
SANKARA EYE FOUNDATION, INDIA

ANAND, BANGALORE, COIMBATORE, RS PURAM, GUNTUR, KRISHNANKOVIL,
SHIMOGA, LUDHIANA, KANPUR, INDORE, JAIPUR, PANVEL

HR POLICY 2014 - 15

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1. Preface about the Institution

The Need...

1/4th of the world's blind population is in India. 2 million new cases of cataracts are added every year. The Incidence which is rapidly on the rise is due to:

- Non availability &
- Non affordability of quality eye care in Rural India

“they are needlessly blind”

In this scenario, Sankara's comprehensive community eye care initiative gains greater significance.

Humble Beginnings:

Sankara was started in 1977 as a small outpatient medical centre volunteering services to the poor. Today, Sankara Eye Foundation (SEF, INDIA) operates 10 super specialty eye care hospitals with a presence across 10 states Tamil Nadu, Andhra Pradesh, Karnataka, Gujarat, Punjab, Maharashtra, Uttar Pradesh, Haryana, Himachal Pradesh and Uttarakhand in India. Its mission has remained focussed on preventing and curing needless blindness across India.

Equitable Eye Care:

Sankara was born out of a need to provide quality eye care to all, regardless of socioeconomic, religious, linguistic and geographical backgrounds. Once Sankara Eye Hospital was setup in Coimbatore, exclusive outreach camps were conducted to raise awareness, screen and detect eye defects and ailments and treat these.

Outreach Programs:

The primary goal of the community eye health programme is to fight against preventable and curable blindness. Today Sankara has a comprehensive community eye health programme that provides holistic eye care and tailor-made services to address the needs of varied age groups and across eye defects.

Adults:

Through the Gift of Vision Programme, Sankara reaches out to patients through its network of field workers, doctors and paramedics. This outreach program covers rural areas within 300 kms of its super specialty tertiary care base hospital. Screening investigations are done at onsite camps in the village. Patients requiring treatment and surgery are transported to the base hospital for treatment. Systematic postoperative follow-up is done back at the village.

Children:

Sankara has focused its efforts towards eradicating curable blindness in children since 1988 and is among the first in the country to take on such initiatives. Sankara recognizes that the needs of children differ based on their age and hence that the modality of screening would also differ; the institution has unique custom made programs to screen these groups. The important parameters include children screening, spectacles distribution, pediatric surgeries, training school teachers and distribution of low vision aids.



1. **Swagatham:** Meaning “*welcome*” in Sanskrit, is a comprehensive Neonatal screening programme for the new born. Here, new borns are screened for congenital defects at the hospitals. This programme was launched on the 31st of May 2002.
2. **Maithri:** Meaning “*friend*” in Sanskrit, reaches out to underprivileged pre-schoolers between the ages of 3 and 6 years. This program screens children attending the integrated child development centres, orphanages and thereafter those suspected to have visual defects are referred to the hospital.
3. **Rainbow:** This is a school screening programme, where teacher volunteers are identified and trained to do the preliminary screening. The eye care team from Sankara Eye Hospital comprising an Ophthalmologist and / or Optometrist, visit the schools and screen children for any disease or abnormality of the eye. Children found with eye problems and requiring further treatment are referred to the base hospital for a comprehensive examination. Children requiring prescription, lenses (spectacles) are provided free of cost.

Sankara Eye Bank

Sankara has been instrumental in spreading awareness on eye donations and setting up eye banks in the country. Eye donations drives and outreach camps have resulted in a large number of eye donations. Our hospitals in Coimbatore, Bangalore, Anand, Guntur and Shimoga have eye banks. Eye Banks will be set up at other locations.

Sankara Eye Foundation - USA

From small beginnings, SEF has grown into a big organization, with more than 200 volunteers working from different parts of America. Through various innovative and appealing programs and events, funds are being raised to support SEF, INDIA in conducting eye surgeries, procuring/modernizing equipment and constructing new hospitals all over the country.

SEF, USA is playing a big role in “Vision 20/20 by 2020”. Under this program they are supporting the establishment of 20 eye hospitals spread all over the country by the year 2020. The first such hospital came up in Guntur, AP in 2004. Subsequently hospitals have come up in Krishnankovil, Bangalore, Shimoga, Anand and Ludhiana. As a result, the number of free eye surgeries performed in India has grown exponentially.

Sankara Eye Foundation – Europe

Sankara Eye Foundation Europe was born out of the drive of a handful of individuals based in London in 2005. They harness support in the form of gifts and donations to set up new eye hospitals in India as well as contribute to the running of existing ones.

SEF aims to actively support free eye surgeries at Sankara Eye Hospitals in India, by raising funds through events, booths and individual donors.

All work in the UK is entirely done by non-paid local volunteers who donate their time to the larger cause.



Mission for Vision Trust

‘Mission for Vision Trust’ is a major partner in Service with Sankara Eye Foundation – India participating not only in the establishment of the new hospitals but also supporting the deficits in the recurring expenditure. Mission for Vision Trust and Sankara Eye Foundation – India has a common goal in front of them. They strongly believe that “**No one should be needlessly blind**”.

While Stressing on community eye care services, Mission for Vision Trust also lays a lot of importance on the quality outcome. Towards this, MFV has put in place a regular on-going audit on the post – operative patients, around 6 months after the surgery, not only to enquire about their vision and their well-being, but also to evaluate the socio-economic benefit which has accrued to them.



2. Message from Founder and Managing Trustee

Dear Employees,

Administration of our Institution has come a long way over the decades. Process and systems have found an important place in the overall Management. In health care management as in any other field, human resource is a key element in providing the appropriate service delivery.

As we look back, from the earlier days, when we referred to “Manpower” in an organisation, to the next stage of referring them as “Human Resource” and subsequently when we became highly conscious about the “Human Resource Development” to the present state of referring this important segment in the overall machinery of an organisation as the “Human Asset” and “Human Capital”, we have come a long way.

Human capital has to be nurtured constantly. In order to develop their innate potential, each and every employee should have a very clear picture of his / her job description, job responsibilities, growth prospects and periodic recognitions. Towards this end, the organisation should have a transparent HR Policy.

At Sankara Eye Foundation – India, over the years we have been developing our Human Resource steadily. In keeping with the changing scenario in the realm of human resource, we have also started looking into specific human resource policies to bring in necessary modifications, give it a final shape and then to circulate for the benefit of each and every employee.

I am extremely happy to know that the updated final version of the “HR Policies” has been put in place, thanks to the efforts of our Honorary HR Advisor Mr. Mahesh Godbole, who was ably assisted by Mrs. Srini Bharath. The set of HR Policies have been drafted extremely well in keeping with the high standards of the Sankara Movement.

I take this opportunity to congratulate them and the HR Department at Sankara Eye Foundation – India and convey my best wishes to all the employees of our Institution.

Dr. R.V. Ramani

Founder & Managing Trustee



3. Overview of the Institution:

The Institution works on a Self Sufficiency Model of 80:20. Where 80% of the total surgeries will be for the economically weaker sections which will be totally free of cost and 20% of the total surgeries will be for the affordable public who can pay.

The revenue generated from the 20% surgeries will subsidize the cost of surgeries for the 80%.

Board of Trustees

Each of the Board of Trustees shares a special bond with Sankara's vision and brings with him/her rich years of experience in their respective fields.



**Dr. S.V. Balasubramaniam,
Chairman**

Mentor, friend, guide, visionary...he has played each of these roles at Sankara and continues to steer it towards realising its vision. Dr. S.V.B.joined the Board of Trustees in 1984 and has been a pivotal force of support for the movement. A qualified Chartered Accountant, S.V.B. as he is known, heads a diverse group of industrial establishments – Bannariamman Sugars and Group of Companies. SVB is also Managing Trustee of various other social bodies, including Siruthuli, a citizens' movement to promote and preserve ecological conservation.

Dr. Ramani along with his wife, Dr. Radha Ramani started a private practice in the memory of his late father, Dr. A. Ramanathan in the year 1972 in Coimbatore. A passion for service led them to receive the blessings and guidance of Sri Kanchi Sankaracharys and they founded Sri Kanchi Kamakoti Medical Centre in the year 1977, a clinic that provided subsidised health care to the poor. This dream led to another – the founding of Sri Kanchi Kamakoti Medical Trust in the year 1982 and Sankara Eye Hospitals in the year 1985. The rest is history. His unstinted commitment to the cause and devotion to Sankara has helped to create an enduring legacy.



