staff member as per the procedure given below.

The management will periodically conduct awareness sessions for the staff about sexual harassment and its consequences for victim/affected person and accused.

➤ Inquiry Committee

A three member Inquiry Committee consisting of following members will be constituted to receive complaints of sexual harassment and conduct further proceedings.

- i. One member from management staff
- ii. Senior most woman staff member or any other woman staff member nominated by women staff; and
- iii. HR Person.

➤ Procedure

Any victim of sexual harassment may bring the act in the notice of concerned supervisor or any of the Inquiry Committee members informally, if s/he feels appropriate, without making a formal complaint. Any such informal complaint may be resolved through mediation between the parties involved and by providing advice and counseling on a strictly confidential basis. Making an informal complaint does not affect staff member's right to make a formal complaint; s/he can launch a formal complaint at any time.

If the incident reported does constitute gender harassment of a higher degree and the mediator(s) feel it should be formally taken up for disciplinary action, with the agreement of complainant, the case can be taken as a formal complaint.

Any DEED Waived staff member can launch a formal complaint through her/his supervisor, or directly to any member of the Inquiry Committee. Whereby the Supervisor or Committee member approached is obligated to initiate the process of investigation, and not to cover up or obstruct the inquiry.

➤ Evidence

It is common that gender harassment usually occurs between colleagues when they are alone; therefore it is difficult to produce typical evidence(s). It is strongly recommended that staff should report an offensive behavior immediately to someone they DEED, even if they do not wish to launch a formal complaint at the time. However, not reporting immediately shall not affect the merits of the case. Among others, following shall be considered as evidence:

- i. Detailed account of the complainant and the accused;
- ii. Witness statements;
- iii. Statements of persons with whom complainant might have discussed the incident, statements of persons from whom advice may have informally been sought; and
- iv. Any other evidence including, but not restricted to: documents, circumstantial, audio or video records.

➤ Inquiry

- i. Upon receiving a formal complaint, the Inquiry Committee will ask the complainant to prepare a detailed statement of incidents in case the written complaint is not detailed. A statement of allegations will be drawn by the Committee and sent to the accused within 3 days of receipt of complaint.
- ii. The accused will be asked to respond to the statement of allegations and submit a written response to the Committee within specified time (2 days).
- iii. The statements and other evidence acquired in the inquiry process will be considered confidential. The Committee will ensure confidentiality during the whole inquiry process.
- iv. Upon receipt of response from the accused, the Committee may decide to organize verbal hearings of the complainant and the accused. Hearing(s) may be held either in presence of both the complainant and the accused, or separately, as deemed fit by the committee within 3 days of receipt of response from the accused.
- v. The Committee will take testimonies of other relevant persons and review the evidence. Care should be taken to avoid any retaliation against witnesses by giving necessary protection and/or maintaining confidentiality.
- vi. The investigation procedure should be completed as soon as possible. The inquiry and the implementation of the decision should not take more than two weeks.

vii. Confidentiality.

➤ **Decision**

The Committee will take the decision after carefully reviewing the circumstances, evidence, and relevant statements in all fairness. If the accused staff member is found not guilty, the complaint will be dismissed. If found guilty, the penalties may include any (or mix) of the following, or any other penalty considered appropriate by the committee, keeping in view the nature and intensity of harassment:

i. Minor Penalties:

- a) Oral warning/reprimands that is noted in the person's employment record;
- b) Written warning noted in the employment record; and/or
- c) Written apology along with a statement of not repeating any such act; if one such apology has already been submitted, repeat act shall lead to termination of the staff member.

ii. Major Penalties:

- a) Stoppage of promotion or financial increment for a specific period;
- b) Demotion;
- c) Putting a confirm staff member on probation (except permanent staff);
- d) Termination from service with notice period or withholding notice period salary and/or other benefits as recommended by the authority'; or
- e) Dismissal from service without notice or pay in lieu of the notice period.

➤ **Appeal**

In case any of the parties involved is not satisfied with the penalty awarded, an appeal may be filed according to the procedure laid down in "***Protection against harassment of women at workplace act 2010***".

