

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



**DEED**

**GOVERNANCE POLICY**

## 2. GOVERNANCE MANUAL

The Code of Ethics intends to serve the following three purposes:

- i. The Code identifies the basic principles that reflect the DEED core values and establishes a set of specific ethical standards that are to guide the conduct and practice of members.
- ii. The Code helps the members to identify and take account of relevant considerations when professional obligations conflict or when ethical uncertainties arise.
- iii. The Code provides ethical standards for accountability of members and staff of the DEED.

### ➤ Core Values

The following are core values of the DEED for all its operations, programs, members' interaction, communication etc. The DEED is to uphold these core values in achieving its objectives. All members and staff are expected to follow the principles and standards given below in the matters related to the DEED:

- i. **Transparency:** All members and staff of the DEED are to give top priority to transparency within themselves as well as in all affairs related to the DEED.
- ii. **Best Practices:** The members are expected to interact with the pool of the DEED's diversified experience, with a view to enhancing their organizational competencies and become ambassadors of best practices themselves
- iii. **Accountability:** All members and staff are to act honestly and responsibly above their own party orientations, if any, in order to promote ethical practices of the DEED.

### ➤ Ethical Standards

#### A) Neutral approach

- i. Members and staff are expected to take a neutral stance at all times and remain above their own party orientation, if any, in imparting their role for the DEED.
- ii. Members and staff should not take unfair advantage of any professional relationship or exploit others to further their personal, religious, political or business interests.

#### B) Discrimination

The DEED expects all members and staff not to practice, condone, facilitate or collaborate with any form of discrimination on the basis of caste, color, ethnicity, creed, gender, religion, political, geographical or linguistic background, marital status, sexual orientation, age, mental or physical disability, etc.

#### C) Conflict of Interest

##### 1. Background

From time to time DEED staff members and/or the governing body may encounter conflicts of interest when participating in DEED's decision-making processes, as other professional or personal roles intersect. Potential areas where a conflict of interest may arise include:

- Recruitment of staff or contractors
- Decisions to undertake projects or enter into partnerships
- Representing DEED in other forums.



In general, a conflict of interest can be said to arise if:

- It is likely that the performance of a person's duties as a DEED employee or governing body member could be prejudicially influenced by that person's other interests (private, personal or professional), or that a reasonable person would believe that the person could be so influenced; or
- If a person's participation as a DEED employee or governing body member could be prejudicially influenced by the interests of organization that the person is representing, or that a reasonable person would believe that the person could be so influenced.

### **Policy:**

DEED expects that staff and governing body members will be mindful of potential conflicts of interest (or the likely perception of a conflict), and declare a conflict of interest before it arises. Appropriate action can then be taken in consultation with colleagues. For instance, the concerned individual will usually be expected to withdraw from a particular selection panel or lobbying delegation or absent him/her from discussion about particular issues if it presents a conflict of interest. Minutes of the meeting should note the conflict of interest, and the relevant minutes are not to be forwarded to the member who has absented him/herself.

### **Procedure:**

All staff and governing body members must declare in advance, any relationship with persons, firms or companies, which have dealings with DEED. They must also declare in advance if:

- a) They are directors or partners in a firm or company, which propose to have any dealing with DEED including but without limitation tendering for any contract or concession;
- b) If their immediate family members (spouse, parent, child, brother and sister) hold directorship or partnership in firms or companies, which propose to have any dealing with the DEED including but without limitation tendering for any contract or concession; and
- c) if to their knowledge, a member of their immediate family has any financial interest in any matter being considered by DEED. They must avoid any advice, suggestion to individuals, firms or companies on any dealing with the DEED, including but without limitation to the award, by tender or otherwise, of a contract or concession. Individuals who fail to make declaration of a conflict of interests as explained above are liable to account to DEED for any profit made or benefit received from or in respect of the failure or violation.