**Dr.R.V. Ramani,
Founder and Managing Trustee**



Dr. P.G.Visvanathan

Dr. P.G. VIshwanathan is a renowned ENT surgeon and is the founder of Vikram ENT Hospitals. One of the earliest to join the board of Trustees at Sankara, he has pioneered several techniques in auditory surgery and specialises in microsurgery. He is deeply passionate about social service and care and runs a school for the hearing impaired; with his humility and ever-helpful nature. It is only natural that people from all walks of life are drawn to him.



Dr. S.R. Rao

Dr. S.R. Rao heads Rao Hospitals and specialises in laparoscopic surgery and is actively involved in a host of social activities. He carries forward the legacy of his father, Dr. Major R.S. Rao, one of the founding trustees of Sankara. It was at Rao Hospital that the Surgical activities of the Sankara Movement and the Sankara Eye Bank were functioning in the earlier years.

When the idea of starting a specialty medical centre came about, one of the immediate requirements was the land to build the hospital. That act of benevolence came from Shri N. Natraj, who donated 5.26 acres of land in Sivanandapuram, Saravanampatti. He hails from a much respected and much loved family of Coimbatore; a philanthropist and keen social activist; Shri Natraj made that first step to this grand dream possible.



Shri. N. Natraj



Dr. S. Balasubramaniam

One of India's foremost eye surgeons, Dr. S. Balasubramaniam looks at serving people as a divine calling. A close friend of the Sankara Movement, he was instrumental for Sankara to branch off into the field of Ophthalmology. He was the one who was persuading Dr. R.V. Ramani to initiate eye banking activities in Coimbatore. Dr. Balu as he is fondly known hails from a family of eye surgeons and has been a pillar of strength and support to the movement.



The Chanrai family is among the most pre-eminent in Nigeria, having settled there for close to two centuries. A chance meeting between Shri Jagdish Chanrai and Dr. Ramani was the beginning of a firm friendship. At the 50th wedding anniversary of his parents in Mumbai, Shri JMC told a very moved Dr. Ramani, about his concept of caring capitalism, aptly summed up in these words: 'I looked for my God, the God I could not see, I looked for my soul, my soul eluded me and then I looked at my brothers in poverty and..... I found all the three.' His support to the Sankara Movement through the Mission for Vision remains invaluable.



Shri. Jagdish M Chanrai

SANKARA EYE FOUNDATION-INDIA



Members of Steering Council

Over the decades, Sankara Eye Care Movement has been fostered by the eminent Board of Trustees of Sri Kanchi Kamakoti Medical Trust. Each one of the Trust Members, being successful business men and professionals, have contributed for the growth of the organisation.

Presently Sankara Eye Foundation – India has 14 Hospitals across the Country and we are in the process of replicating one Sankara Eye Hospital in every State of India. As the organisation grows from stage to stage, we felt the need for a regular monitoring mechanism and accordingly the Steering Council was established, primarily to review the various aspects of the Institution's performance, provide necessary guidelines and course corrections and recommend suitable strategies.

The Steering Council was formed under the Trust Board and it reviews the Leadership Council in an on-going manner.

The Steering Council was established with the whole-hearted participation of 4 eminent personalities in a totally honorary capacity. These are the people who have been passionate about Sankara and its growth over the past several decades.



Mr. C.N. Srivatsan

A Chartered Accountant by profession, Mr. C.N. Srivatsan was helping Sankara with Internal Auditing for over 2 decades. A decade ago, he came in to participate actively in the Administration of Sankara Eye Foundation – India. The replication of Sankara Eye Hospital, starting from Guntur in Andhra Pradesh was spearheaded by Mr. Srivatsan, who subsequently took exclusive charge of the Projects Department. He also demonstrated the role of a CEO by taking care of the Coimbatore Hospital for a period of 6 months.

If today Sankara can boast of some of the best process and systems in Management, it is the untiring efforts of Mr. Srivatsan, which brought in those crucial management principles into Sankara Eye Care Movement. As a Steering Council Member, he is actively guiding the future growth of the organisation.



Mr. Sundar Radhakrishnan

A Board Member of Sankara Eye Foundation – USA and Founder Director of Mastek Corporation in India and US, this IIM – Ahmedabad Management Expert is closely associated with Sankara over the last two decades. He is sparing his time and expertise, not only in taking the Sankara Eye Foundation forward in US, but he is also putting his efforts in mobilising various Foundations to support the Sankara Movement.

In India, he is actively involved in spreading the message of Sankara and soliciting support from individuals, families, Corporates and Foundations. With his rich expertise in the field of Management and his passion towards Sankara as a Movement, he has come forward to help Sankara through the Steering Council to move forward to the next level.



Mr. P. Jayendra

Chairman of “Real-Image Media Technologies”, who have pioneered Qube Cinema worldwide, is a highly passionate and committed person. A creator, a Director of Ad-Films and Feature films, he has carved an exclusive place for himself in the Industry.

His association with Sankara dates back to mid-90s. Impressed by the work which is going on at Sankara, he spontaneously came forward to make several films on the Institution and its service activities. Over the last couple of decades, he has made a number of such films, totally as his contribution to the Cause and today for the visibility what Sankara has acquired Nationally and Internationally, the credit goes to Mr. Jayendra.

If Sankara Eye Foundation in USA could reach out to thousands of Retail Donors, it is all because of the remarkable films made by Jayendra and shown across the globe. As a Steering Council Member his contributions and guidance are invaluable to the Movement.



Mr. S.G. Murali

Presently, the Senior Vice President – Finance at TVS Motors, Mr. S.G. Murali is a highly respected Chartered Accountant. After his long stints in Brookebond and Hindustan Levers, he joined TVS Motors. He is a financial wizard with a striking acumen and business sense. A highly ethical person, he has pursued his profession with total dedication and commitment to reach such high levels.

His association with Sankara dates back to the very inception of the Movement. He has been a keen observer, passionate admirer and an ardent supporter of Sankara Eye Care over the past decades.

Overwhelmed by the service activities of Sankara, he persuaded and encouraged his son to take up medicine, specialise in Eye Care and then serve the Institution. His contribution to Sankara as a Steering Council Member would go a long way in shaping the future of the organisation.



3.1 Organization Vision

We, at Sankara, believe that health is a fundamental human right and should be available to all irrespective of caste, creed or social status and have endeavoured over the years, to provide high quality eye care with empathy to all regardless of socioeconomic considerations.

Vision: “To work towards freedom from preventable and curable blindness”

Mission: “To provide unmatched eye care through a strong service oriented team”

Vision 20/20 by 2020:

To create replicable and sustainable models of Sankara Eye Hospital and establish one in every state of India with the ultimate objective of achieving perfect vision for all by the year 2020.

We at Sankara are bound together by a simple philosophy:

Miracles can't cure the blind, together we can!!



3.2 Organization Values

To work towards freedom from preventable and curable blindness Sankara has set the following objective has a guideline in its journey to reach.

Objectives:

- To make readily available cost effective, quality eye care to all
- Provide the latest in diagnostic and surgical care of eye diseases
- To always have quality as the sole criterion for all activities
- To establish eye banks and peripheral eye donor forums for different regions of the country

Sankara aims to “Provide High Quality cost Effective Readily available eye care at the doorstep of Rural India”

High Quality – is assured by modern techniques like small incision non instrumental Phaco surgery wherein sutures are not used and intra ocular lens is placed inside with total visual recovery. Meticulous **post-operative care** and systematic follow up of all the operated patients one month after the surgery, right at their villages ensures a fool proof medical audit - An organized quality assurance.

Cost effective – because of the streamlining of the procedure, higher number of surgeries being performed, bringing down the cost of the material and minimize unnecessary wastage.

Service with compassion and empathy - The work culture inculcated at Sankara makes everyone right from the doctors to the paramedical staff up to the support staff deliver quality eye care with compassion.

The National Perspective – vast experience in community eye care, the expertise and skills in ophthalmic micro surgery, the compassion and empathy in service delivery , the appropriate systems in place and the experience of replicating in other states have all put together brought Sankara to a level of reaching out to every state in India at a national level.