3.15 Administrative Procedures

➤ **General Office Rules**

○ **Behaviour**

Staff members should bear in mind that the office is a place of work and that any unnecessary noise is a distraction to other members of the staff who may be trying to get their work done.

○ **Cleanliness**

Staff should not accumulate working papers, accounts, stationery etc. in their drawers, other than that necessary for the case on which they are currently working. Each staff member/section is allocated space in the racks/cabinets to store current working files. For security reasons and also to facilitate cleaning arrangements in the office, all desks must be completely cleared each evening before the staff leaves the office.

In order to provide a healthy and clean atmosphere in which to work, please ensure the ashtrays are emptied each day and washed out. Please dispose of any cold tea, coffee etc. down the sink in the pantries.

- **Personal Effects**

Staff members should not keep personal effects or valuables in the office as it is not always possible to prevent the presence of unauthorized personnel.

- **Notice Boards**

It is the responsibility of the Operations Section to circulate general notices and office memoranda for the departmental Notice Boards.

- **Office Maintenance and Repairs to Office Equipment**

All requests for routine repairs e.g. air-conditioning, plumbing, lighting, electrical wiring, telephone etc. should be made to the Operations Section to ensure that maintenance staffs are directed immediately to the problem. Should you find any equipment out of order, please report it as soon as possible to the Operations Section in order that repair work may be organized at an early stage.

There are occasions when clients come to our office to discuss matters with the clients neither at their own desks nor in the Reception area for confidentiality reasons. Discussions with clients should always be carried out in a Conference Room.

➤ **Office security and Lighting**

- **Staff I.D. Card & Visitor's Pass**

All staff including Managers should wear the Staff I.D. Card at all times while in the office. All visitors to the foundation are required to register at the Reception Counter. The receptionists will provide a visitor's pass. The receptionists have to ensure the return of the visitor pass when the visitor leaves the office.

- **Office Lighting**

The last person who leaves the office should be responsible for switching off all the lights. The last person who leaves a particular division should switch off the lights in that division.

- **Fire Precautions And Orders**

It is the responsibility of all members of the staff to acquaint themselves with the following precautions and procedures.

1. General Precautions

- All files, books etc. must be put away in filing cabinets each evening, so that all desks are clear when the office is closed.
- When leaving the office, members of the staff with electrical equipment should check that all electrical switches are turned off.
- A check should be made that smoldering cigarettes are NOT left in the office.
- Any faulty plug of wiring or other possible fire hazard should be reported to the Administration at once.

2. Fire Occurring in the Office

- If you see fire in our office, remain calm, and report to the Administration who will in turn report to building management or call Emergency Services for assistance.
 - a) If it's an electrical fire, make sure no water or hydrant is used to extinguish the fire.
 - b) Use the nearest available fire extinguishers for all other fires.
 - c) Should the fire get beyond control, wait for the arrival of Fire Service Personnel in order to give details of the fire situation and direct Fire Services Personnel to the correct place.
- If you hear a fire alarm, remain calm. The alarm bells will sound when a fire occurs within the building. The general alarm bell on the ground floor will also sound.

3. Evacuation of the Office

The Administration Officer (or his deputy) will ascertain where the fire breaks out and then announce evacuation via staircases to the roof or to the Ground Floor.

Evacuation of the office will be conducted under the supervision of the Managers. The following procedures must be followed:-

- a) All files and documents that cannot easily be carried should be put away in the file racks/cabinets and the doors closed.
- b) All windows and doors MUST be closed.
- c) All electrical equipment (including computers) must be switched off. Lights should be left ON, EXCEPT in the case of an electrical fire when all switches including the Main Switch must be turned OFF.
- d) Staff members under the supervision of Managers should evacuate the office by means of the FIRE EXIT STAIRCASES to a safe area. Safe areas could be the roof of the building, car parking or the Ground Floor, depending on where the fire is.
- e) Close all doors as you leave, ensuring that everyone is out of the premises.
- f) DO NOT USE LIFTS.
- g) On reaching a Safe Floor, staff should assemble by Department to facilitate roll-call and ensure everyone's safety.
- h) The results of roll-call should report to the Manager. In event of staff missing, the Manager (or his Deputy) will immediately report to the police and fire departments for searching.