### **Private Trade & Other Employment or Work**

1. No employee shall, except with the previous sanction of the CEO/DIRECTOR OPERATIONS, engaged in any trade or undertake any employment or work other than his official duties, provided that s/he may, without such sanction undertake any honorary work of a religious, social or charitable nature or occasional work of a literary or artistic character, subject to the condition that his official duties do not thereby suffer and that the occupation of undertaking does not conflict or is not inconsistent with his opinion or obligation as an employee but he shall not undertake or shall discontinue such work if so directed by the CEO/DIRECTORS.
2. If employee deliberately does not disclose an activity or event that might prejudice DEED's interest, disciplinary action should be taken against him/her.
3. Any CV referred by Employee of DEED, must mention the details of relationship with the referred so one can be evaluated on fair grounds.
4. Nothing in this rule shall apply to sports activities and membership or recreation clubs.



## **D) Derogatory Language**

Members and staff will refrain from the usage of derogatory language in their written or verbal interaction with each other, within the DEED or in their analysis of political parties and public representatives. Use of accurate and respectful language in all communications with and about all concerned must be practiced.

## **E) Dishonesty, Fraud, Sexual Harassment and Deception**

The Members and staff should not participate in, condone, or be associated with dishonesty, fraud, sexual harassment and deception.

### **➤ Violation of the Code**

The violation of standards mentioned in this Code does not perpetually imply legal liability or violation of the law. Alleged violations of the Code would be subject to peer review process through the Board of Directors and/or the CEO/DIRECTOR OPERATIONS. Such process is generally separate from legal or administrative procedures and insulated from legal review or proceedings to allow the DEED to counsel and discipline its own members.

## **2.2 Staff Rules of Discipline / Grievance Statement**

The DEED encourages frequent interactions among staff, fair expression of views, giving suggestions to improve work etc. to maintain a pleasant and participatory working environment. The staff members are expected to follow high standards of work ethics to maintain conducive working environment. However, there may be instances where staff members are grieved by other staff members. The DEED believes that any such incidence must be addressed as soon as possible before it starts affecting work performance.

The rules of discipline and disciplinary control system are vital for the organization to maintain discipline, instances of overriding controls, and breach of regulations to maintain high output level. Observing these rules helps in providing fair, open, uniform and objective criteria for correcting and improving staff behavior, work environment and thus performance.

### **➤ Application**

These rules shall apply to all staff members of the DEED and to all the persons working with DEED in capacity of consultants, volunteers, interns, part-time staff etc.

### **➤ Code of conduct (This is for an ideal office, we can adjust this as per need)**

- i. All staff members are required to observe high standards of performance, discipline, norms and customs of service, and behavior appropriate to their employment.
- ii. All staff members will observe and abide all lawful orders and directions issued by the respective line supervisors.
- iii. Staff members will never violate the fundamental principles of good human conduct, and the dignity of beneficiaries.
- iv. At all times information, publicity and advertising activities shall recognize the DEED beneficiaries as dignified human beings, not hopeless objects deserving alms.
- v. Following shall be considered as misconduct for the DEED staff. The nature of offence (major or minor) will be decided by the relevant authority, taking into account the gravity of misconduct, previous record of the staff member, and any other circumstances that may exist at the time of misconduct:
  - a) Habitual tardiness and or not completing required working hours;



- b) Repeatedly leaving job or work area during the office timings without informing or taking authorization from concerned official or taking short leave;
- c) Smoking in the enclosed premises of the DEED or official vehicles;
- d) Reporting for work or being on duty with intoxication;
- e) Work output is not in accordance with the standard set in the work-plan and job description;
- f) Excessive defective work due to staff members own errors;
- g) Gambling or promoting gambling in the office;
- h) Habitual absence without leave or absence from duty without approved leave/informing the line supervisor, reception or the Manager Operations for more than 2 days for 'Contract' staff and more than 4 days for 'Permanent' staff.
- i) Malicious/willful damage or destruction of the DEED property;
- j) Gross/willful insubordination or disobedience, whether alone or along with others, to any lawful and reasonable instructions of supervisor/legal commands;
- k) Striking work, or inciting others to strike work, in contradiction of provisions of any law or rule, or adoption of slow tactics (staff members may form union under relevant statutes);
- l) Gross misconduct or misbehavior with immediate supervisor or with any staff member including persons working under supervision;
- m) Stealing, fraud or dishonesty in connection with the DEED funds or property/valuables of other colleagues;
- n) Wrangling/brawling;
- o) Harassment of all kinds, especially sexual harassment of all types as per organizational policy;
- p) Deliberate falsification of the DEED records;
- q) Giving wrong information about personal particulars and previous service(s);
- r) Undertaking private paid work of any nature without taking prior approval;
- s) Conviction by a court of law of any criminal offence or offenses of moral turpitude;
- t) Taking or giving of bribes or any illegal gratification;
- u) Unauthorized approaching media, any business firm, Government or private organization, without following the procedures set by the organization or obtaining necessary approvals;
- v) Taking or accepting any gift or award from any individual or institution whatsoever, in connection with the official work, without prior approval of authority; or accepting hospitality while working outside the office beyond cultural norms of the area, which may place an unreasonable burden on the host or expose the staff member(s) and/or the DEED to future liabilities;
- w) Deliberately giving confidential or restricted information to unauthorized person(s);
- x) In-discipline or breaking of any rules of the DEED, including rules and regulations of the organization, or contravention of standing/ routine orders issued in regard to the promotion and maintenance of the working of the organization.
- y) Misuse of staff members, including utilizing to carry out personal work without consent;
- z) Misuse of office premises/equipment and facilities or their personal use out of the limits set by the organization or without prior approval from the Manager Operations;