4. Organization Management

Policy Acronym: SEF – HRP – OM - 2014/15

Abbreviation:

| | |
|---------|---------------------------|
| SEF | – Sankara Eye Foundation |
| HRP | – Human Relations Policy |
| OM | – Organization Management |
| 2014/15 | – Implementation Year |



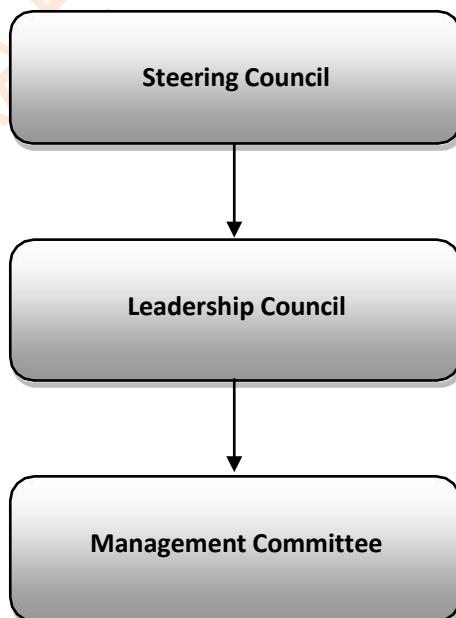
4.1 Management Organization Structure

The purpose of this organization chart is to outline the management structure of the Institution at various levels. SEF, INDIA is supported by Steering Council, led by Leadership Council and managed by Management Committee. These three leadership levels will transcend the Vision and Mission of the Organization and is intended to reflect the levels of authority and accountability.

Steering Council: Steering council comprises of eminent entrepreneurs and subject experts actively contributing for the growth of SEF, INDIA. Honorary members of steering council act as the decision making body for significant decisions in the advancement of SEF, INDIA.

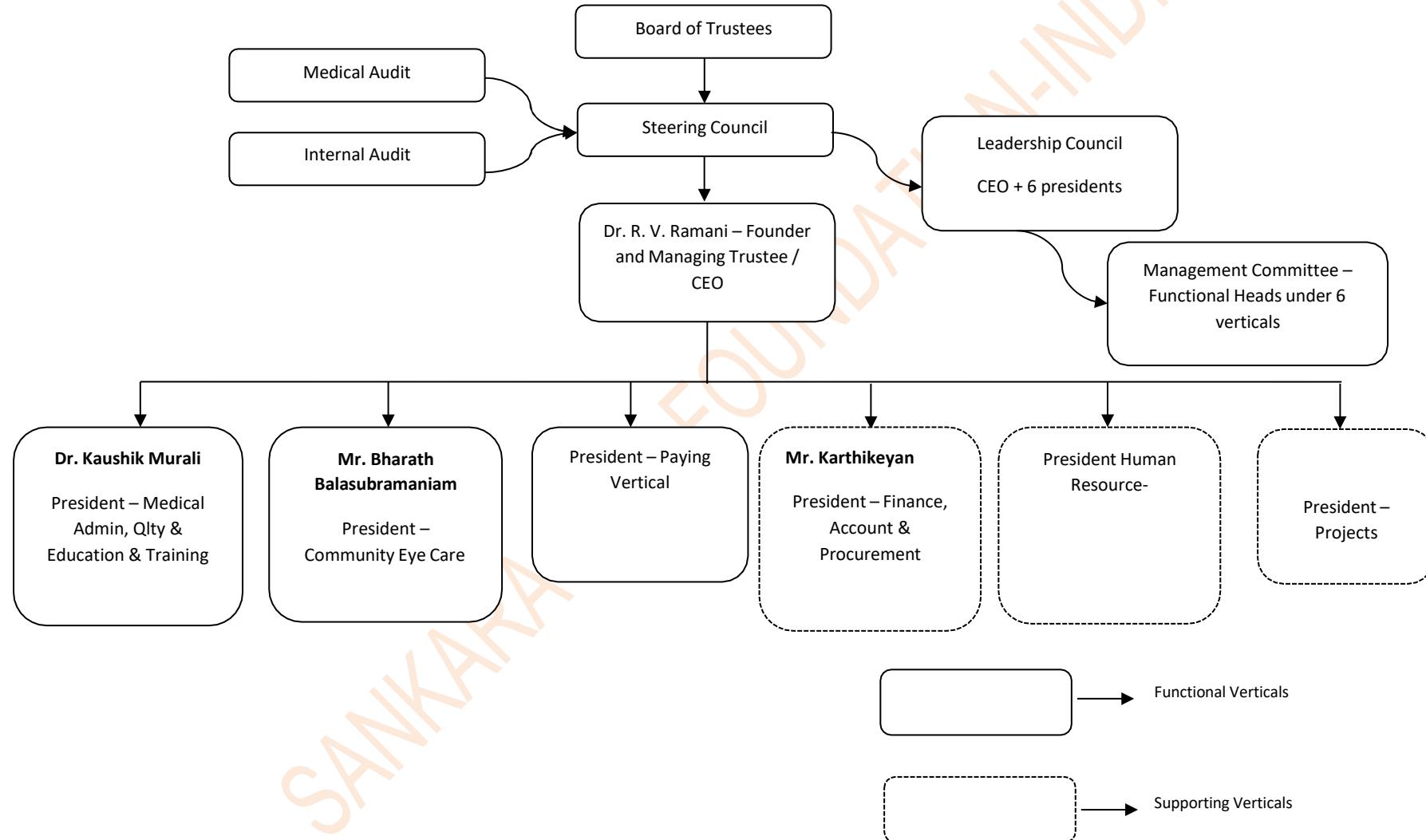
Leadership Council: Leadership council comprises of seven members – Managing Trustee / CEO and 6 presidents of functional & support verticals. Leadership Council implements the significant decisions of the steering council and is not a decision making body by itself. It is responsible for ensuring the administrative needs are met, including convening and facilitating meetings, soliciting and retaining expert help in developing metrics, coordinating, preparation for Management Committee meetings and preparation of reports to the steering council for decision making.

Management Committee: Leadership council is supported by Management Committee comprising of all functional heads within their verticals. The Management Committee acts as the Operational team to implement the decisions taken in line with the Leadership Council.



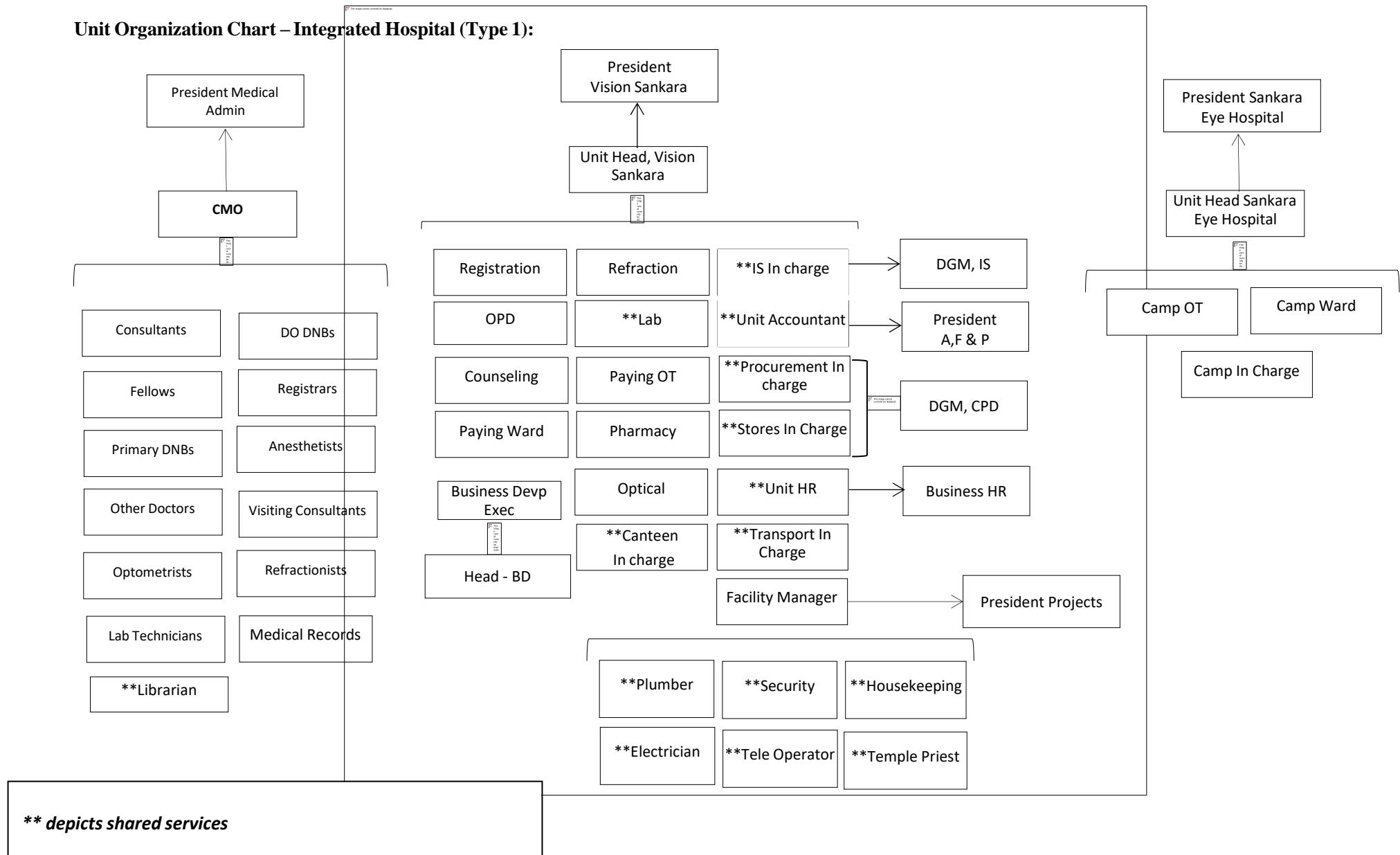


Overall Organization Structure:





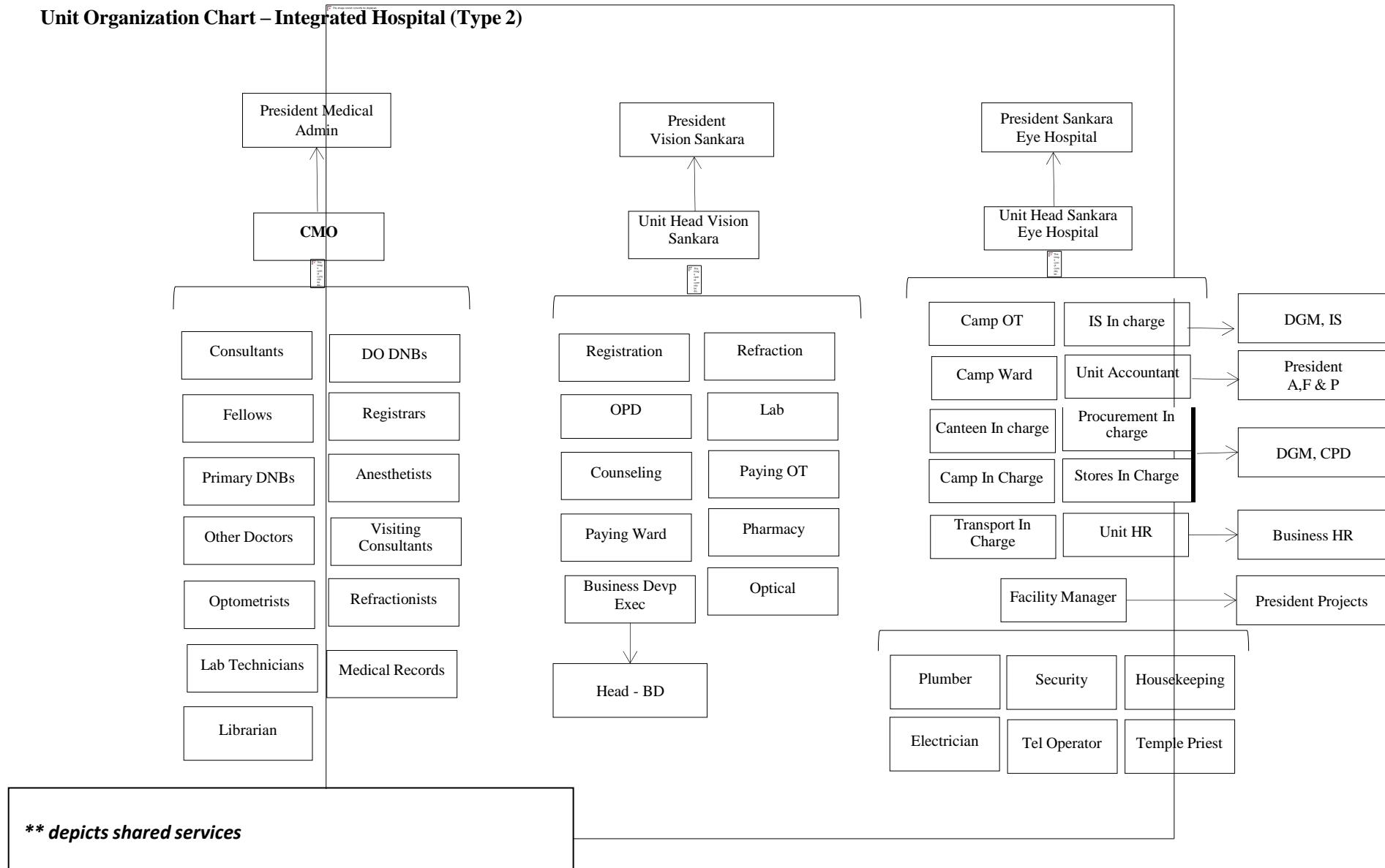
Unit Organization Chart – Integrated Hospital (Type 1):



**** depicts shared services**

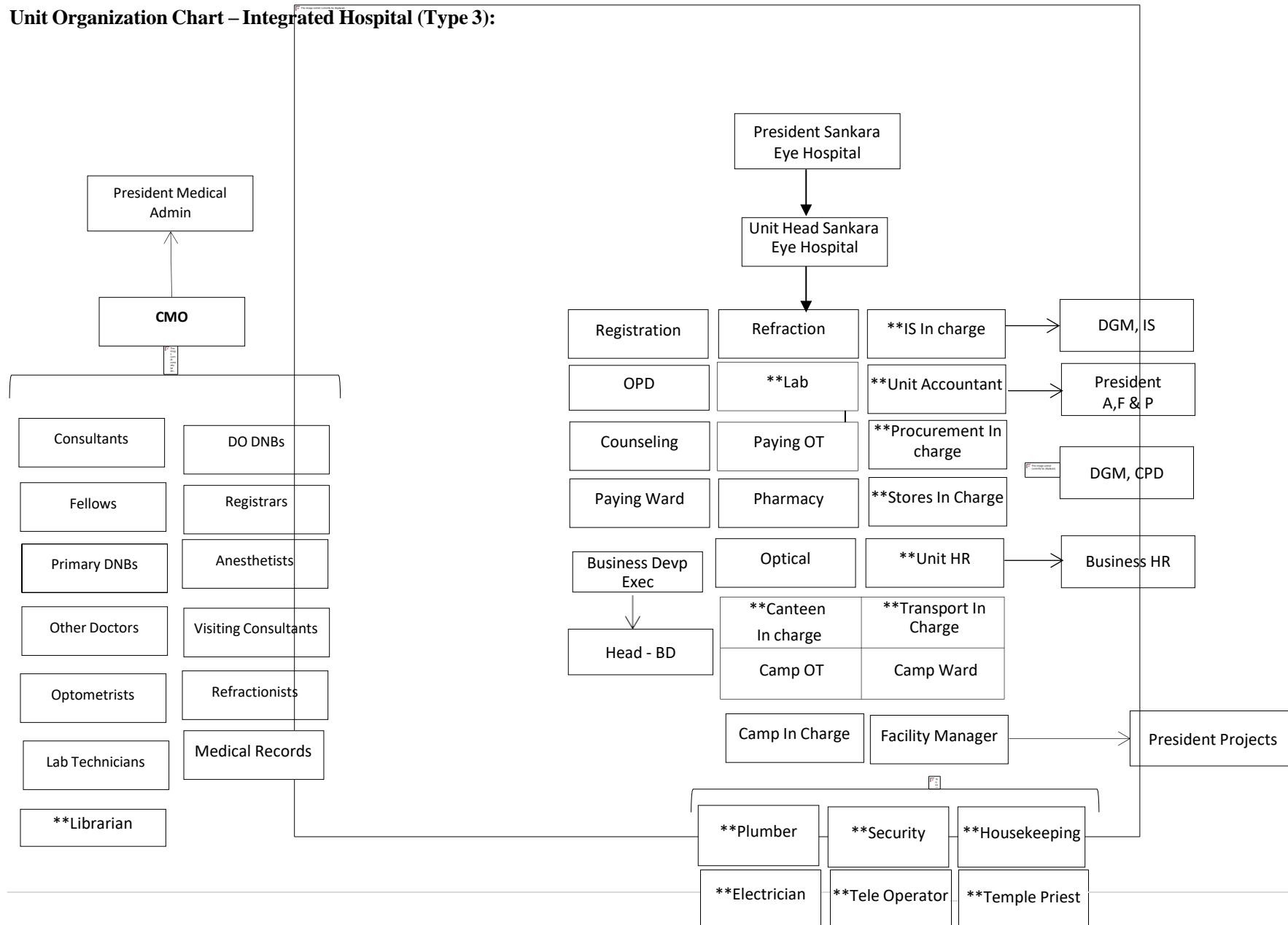


Unit Organization Chart – Integrated Hospital (Type 2)