➤ **Incoming and outgoing mail**

○ **Incoming Mail**

1. The receptionist/Admin at each DEED office shall be responsible for receiving, opening and affixing routing stamp on all incoming correspondence, except those which are marked personal or is apparently of a personal nature.
2. Entry should be made in incoming mail register and register's serial number is noted on routing stamp.
3. Receptionist/Admin will distribute the mail, including personal mail to the identified recipients, and shall obtain acknowledgement of receipt in incoming mail register.
4. The head of admin shall review the incoming mail register at the close of each day and ensure all correspondence received has been forwarded to the relevant officials.

○ **Outgoing Mail**

1. All outgoing mails shall be logged by the receptionist in an outgoing register.
2. Outgoing letters, memos and other correspondence shall be prepared on DEED's letterhead or continuation sheets. Mode of dispatch shall be noted by the originator.
3. Outgoing mail shall be assigned a reference number issued separately from each location and this number shall be noted by the receptionist manually and shall make two photocopies of each letter for office record.

➤ **TELEPHONE**

○ **Incoming & Outgoing Calls**

The telephone switchboard is kept very busy with office calls; therefore personal calls during office hours must be kept to the minimum in order not to affect the traffic of both incoming and outgoing business calls.

Any incoming calls to your department should be answered as soon as it rings and should never be left ringing without being attended to. It is important to leave sufficient information to the party who is expected to return your call, so that the switchboard operators can handle your incoming calls more efficiently.

➤ **FAX**

○ **Outgoing Fax**

All outgoing fax must be signed by a DIRECTOR OPERATIONS/Chief Executive Officer's except where such signing authority has been delegated to a Manager.

All outgoing fax must be registered in an Outgoing Register which includes the date and time of sending out, our reference no., area code, fax no.

Faxes which cannot be sent out due to difficulty will be returned the same day, outlining the reasons why - this will enable the sender to take alternate action.

- **Incoming Fax**

Incoming faxes are registered on an Incoming Register which include date received, our reference no., name of sender and party concerned.

The operator/admin will make a copy of the fax for the purpose of filing and will send the original to the person concerned.

- **Handling Of Incoming Fax And Its Cut-Off Time For Response**

All incoming fax must be responded to within 24 hours.

Incoming fax to be passed from DIRECTOR OPERATIONS to Managers should be delivered BY HAND and should not be sent through the internal dispatching system.

The cut off time for fax to be sent is 5:00 p.m. Fax received after cut-off time will be sent on the following working day, unless prior arrangement has been made.

➤ **RECORDS STORAGE**

- **Records Storage/Retrieval Service**

Old records which have to be stored are sent to an external storage area. The Administration & Logistics officer provides a record storage and records retrieval service on need basis.

- **Destruction of Old Files**

In order to release space for storage of new files, destruction of old files is carried out once a year. Administration & Logistics Officer will advise the date and procedures of this process.

➤ **STATIONERY**

Stationery requests must be made on the DEED - Purchase Requisition form.

1. It should preferably be made once a month, i.e. before the 20th day of every month.
2. Subject to availability, stationery will normally be distributed upon request.
3. Staff members should not obtain stationery supplies directly from the stock room or place orders at intervals.
4. Requisition for stationery must be made through the Administration Office.
5. Issuance of any other stationery not included in the form will be subject to scrutiny by the Administration Officer as to the need for such stationery and approval will only be given in exceptional circumstances.
6. To enhance control over the utilization of letterhead papers, filing copies and typing papers, they will be provided by the Operations Section on a need basis.