### ➤ Authority

Authority to handle/attend matters of disciplinary nature or grievance is given in the table below:

S. No.	Level of staff member accused (against whom complaint is initiated)	Authority
1.	Staff of Grade – Executives/directors <b>Say 10</b>	Chairman
2.	Staff of Grade – 7 -9 and Consultants	Chief Executive Officer and Chairman
3.	Staff of Grade – (5-6), volunteers, interns, part time staff	Internal Disciplinary Committee
4.	Support/Auxiliary /Daily wages staff	Operations Head

### ➤ Internal Disciplinary Committee

An Internal Disciplinary Committee comprising of the following permanent and temporary members shall be constituted to attend the disciplinary matters of mid and lower management staff and give advice for other levels as and when required by the relevant authority.

S. No.	Designation	Permanent/ temporary
1.	Chairman	Permanent
I 2.	Chief Executive Officer / Director	Permanent
n 3.	Head of Operations	Permanent
4.	Senior most or any other staff member nominated by staff	Temporary, appointed for one year
a 5.	Any other staff member invited by above three on case to case basis	Temporary
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, any of the above staff member or his/her immediate supervisor is involved in grievance/matter under consideration, the staff member will not take part in the proceedings, following the conflict of interest policy. The replacement of such member shall be decided by other members of the committee.

### ➤ Disciplinary Procedure

Any staff member can bring any offence or misconduct by any other staff member into the notice of his/her immediate supervisor, the Chief Executive Officer/Director Operations, the Manager Administration, or any senior member of the Staff with whom s/he feels comfortable.

The following procedure shall be observed when a staff member of the DEED proceeds against under the regulations. As a first step, on occurrence of the alleged act of offence, the matter shall be brought in the notice of the line supervisor, who will make an initial oral inquiry under intimation to the concerned authority. The line supervisor will report back to the concerned authority. In cases where the complainant is against the line supervisor, the initial inquiry shall be conducted by a person designated by the Internal Disciplinary Committee. If the nature of offence is judged minor taking into account the gravity of misconduct, the previous record of the staff member and any other circumstances that may exist at the time of misconduct, the staff member shall be warned verbally as stated under Penalties and proper record will be placed in the concern staff file. If the nature of offence is not considered minor, further inquiry shall be conducted as given below for which the complainant staff member will file a formal complaint.

- The concerned staff member shall be informed about the alleged act of offence in writing by his/her supervisor or authority or the person designated by the authority,



as first show cause notice or charge sheet. The staff member shall be given an opportunity to explain in writing the circumstances of offence alleged against him/her within three days of receipt of explanation letter or as mentioned in the notice.