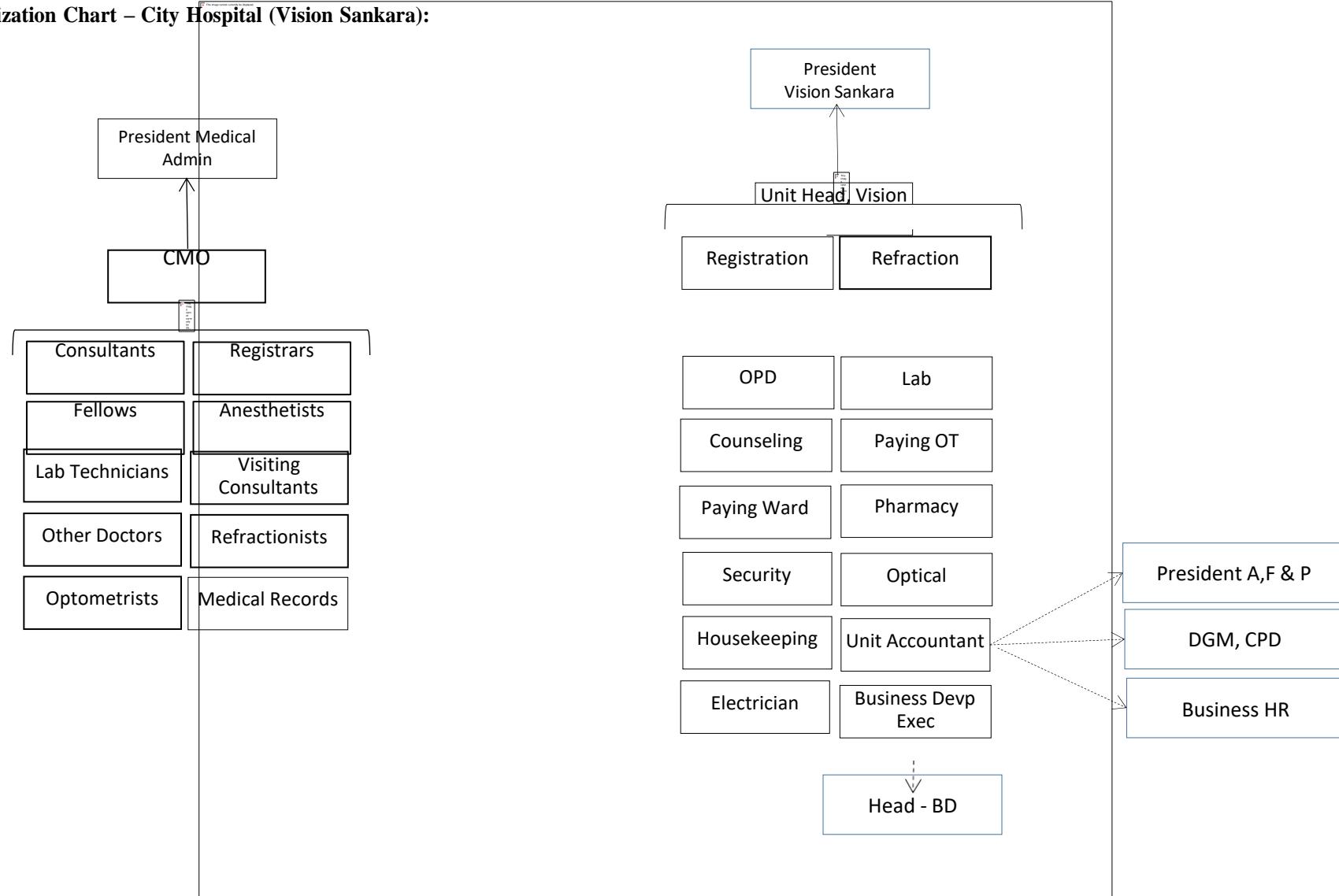


Unit Organization Chart – Integrated Hospital (Type 3):



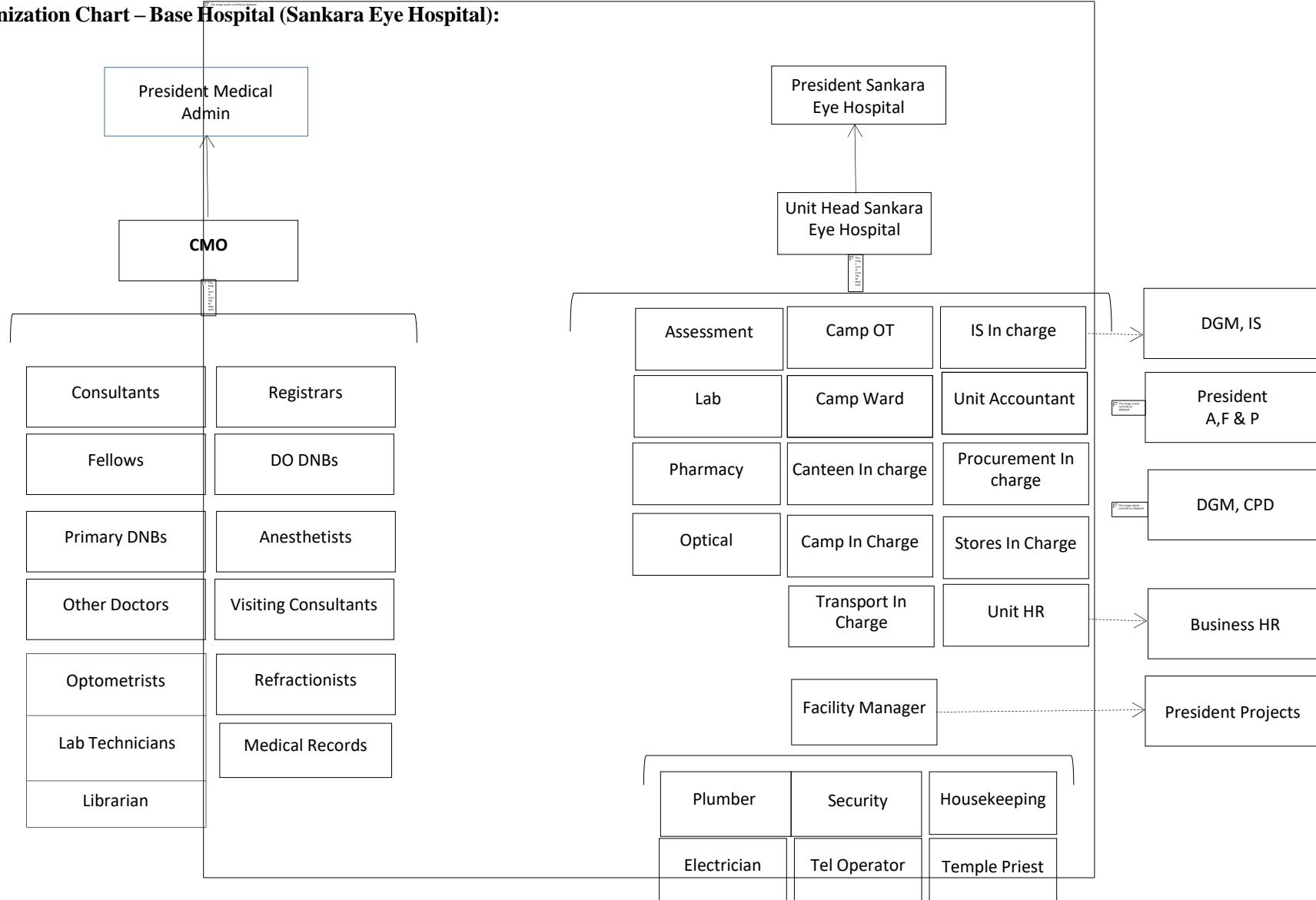


Unit Organization Chart – City Hospital (Vision Sankara):





Unit Organization Chart – Base Hospital (Sankara Eye Hospital):





4.2 Classification of Employees

Purpose

This policy categorizes all types of employment at Sankara Eye Care Foundation. The employment at Sankara will be a role based requirement.

Scope

Includes complete gamut of workforce associated with SEF, INDIA.

Overview

Workforce at SEF, INDIA is classified based on the roles and responsibilities. **Primarily** they are classified into three categories Workmen, Paid Officials and Professionals.

1. **Workmen:** Employees who do not have supervisory roles.
2. **Paid Officials:** Employees who play a supervisory role at SEF, INDIA.
3. **Professionals:** This includes Consultant Doctors and other Professionals Consultants.