➤ PHOTOCOPYING

When it is necessary to photocopy a document, you should:-

1. Complete the relevant forms and get approval from concerned officer for further action.
2. In case of own machine, submit the form and the material to be copied to the Operator of the photocopying machine (where applicable)

Following procedure will be adopted for Official use of own photocopiers:

For Head Office

1. A format will be used for more than 10 photocopies and Admin Officer is authorized to allow up to 20 copies
2. Operations Head will accord approval from 21 to 100 copies
3. For more than 100 copies, Director Operations will be the approving authority
4. Telephone Operator/Receptionist/Admin Assistant will be responsible for making all kind of photocopies and enter in the register accordingly. Admin Officer will ensure that register is properly maintained

For Project/ Field Office

1. Admin/Logistics Officer will allow photocopies up to 20 numbers on a prescribed format
2. Project Director coordinator/ Manager will allow photocopies from 21 to 50 numbers
3. For more than 50 photocopies , Office In-charge will accord approval
4. A responsible staff member (office boy etc) should be made responsible for making photocopies and maintaining record in this regard. Admin/Logistics Officer will ensure that register is properly maintained

For All

1. Only the designated official will be authorized to make photocopies. Other staff is advised to avoid making photocopies on their own
2. Personal use of copier shall be discouraged
3. Admin/Logistics Officer shall be responsible for regular maintenance and upkeep of copier, replacement of worn parts as per manufacturer's maintenance schedule; and prevent use of the copier during malfunctioning
4. Preferably double side of page shall be used for all kind of photocopies

➤ PRINTING

1. Requests for printing should be made on the form which should show the following information: -
 - a) Date
 - b) Name of project/donor, if applicable
 - c) Number of pages to be printed
 - d) Number of copies for each page
 - e) Paper to be used and if required, any special color
 - f) Reason for copies

2. Submit for approval from competent authority.
3. Submit to Operations Section for printing.

3.16 Use of Equipments and Vehicles

➤ Equipments and Services

The DEED provides appropriate equipments and services to its staff for carrying out their normal day-to-day duties keeping in view the availability of funds and optimum use technology. All equipment and services are meant for official use. Staff members are required to carefully use the office equipments and avoid misuse; misuse of equipments or services may lead to disciplinary action. For any query or guidance required the Head of Operations may be consulted.

Any staff member requiring additional equipment may put up a written request mentioning the use and justifying the need to Head of Operations or other designated person through the line supervisor.

A) Personal Use of Office Equipments and Services

To facilitate staff members, the DEED allows limited personal use of the office equipment and services such as computers, printers, internet, photocopy, vehicles (as per vehicle policy), etc. Printing and photocopy of personal documents is not encouraged and will only be allowed in special cases by the CEO/DIRECTOR OPERATIONS.

➤ Vehicle Policy

A) Use of vehicles

Responsibility of coordination and management of appropriate use of official vehicles lies with the Head of Operations, or any other the designated person. Allocation of vehicle will be subject to availability of vehicle. The receipt of travel request/information should be deposited well in time at the operation dept. using Vehicle Request Form. If office vehicle is not available, staff members can use taxi or their personal transport after approval from the competent authority and can charge reasonable taxi fare to the DEED (in any such use of personal vehicle for official purpose DEED will not take any responsibility of any damage to personal transport).

Subject to availability of funds, for all official vehicle(s) a comprehensive insurance policy must be procured and guidelines provided by the insurance company must be followed by the persons driving office vehicles. All vehicles will be safely parked in the office premises at night and during holidays. At the end of working day, drivers will hand-over the keys to the person designated by the operation dept. It is the responsibility of the designated person to make keys available to the driver on the morning of the next working day. A duplicate key will be retained by the Head of admin or the person designated by it for this task.

Vehicle provided to the Chief Executive Officer/Director Operations officially will be given under set rules of business and all the policies of DEED will be applied. Expense details and log book will be reviewed by concerned sections and any discrepancy in the use of vehicles, meter readings, maintenance of documents and wear & tear will be highlighted at appropriate forums.