- On receipt of reply or explanation from the accused staff member, the authority shall decide, in the interest of justice, whether an inquiry should be conducted through an Inquiry Officer/Committee or not. If considered necessary, the appropriate Authority shall nominate inquiry officer/committee to conduct inquiry.
- The Inquiry Officer/Committee on behalf of and with the agreement of the Authority will issue a formal charge sheet and statement of allegation to the alleged staff member and hold an independent inquiry. The inquiry officer/committee will present its report in writing and recommend penalty and/or other appropriate measures to the competent authority within 15 days of its nomination. On the approval of the Authority, the Manager Operations will ensure the implementation of such measures. The individual concerned shall be provided a copy of the decision of inquiry committee.
- Based on the gravity and nature of the offence, if considered necessary by the Authority, the staff members involved (both or any of complainant or accused) may be sent on leave during the inquiry, for not more than a period of 15 days, as per the availability of leave quota.

In case where the accused staff member is found 'not guilty', the relevant authority shall take appropriate action against the complainant if the complaint is considered to be intentionally mala fide.

#### ➤ **Penalties**

A staff member, who is found guilty of breach of the Code of Ethics, regulations of the DEED, or any other act of misconduct, may be subjected to one or more of the following penalties by the authority; depending upon the gravity of offence, having followed the procedure prescribed under disciplinary procedures. Inefficiency in performance of work according to work-plan(s) or job description/contract shall not require full procedure, in such cases penalties can be awarded by the Chief Executive Officer/Director Operations (the contracting authority) upon advice of or in consultation with the line supervisor(s).

#### **A) Minor Penalties**

- i. Oral warning/reprimands without formally filing complaint;
- ii. Oral warning/reprimands that is noted in the person's employment record;
- iii. Written warning noted in the employment record; and/or
- iv. Recovery from pay of the staff member, whole or any part of any financial loss, caused to the DEED by negligence.

#### **B) Major Penalties**

- i. Stoppage of promotion or financial increment for a specific period;
- ii. Demotion;
- iii. Putting a confirm staff member on probation;
- iv. Termination from service with notice period or notice period salary;
- v. Dismissal from service without notice or pay in lieu of notice period; and/or
- vi. Dismissal and filing law suit.

#### ➤ **Appeals**



The staff member of lower category, against whom any major penalty is recommended by the authority, can appeal, within ninety days of the receipt of such decision, to the Chairman of the Board by submitting an appeal through proper channel. For the staff in middle management categories, the time limit for filing an appeal is Seven days. In cases of major or minor penalty, appeal can be forwarded to the Chairman of the Board, which may, for reasons to be recorded in writing, either:

- i. Accept the appeal and forgive the individual;
- ii. Change the nature of punishment taking a lenient view; or
- iii. Reject the appeal.

#### ➤ **Grievance Settlement**

The DEED encourages its staff members to interact frequently and meaningfully participate in pursuing individual work-plan as well as overall objectives of the DEED. There can be instances where a staff member feels DEED waived from another staff member. Though many factors which may cause grievance have been given in the Code of Conduct, all human behaviors and possible grievances cannot be listed. It is expected that most of the grievances shall be resolved informally. In cases where informal resolution is not reached, a formal procedure, given below, shall be followed.

#### ➤ **Procedure for Grievance**

If grievance is with the immediate supervisor, the supervisor's supervisor will be the relevant position to approach.

- i. Any staff member feeling DEED Waived must notify the grievance to his/her immediate supervisor, with copy to the relevant authority. Anonymous grievances and complaints will not be given full consideration, if nature of the complaint requires anonymity; the DEED Waived staff member must justify it in the note.
- ii. The concerned supervisor will try to resolve the matter. If the supervisor is unable to resolve grievance to the satisfaction of the complainant, the supervisor will inform the relevant authority to take further action within three days of receipt of complaint. The concerned supervisor will also inform the Authority about efforts already made to resolve the matter.
- iii. The Authority may decide to conduct initial inquiry and/or refer the matter for formal inquiry procedures mentioned above. The complainant staff member will be informed about the decision in writing within seven (7) calendar days of submission of grievance to the Authority. The inquiry procedure, penalty, and appeal shall be the same as given above for the Disciplinary Procedure.

If grievances relate with the Chief Executive Officer/Director Operations or decision taken by the relevant authority is not up to the satisfaction of the staff member, the matter may be forwarded to the Chairman of the Board. A note explaining the actions taken by the DEED Head Office shall also be submitted to the Chairman of the Board. The Chairman, upon its discretion, may discuss the matter with the concerned staff member(s), hold inquiry as it deem fit and take decision. The decision of the BoD Chairman will be final.