Secondarily they are classified based on the work time contribution at SEF, INDIA.

1. Full Time workmen / paid officials:

Work week – 48 Hours excluding breaks.

Employee benefits – on confirmation of employment. Would be termed as probationer still employment is confirmed with SEF, INDIA.

2. Part Time workmen / paid officials:

Work week – more than 24 hours less than 36 hours.

Employee benefits – not eligible.

3. Temporary Employees workmen / paid officials:

Work week – Anyone who may be called from time to time on a casual basis to perform a particular task or job; paid weekly, monthly.

Employee benefits – not eligible.

4. Full Time Professionals:

Work week – 48 Hours excluding breaks.

Professional benefits – eligible for non-statutory benefits and where ever mentioned applicable.

5. Part Time Professionals:

Work week – as per Terms and Conditions and requirement of the role.

Professional benefits – not eligible.



4.3 Definition of Job and Position Policy

Purpose

This policy defines Job and Position of SEF, INDIA

Scope

Includes all SEF, INDIA employees.

Overview

SEF, INDIA employees are associated with Sankara in various employment norms depending on the time contribution. This includes Full time employees, Part time employees, Temporary Employees, Consultants and Visiting Consultants.

1. Full Time Employees:

Work week – 48 Hours excluding breaks.

Employee benefits – on confirmation of employment. Would be termed as probationer still employment is confirmed with SEF, INDIA.

2. Part Time Employees:

Work week – more than 24 hours less than 36 hours.

Employee benefits – not eligible.

3. Temporary Employees:

Work week – Anyone who may be called from time to time on a casual basis to perform a particular task or job; paid weekly, monthly.

Employee benefits – not eligible.

4. Consultants:

Work week – 48 Hours excluding breaks.

Employee benefits – eligible for non-statutory benefits and where ever mentioned applicable.

5. Visiting Consultants:

Work week – may vary as per the role requirement.

Employee benefits – not eligible.



4.4 Bands and Grades – Non Medical and Paramedical Employees

Purpose

This policy categorizes all positions of SEF, INDIA in 6 levels. Levels & grades are defined based on the leadership roles to be played by the position. The grades are linked to pay levels to ensure fairness and relevant pay structure across different positions within all units and job functions.

Philosophy

To administer salaries, define eligibility under SEF, INDIA's benefits plan and reimbursement plan.

Scope

Excludes Medical Positions

Brand & Grade Matrix:

| Levels | Grade | Functional Designations | Illustrations |
|--------|-------|--|---|
| 0 | | Members of Steering Council & Managing Trustee | |
| 1 | | Presidents of 6 verticals | |
| 2 | A | Major Functional Heads and Major Unit Heads | Head – Business Development / Outreach / Information Systems / HR Operations / SSS, Business Financial Controller, Business HR Manager, Unit Heads of Integrated Hospitals like CBE,GNT,BLR |
| | B | Minor Functional Heads and Minor Operational Heads | Head – Partner Relations and Foundations / Optometry / Corporate Communications, Unit Heads of Base Hospitals and City Hospitals – CCH,VJA,MDD |
| 3 | A | Major Operational Heads | Functional Heads of job minor in nature – DBCS head Functional heads of Major Hospitals – Finance, HR, Quality, Sr. Admin |
| | B | Minor Operational Heads | Functional Heads of Minor hospitals – Finance, HR, Procurement |



| | | | |
|--------|---|-------------------|----------------------------|
| 4 | A | Operational Roles | High Skill and Proficiency |
| | B | Operational Roles | Mid Skill and Proficiency |
| | C | Operational Roles | Fresher |
| 5 (UC) | | Un classified | Gardener, Cook |

Mission Head Quarters

| Designations | Level |
|--|-----------|
| President | 1 |
| General Manager & Deputy General Manager | 2 A and B |
| Manager / Sr. Engineer | 3 A |
| Deputy Manager / Engineer | 3 B |
| Executive | 4 A |
| Accountant / Supervisor / Network Technician / Officer | 4 B |
| Management Trainee / Fresher | 4 C |



Unit Hospitals

| Present Designations | Level |
|---|-------|
| -NIL- | 1 |
| Unit Head – Base / Integrated Hospital | 2 A |
| Unit Head-City / Chief Administrative Officer | 2 B |
| Senior Administrator / Manager | 3 A |
| In charges / Dietician / Supervisor – Maintenance / Deputy Manager / Co-coordinator / Ocularist / Anesthetist | 3 B |
| Team Leader / Store Keeper / Optometrist / Pharmacy / Warden / Vision Rehabilitation Specialist /Executive | 4 A |
| Vision Health Visitor /Assistants / Cashier / Officer / Patient Care / Patient Counselor / Receptionist / Refractionist / Technician | 4 B |
| Data entry Operator / Fresher / Trainee / Intern | 4 C |
| Assistant III & IV – Cafeteria / House Keeping /Maintenance, Carpenter, Driver, Mechanic, Cleaner, Electrician, Gardner, Plumber, Security Guard, Temple Priest | UC |



4.5 Bands and Grades – Medical Employees

Purpose

This policy categorizes all Medical positions of SEF, INDIA in 6 levels. Levels & grades are defined based on the contribution made towards Centre of excellence and administration.

Philosophy

To administer salaries, define eligibility under SEF, INDIA's benefits plan and reimbursement plan.

Scope

Includes only Medical Practitioners of SEF, INDIA.

Brand & Grade Matrix

| Cadre | Level | Unit | Mission Head Quarters |
|------------|-------------|---|------------------------------------|
| Students | | DNB – Year 1, 2, and 3 Post DNB – Year 1 and 2 Fellowship / Observer ship | |
| Employment | Level – 4 A | Registrars | |
| | Level – 3 B | Consultants | |
| | Level – 3 A | Senior Consultants | |
| | Level – 2 B | Medical Co-ordinator | Head of the Department – PAN INDIA |
| | Level – 2 A | Chief Medical Officer | Asst. Director - Medical |
| | Level - 1 | | Director – Medical/President |
| | Level - 0 | | Honorarium |



5. Employment Policy

Policy Acronym: SEF – HRP – EP - 2014/15

Abbreviation:

| | |
|---------|--------------------------|
| SEF | – Sankara Eye Foundation |
| HRP | – Human Relations Policy |
| EP | – Employment Policy |
| 2014/15 | – Implementation Year |



5. Employment Policy

SEF - HRP - EP - 2014/15 - 001

5.1 Recruitment & Selection Policy

Purpose

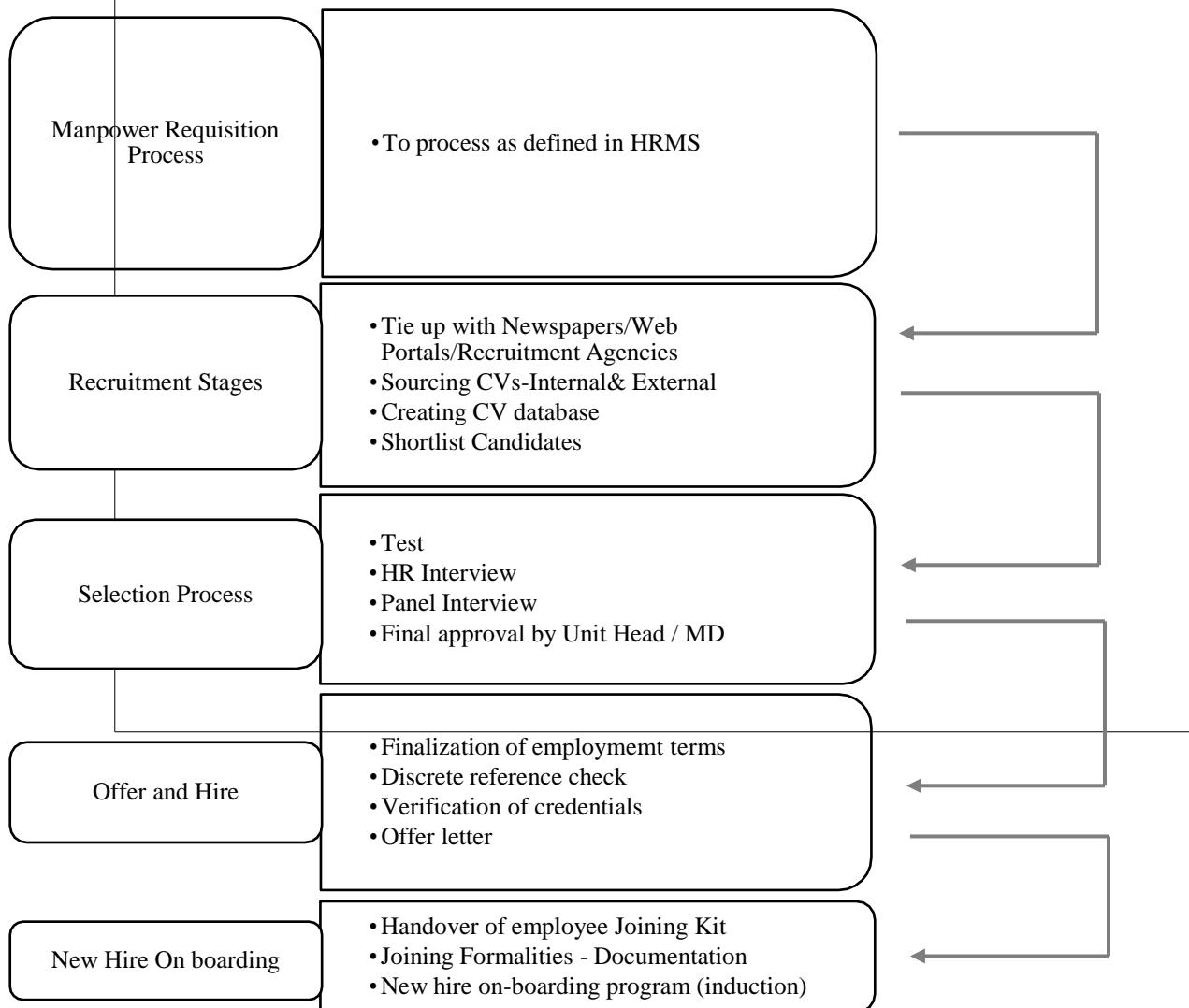
Recruiting and selecting the right people is of vital importance to the continued success of the Institution. This Recruitment and Selection Policy sets out how to ensure, as far as possible, that the best people are recruited on merit and that the recruitment process is free from bias and discrimination.