B) Personal Use

Official vehicle(s) must be used only for office work. However, in special cases/circumstances, the Chief Executive Officer/Director Operations may authorize personal use, provided it does not hinder any official work and the staff member is an authorized driver. In case where staff member is not an authorized driver, availability of the office driver will also be considered for allowing personal use of the office vehicle. The staff member will pay actual cost of damages which might occur while authorized personal use. However, unauthorized personal use of official vehicle may lead to disciplinary action. For all private use of vehicle, the staff member shall be billed for per Kilometer charges as organization policy. In case a vehicle is required for personal use with a driver, all relevant costs of the driver (food, related travel expenses, accommodation, payment of appropriate pocket money to the driver etc.) will also be borne by the staff member.

C) Driving by the Staff

Official vehicles will be driven by the appointed drivers who are responsible for driving, maintenance of vehicle, maintenance of log book, safe use, and safety of vehicles. To maintain the responsibility, in normal circumstances, other staff members are not allowed to drive official vehicle. In case of absence of a driver or in emergencies, staff members can drive the official vehicle only if s/he is an authorized driver. The Chief Executive Officer/Director Operations may authorize staff members to drive official vehicle upon providing copies of valid driving license and taking test if required. Copy of valid driving license of authorized drivers will be kept in personal files. Authorized drivers are expected to take due care of human life and vehicle, and remain attentive at all times while driving. Official vehicles will only be driven by the appointed drivers or staff members authorized to drive for particular day(s), no one other than the DEED staff will be allowed to drive an official vehicle.

D) Vehicle Logbooks

All travels of the official vehicle(s) will be recorded in the logbook with appropriate details (for each location) as per the logbook columns. All fuel consumed, and other vehicle maintenance including; air filter, Mobil oil and filter, general service etc. will also be recorded in the logbooks maintained in each vehicle. It will be the responsibility of the driver to ensure that logbook is properly maintained. Senior most accompanying official will fill in and sign the logbook entry. In case the official does not fill in the logbook, the driver will report the matter to the Head of admin, or his/her nominee, will examine logbook entries and sign the logbook periodically (preferably weekly).

➤ Drivers and Related Matters

The driver must preferably have a clean Light Transport Vehicle (LTV) driving license and must also be familiar with the government rules and regulations for driving motor vehicles (traffic laws). Any costs incurred by drivers for yearly renewal of their driving license will be born by the drivers themselves. If a driver is charged with minor violation of traffic laws (challan), the Manager Operations will assess and decide whether the payment of the fine amount will be paid by the DEED or by the driver himself. Any major accident or violation of traffic laws may lead to disciplinary action against the driver.

A) Boarding and Lodging of Drivers

While on outstation duty, the accompanying officer will be responsible for making appropriate boarding and lodging arrangements for the driver. If the driver is traveling alone, the most economical, safe, and efficient means should be used by the driver. Drivers on outstation duty can charge boarding and lodging expenses at actual costs (by providing the signed receipts) within the limits as per organization policy.

As applicable to other staff members, the drivers are also entitled to claim a fixed amount to cover unavoidable small un-receipted costs (water, soft drinks, calling home etc.) for each night spent out of respective districts on official duty.

B) Overtime for Drivers

Considering the nature of job, the DEED may offer monthly overtime payment to the driver(s) as per Agreed amounts. The overtime work may also be compensated by giving time off in lieu by allowing early departure or late arrival during working days by the Head of Operations or the designated officer handling transport matters.

3.17 Office Security

The DEED gives importance to the security of its staff, data resources, office equipment, office premises etc. For the security of the staff while on work and the security of the office premises round the clock, security arrangements will be made. Subject to the availability of funds, services of a professional security agency will be acquired. The Head of operations will be responsible for the appropriate security arrangements, in consultation with the Chief Executive Officer/Director Operations. A collective effort from all the staff is required to maintain security.

Preferably all visitors to the office may be attended in the meeting room or the reception area. Unknown visitors will not be allowed to visit the staff members' work areas unless the receptionist/security guard is informed in advance or the receptionist/security guard confirms identification of the visitor from the concerned staff member.

➤ Staff

The DEED staff members are expected to follow the security guidelines issued by the government agencies, and the operations Section from time to time. Staff must also be vigilant of any security risks to themselves and other colleagues, and avoid visiting those areas where security situation is not satisfactory without taking necessary approvals and precautionary measures.

All staff members are expected to be careful for their personal belongings as well as of other colleagues. The DEED staff is responsible to safely keep their personal valuables such as: bags, money, mobile phones, ornaments or other valuables. The operations Section will arrange for the locks in the table drawers or otherwise as and when required by a staff member. The DEED does not take responsibility of any loss personal belongings of the staff. However, the operations Section will take all possible steps to recover any lost item and take appropriate action if any staff member is found involved to protect the office environment from such incidents.

➤ Office Equipment

Office equipment is important and necessary for day-to-day functioning of the office. This equipment must be handled carefully. Staff members are required to follow equipment security instructions issued by the Admin Section from time to time. All the DEED vehicles will be comprehensively insured (subject to availability of funds) and staff will follow the guidelines provided by the insurance company.

➤ Computer Data Security

Keeping in view the nature of work of the DEED, it is important to protect the integrity, credibility, security and confidentiality of data, information stored on organization's computers, related devices, and networks. Following are the guidelines to protect computer data:

- i. Each staff member is provided a user name and password to logon to his/her system, email account, and Local Area Network (LAN). The authorized person will have passwords and related information of the DEED website; these details will also be given to the Chief Executive Officer/Director Operations or his/her designated person.
- ii. Passwords are assigned to each user as a method to simplify unique access to email and network resources. Users are responsible to maintain security of their login credentials. Staff members are urged to follow standard security practices such as maintaining password secrecy, periodically changing passwords, logging out of accounts when not in use, installation of automatic standby mode etc.
- iii. All staff members are responsible for security of data on their computers, including security from computer virus. In this regard all staff members should be careful for regular backups of their data and follow guidelines of Operations /IT staff.

➤ Files and Other Physical Records

Security of files and other physical records (data forms, reports, printed materials, members' record, contracts, financial record, correspondence etc.) will be the responsibility of the staff member who is the custodian of these items. For important materials, the staff may request the Operations Section for locked cabinets etc.

3.18 Meetings and Events Management

To maintain quality, cost efficiency and moderate level arrangements for holding events and meetings, the following guidelines are developed. These guidelines must be followed by the DEED Head office subject to the availability of funds, time, and space. The guidelines below should be followed in normal cases, however, for extraordinary or special meetings; efforts will be made to make the required arrangements with the approval of the Chief Executive Officer/ Director Operations.

➤ Guidelines

Events mean: training, workshop, members meetings, seminars, press conferences, or other gathering related with the DEED work.

- i. For all such events a focal person will be nominated who will be responsible for the coordination of various aspects. The focal person will preferably be the department head or other senior person from the department holding the meeting or the Administration Officer. The focal person will submit written requisition for arrangements to the Operations Department using the form duly approved by the Chief Executive Officer/Director Operations.
- ii. It is suggested that the objective(s) of the events are clearly defined so that all persons involved are well focused to achieve the stated objectives while performing the assigned work.
- iii. All events will be properly documented or minutes are made and approved by the competent authority.
- iv. For all events the agenda will be prepared at least one week in advance and shared with the expected participants, if required.
- v. List of the expected participants will be prepared except for open public meetings.
- vi. List of speakers will be prepared and confirmation from the speakers will be sought well in advance (at least a week before the event) by the designated focal person. The topic to be delivered by each speaker must be confirmed with the relevant speaker in advance. All speakers must be informed about the other co-speakers. For speakers/resource persons of the event/session head-table should be arranged. Name tags of the speakers must be decently exhibited (at least in computer printout form) along with their affiliation.
- vii. Events should be arranged at an accessible and identifiable place/venue. Address and contact details of the venue should be provided in the invitation.
- viii. For events of more than 20 participants, a sound system may be arranged to facilitate the speakers and the participants. If the agenda includes comments or other type of participation from the participants, cordless microphones or other arrangement to facilitate communication amongst participants may be made.
- ix. For less than 40 participants U shape, and for more than 40 participants theater shape seating arrangement may preferably be arranged as per the need and requirement of the event.
- x. No session should be more than 2 and half hours without break.
- xi. Appropriate stationary items (and other handouts) must be timely arranged, as required.
- xii. Clean drinking water must be arranged in all events. Accessibility of toilets must be ascertained. Air conditioned environment may be arranged where possible.
- xiii. For all events following other arrangements may be made as required. The focal person may allocate responsibility of different arrangements to relevant staff members.
 - Backdrop;
 - Multimedia with computer;
 - Report writing;
 - Photography;
 - Registration desk/attendance;
 - Display stall of the DEED printed materials; and/or