Scope

Applicable to all Positions of SEF, INDIA.

Overview

The following chart depicts the various stages of the recruitment and selection process of the Institution:





- All the recruitments shall be done only as per the manpower plan which should be frozen at the beginning of the financial year based on the business plan.
 - New positions shall be initiated only with approval from Founder & Managing Trustee.
 - Replacements will be as per the need.
- In-charges will raise the requisition for a position with a job description and KRA (as agreed in the Business Plan) and fill in the Manpower Requisition Form ([Annexure 1](#)) and submit it to HR.

Job Descriptions (JD)

All positions should have an up to date Job Description. Job Descriptions are to be reviewed whenever the duties or requirements of a position change significantly, or whenever a new position is proposed. A revised Job Descriptions is a pre-requisite for any recruitment action. ([Annexure 2](#))

Job Descriptions are to be drawn up by HR in close consultation with the In-Charges.

Recruitment Process

The following channels will be used to source talent and to ensure we get our numbers on headcount in the required quantity and quality:

| Source | Description |
|-------------|--|
| Job Portals | Tie ups with career job site such as Naukri, Monster, etc. |
| Campus | Tie ups with various graduate and post graduate colleges/B-schools |
| Consultants | Specialized / local agencies in placements that can provide pre-screened candidates. |
| Newspaper | Release advertisements in the newspapers for job vacancies. |

- Unit HR and Recruitment Manager will source CVs from any or few of the above sources and create a database.
- Business HR will then shortlist CVs from the database which can be then presented to the interviewer.

Selection Process

All candidates will go through series of interview depending on the need of the Organization:

- For certain positions a written / technical / psychometric test may be conducted.
- HR interview ([Annexure 3](#)).
- Panel review: Panel comprises of In-Charges / Line Manager & Functional peer.

Note: Unit Head / Presidents / CEO - SEF, INDIA will interview only Senior Level hires except in case the Unit Head / Managing Director specifically wishes to interview any specified junior candidate.



| Levels | 1 st Round | 2 nd Round | 3 rd Round |
|---------------------|---------------------------|-----------------------|--|
| Level 1 & 2 | President – Vertical Head | President - HR | CEO - SEF, INDIA |
| Level 3 (MHQ) | HR | In-charges | President (Vertical Head) / President - HR |
| Level 3 (Units) | Business HR | In-charges | Unit Head /President - HR |
| Level 4 & 5 (MHQ) | HR | In-charges | President (Vertical Head) |
| Level 4 & 5 (Units) | Unit HR | In-charges | Unit Head |

This will ensure that there is a stated level of integrity and objectivity in the judgment of the candidates' capabilities and will also help by way of wider participation in the candidate selection process.

At the end of the interview the interviewer(s) will have to fill in the Interview Rating Sheet and give his/her views regarding the strengths and weaknesses of the candidate and also the suitability of the candidate as against both the JD and the defined Competencies mapped for that role.

Candidates appearing for interview need to complete the Employment form ([Annexure 4](#))

Out-station candidates will have their travel expenses reimbursed on producing of documents as per the below schedule:

| Grade | Eligibility |
|------------------------|--|
| Level 1 and 2 | By rail (up to AC first class) or by air (Actual Fares) |
| Level 3 | By rail (AC III tier or AC 2tier) or by air (economy fares) actual for long distance with prior approval of the Managing Director. |
| Level 4 | By AC bus or III tier AC rail fare. (Actual Fares) |
| Level 5 (unclassified) | By sleeper bus or sleeper class rail fare. (Actual Fares) |

- The original receipts of Boarding passes/ Electronic tickets/ Railway Tickets has to be submitted to the HR department by the candidate so that the payment can be processed within one week of such claim.
- Institution will not reimburse any kind of cancellation penalty in case the candidate has incurred a change or cancellation penalty, due to his / her change in schedule. However if such change in schedule happens from organization's side, such amount will be reimbursed.



- Institution will not provide any kind of reimbursement towards lodging & boarding of the candidate unless prior approved by President – HR / CEO - SEF, INDIA. In case of additional / further rounds of interviews are required to be conducted, then the candidate may be provided with accommodation.
- Candidates rejected after an interview will receive mail/letter from HR notifying them of the same.

Reference Check

HR shall conduct discrete reference check (*as per the Background Verification Policy- SEF - HRP - EP - 2022/23 – 002*) with the reference provided by candidate after obtaining prior consent of the candidate. The reference checks would be done by the way of face to face conversation and in a few instances over letter / e- mail / telephone.

The HR department will also carry out background checks of candidates to whom an offer is made; on the information provided by the candidate/employee. In the event of any discrepancy or issue arising from such checks, the HR department will meet with the candidate/employee to clarify such issues. In the absence of satisfactory clarification, the institution will rescind the candidate/employee's offer and permanently bar the employee from re-application for a position within the Company. Background checks will include ([Annexure 4.1- based on the Background Verification Policy- SEF - HRP - EP - 2022/23 – 002](#))

- Identity check.
- Academic / Professional Verification.
- Background Verification (Proof of Residence, etc).
- Previous Employment Verification.
- Offer letter of SEF-India.
- Offer Acceptance letter/mail from candidate.

Note: Current employer's verification will be done, once the candidate joins the Institution.

Appointment letter

All Appointment letters / Contracts for new hires, for Band 3,4, and 5 will be signed by unit head whereas for Band 2 it will be signed by the President – HR or the President of Verticals and Band 1 by CEO – SEF, India.

The following documents should be presented to the designated authority to sign the appointment letter:

- Employee's resume
- Reference check
- Prior organization's last three salary slips / last Form 16
- Interview sheet

Candidate to whom an offer of appointment has been made is expected to join the services on or before the mutually agreed date. If the candidate does not report for duty within the stipulated period, the offer of appointment shall be withdrawn, unless and until the extension of the date of joining has been approved by the President – HR.



Medical check-up

Candidates will need to undergo medical examination as stated in [\(Annexure 5\)](#). Institution will have the bills reimbursed.

Joining Formalities

All new employees will have to complete the joining formalities on the date of joining. The lists of documents required to be submitted by an employee on the day of joining are attached in the annexure. [\(Annexure 6\)](#). This checklist will be provided to the candidate along with the offer letter /Appointment letter whichever is earlier.

At the time of joining, HR would provide a Joining Kit to all new hires which will help them to complete the post selection formalities. The Joining Kit would include:

- Visiting cards – (if applicable).
- Directory Sheet containing important telephone nos. & ext. nos.
- Declaration/Nomination forms for PF/Insurance (where applicable).
- Income Tax declaration form.
- Bank account opening form to be filled (where applicable).
- Travel expense reimbursement form to out-station candidates to claim their travel expense incurred while they travelled for an interview.