- Press release.
- xiv. Food/snacks arrangements will be made as follows:

S. No.	Duration of Meeting	Food	Suggestions
1	For events up to 2 hours	Tea or drinks as per the weather with cookies	Packaged biscuits
2	2 to 4 hours	Tea or drinks with snacks	Max. 3 bakery items of average cost; mix sweet and salt items
3	4 to 6 hours	1 tea with snacks and Food	Max. 3 bakery items of average cost for snacks. For food maximum 4 food dishes (mix of meat and non-meat dishes) and 1 sweet dish
4	6 to 8 hours	2 teas with snacks and Food	Max. 3 bakery items of average cost for snacks. For food maximum 4 food dishes (mix of meat and non-meat dishes) and 1 sweet dish

- xv. For tea, a session breaks of at least 20 minutes and for food 1 hour break must be scheduled in the agenda.
- xvi. If payments to participants have to be made for expenses etc. after the event, separate desk must be arranged. Only representative of the Finance department can make the cash payments.

3.19 Information Technology and Related Matters

The DEED provides and maintains necessary computing equipment and other Information Technology (IT) related requirements for communication, computing, and smooth program operations as a need for modern office operations. To purchase and maintain software and hardware equipment, staff requirements, availability of budget, and cost efficiency will be considered. The IT Person/Operations Section will give advice on the purchase matters related with the IT.

For procurement of equipment and software, the laid down procurement procedures will be followed. The IT Person will perform inspection, testing, trials, and give training to the staff, as and when required, about the new equipment and software.

➤ Computers

Desktop computers will be provided to all those staff members wherever required. Staff members will be provided with desktop computers with standard specifications developed and maintained by the IT Person/Operations Section. With fast changing technology, the specifications will be revised from time to time keeping in view cost efficiency. Any extraordinary requirements of computer must be communicated to the IT Person well in advance.

In case of any malfunctioning of computer or other related equipment, the staff members will inform the IT Section for advice and rectification of the fault. In case of the software problem, the staff member must try to save his/her data. All manuals, warranty papers, and other necessary documents will be maintained by the IT/Operations Section.

Laptop computers will only be purchased for those staff members who travel frequently or need office computer out of the office premises, subject to the availability of budget. Laptop computer specifications will be decided by the IT Section keeping in view requirements of the staff member and cost efficiency.

➤ Local Area Network

To facilitate file sharing and transfer, printing, internet usage, e-mail, software installation, taking back-up of computer data etc. the Local Area Network (LAN) will be installed. The IT Section will be responsible to maintain the server, LAN, and its smooth functioning. Staff members using computers will have the server login accounts with their names; the login will be password protected. The IT Section will be allowed to access the LAN account of any staff member unless the access is restricted with the approval of the Chief Executive Officer/Director Operations.

The IT Section will give orientation/training of the LAN use to all new staff members and staff members who are not familiar with the optimum use of LAN. Users may ask for assistance from the IT Section in case of any problem or doubt in the LAN permissibility. The IT Section will install necessary virus protection and firewall software for the safety of the system.

➤ Software

The DEED prefers to use licensed software rather than pirated versions. The IT Section will be the custodian of the original software. Staff members are not allowed to copy the licensed software purchased by the DEED for usage other than DEED work. Only the In-charge may authorize such copying, keeping in view the legitimate need of the staff member.

Staff members must avoid downloading and installing new software on office computers; for any software required, they must seek advice from the IT Section. The IT Section may advise to download free software or any other option to fulfill the need. All software must be tested and approved by the IT Section.

All office computers will have standard software as per the list maintained by the IT Section. Any further software required by any staff member must be communicated to the IT Section, who will arrange accordingly keeping in view the requirement and cost efficiency. For any new software developed, especially for DEED, users' manual, must also be provided to the IT Section by software developer(s) with necessary details and passwords.

➤ **Internet and E-mail Usage**

Internet access will be provided to all users through a server. Internet facility and E-mail accounts are provided for the official use. For protection of computing system and the DEED data, and to monitor internet usage, the IT Section will install virus shield(s) and necessary firewalls to monitor the usage. Staff members are required to use the IT and relevant facilities in a professional and ethical manner, in accordance with the organization's rules and regulations. Any illegitimate use may lead to disciplinary action against the concerned staff member.

The DEED staff is offered Email account on 'DEED' domain in the name of their department or position. E-mail account with personal name is prohibited so that official communication through the e-mail account (with person named ID) after the departure of the staff member is still possible. The E-mail identity (ID) will be allotted by the IT Section as per the availability and in consultation with concerned staff member. The concerned staff member will request for official email ID through concerned management staff through e-mail. The e-mail account created and maintained on the DEED domain is property of DEED; no staff member can claim ownership of the e-mail identity. Access to e-mail and related operation will be ceased upon staff member's separation from the DEED.

Staff members are responsible for contents of mailbox residing on their mail server or on individual machines; mailbox must be maintained appropriately so that it does not get choked and e-mails do not bounce back. Keeping in view the availability of storage space, the IT Section will allot adequate storage space (as determined by IT Section and updated from time to time) for staff e-mail accounts.

The IT Section will install necessary software to monitor e mails, filter spam mail and virus to protect data and IT systems. However, there still exists possibility of virus infiltration at server or user ends, for which users are expected to be careful in opening any e-mail from unknown accounts or visiting websites.

➤ **Data Backup**

Staff members must ensure that their data is safely stored on their computers, server and backup is taken regularly. The IT Section will introduce a system for regular backup of data. Any loss of data must not be stated as reason for inability to complete assigned work according to the agreed quality and time. The DEED emphasizes on maintaining appropriate backup of all data and information generated by the organization to avoid any crash due to system failure or virus attack, which commonly hits computer systems. The IT Section will arrange for the safe storage of backup data by providing external hard drives to the authorized staff which will preferably be kept away from the office premises

➤ **General IT Guidelines**

To follow are other guidelines for appropriate use of computers and other IT related equipment and services. These guidelines apply to all users including the DEED staff, interns, short-term consultants, guests etc.

- i. It is the responsibility of each user to make sure that the IT resources are being used for legitimate purposes in a legal and ethical manner. Examples of unacceptable use include, but not limited to, the following:
 - Unauthorized use of passwords;
 - Violation of another user's privacy or harassment of other users;

- Downloading, display and dissemination of offensive, indecent, obscene, or sexually explicit or suggestive material;
 - Use of equipment in an abusive manner; and
 - Unauthorized access, including hacking, and other unlawful activities etc.
- ii. Users must stay at the computer while it is in use so that their system and data is not misused. Preferably computer will be set in a standby mode if not in use for more than 10 minutes. In case computer is not expected to be used for the next 2 hours, it must be switched off.
- iii. Users, who suspect that their computers or network accounts have been accessed without their permission, are expected to change their passwords and are strongly encouraged to report the suspected activity to the IT/Operations Section.
- iv. All users are expected to respect privacy of the other computer users. This includes not representing oneself as another, not modifying passwords, not trying to gain access to someone else's data or search history, and not hovering over others while they are using computers.