New Joiner Celebration

The Company welcomes every new joiner with open arms. The first day of the employee is a day to remember for every new joiner. The day is planned in advance by HR as follows:

- Welcome card signed by the Unit HR for band 3,4, and 5, by President HR for band 2 and by CEO – India for band 1 along with fresh flowers is place on the desk of the new joiner. Unit HR for Band 3,4, and 5
- A buddy from the same department is assigned for a month to help the employee settle in the Institution.
- New joiner email to be sent
 - For band 3 and 4 by unit HR to the MHQ-HR team, respective vertical heads, unit heads and employees
 - For band 2 by Head – Operations HR to all vertical heads, MHQ-HR team, Leadership council team.
 - For band 1 by President – HR to steering council. Leadership council, unit heads, functional heads and unit HR's.



5.2 Background Verification Policy

Purpose:

SEFI aims at selecting the best possible candidates for the Institution; conducting Background Verification for employment purposes acts as an essential tool in authenticating the information submitted by the applicant on their education, employment history, criminal record, and other past activities.

The main objective of background verification is to improve the quality of hire, thereby protecting Institution's reputation.

Scope:

Applicable to all staff and outsourcing employees of SEFI.

Process:

1. Background verification process will start when a candidate is issued an offer letter.
2. HR obtains confirmation from the candidate regarding the background verification during the interview process. If the candidate refuses to go through the background verification, their application stands cancelled.
3. HR to follow the background verification, as per the ready reckoner (Please refer Annexure). The following verification will be checked during the background verification process.
 - a) Identity Verification
 - b) Address Verification
 - c) Education Verification
 - d) Professional License and Certifications
 - e) Employment Verification
 - f) Reference check
 - g) Police Verification
4. Recent four employment verification will be done if a candidate worked more than 4 Organizations. Current employment verification will be done only after obtaining confirmation from the candidate/ relieved from the Organization.

5. Mode of Verification:

a) Internal Verification:

Procedure for Internal Verification as follows:

- i. Candidates are asked to fill the Reference Check Form (Annexure 4.1)
- ii. With the RC form, HR starts background verification process by contacting the employer via mail and waits for the feedback.

b) External Verification:

Procedure for External Verification as follows:

- i. Candidates are asked to fill the Personal Data Form provided by the External Agency.
- ii. HR submits the credentials and other supporting documents required for the BGV process.



- iii. Agency starts the BGV and coordinates with HR for any additional information.
- iv. On completion, Agency sends a consolidated BGV report to HR.

c) **Police Verification:**

Police Verification will be done for Cadres of Level 4A, 4B, 4C, 5 and Outsourcing employees to understand the genuineness of the candidate. SEFI may initiate 'Police Verification' to any other cadres, if necessary.

In-house:

- i. Candidates are asked to submit the 'Police Verification Certificate' to HR on their date of joining.
- ii. Certificate from Native state and Employment state to be produced.
- iii. If the candidate is not able to produce the certificate, acknowledgment of such application can be produced to avoid delay in joining. However, they are requested to produce the certificate within 15 days from their date of joining.

Outsourcing:

- i. Outsourcing agencies are asked to submit the 'Police Verification Certificate' for all their employees within 1 week from the date of posting in the premises.
- ii. Certificate of Native state and Employment state to be produced.
- iii. SEFI has the right to withdraw the services of such employee or to change the agency if this process is not followed diligently.

6. **Evaluation of BGV results:**

Once the background checks are completed, SEFI will make a final hiring decision based upon the information gathered.

a) **Positive feedback:**

On receipt of positive feedback, candidates will join the Institution. If the candidates would have joined, they will continue to work with the Institution.

b) **Negative feedback:**

In the event of any red flags arise out from such checks, HR meets the candidate/employee to clarify the discrepancy and is asked to provide the feedback in writing.

- i. For all negative information, the nature and seriousness of the activities or data obtained the amount of time that has elapsed since the activities or data, whether the information is related to the responsibilities of the position, and the accuracy and completeness of the information provided by the finalist during the application process.
- ii. If the feedback is genuine, HR will review it internally and on confirmation, employee is asked to continue to work with the Institution.

c) **Adverse action:**

- i. For all criminal convictions or pleas, the nature and seriousness of the offense(s), the number and type of offense(s), the amount of time that has elapsed since the offense(s), whether such offense(s) are related to the responsibilities of the position, and the accuracy and completeness of the information provided by the finalist during the application process.
- ii. In the absence of satisfactory clarification, SEFI will rescind the candidate/employee's offer and permanently bar the employee from re-application for a position within the Institution.



7. BGV for Re-employment:

BGV will not be required for the former SEFI employees who are offered a regular or temporary position within ONE year of ending their most recent SEFI employment.

8. BGV for Current Employees:

BGV will not be required for the current employees. However, if a circumstance or incident occurs against an employee, SEFI will begin the BGV process.

9. Current Employees and Duty to Report Convictions/Pleas:

All employees have an on-going responsibility during their employment to make SEFI aware of any felony or misdemeanor convictions or pleas which are acknowledgements of responsibility. Any convictions or pleas should be reported to Human Resources.

10. Internal Reference:

Students from Sankara Academy of Vision (SAV) may be observed as an employee after they complete their course. In such cases, a 'reference letter' from the Course Coordinator would be obtained. This reference letter contains feedback about the candidate on their attitude, attendance and other aspects during their academic period. Background verification will not be conducted for such candidates/ students.

| S. No. | Position | Course | Authorized person for Reference Letter |
|--------|--------------|---------------------------------|--|
| 1 | Registrar | DNB/ Fellow in Ophthalmology | Dr. V. R. Venkatraman |
| 2 | Optometrist | B.Sc. Optometry | Dr. Aditya Goyal |
| 3 | Patient Care | Diploma in Ophthalmic Assistant | Ms. Joice |



Annexures:

Ready Reference

MHQ Positions:

| Levels | Verification Mode | Responsibility | Accountability | Verification checklist | | | | | | |
|--------|-------------------|---------------------|-------------------------|------------------------|---------|---------------------------|-----------------------------|-------------------------|-----------------|---------------------|
| | | | | Identity | Address | Educational Qualification | Professional certifications | Employment verification | Reference check | Police Verification |
| 1 | External | MHQ HR | Recruitment Manager | Yes | Yes | Yes | Yes | Yes | Yes | N/A |
| 2A | External | MHQ HR | Recruitment Manager | Yes | Yes | Yes | Yes | Yes | Yes | N/A |
| 2B | External | MHQ HR | Recruitment Manager | Yes | Yes | Yes | Yes | Yes | Yes | N/A |
| 3A | External | MHQ HR | Recruitment Manager | Yes | Yes | Yes | Yes | Yes | Yes | N/A |
| 3B | External | MHQ HR | Recruitment Manager | Yes | Yes | Yes | Yes | Yes | Yes | N/A |
| 4A | Internal | Recruitment Manager | Executive - Recruitment | N/A | N/A | Yes | Yes | Yes | Yes | Yes |
| 4B | Internal | Recruitment Manager | Executive - Recruitment | N/A | N/A | Yes | Yes | Yes | Yes | Yes |
| 4C | Internal | Recruitment Manager | Executive - Recruitment | N/A | N/A | Yes | Yes | Yes | Yes | Yes |

Base Hospitals/ City Hospitals/ Vision Centres

| Levels | Verification Mode | Responsibility | Accountability | Verification checklist | | | | | | |
|----------------------|-------------------|---------------------|---------------------|------------------------|---------|---------------------------|-----------------------------|-------------------------|-----------------|---------------------|
| | | | | Identity | Address | Educational Qualification | Professional certifications | Employment verification | Reference check | Police Verification |
| 2A | External | MHQ HR | Recruitment Manager | Yes | Yes | Yes | Yes | Yes | Yes | N/A |
| 2B | External | MHQ HR | Recruitment Manager | Yes | Yes | Yes | Yes | Yes | Yes | N/A |
| 3A | External | MHQ HR | Recruitment Manager | Yes | Yes | Yes | Yes | Yes | Yes | N/A |
| 3B | External | MHQ HR | Recruitment Manager | Yes | Yes | Yes | Yes | Yes | Yes | N/A |
| 4A | Internal | Recruitment Manager | Unit HR | N/A | N/A | Yes | Yes | Yes | Yes | Yes |
| 4B | Internal | Recruitment Manager | Unit HR | N/A | N/A | Yes | Yes | Yes | Yes | Yes |
| 4C | Internal | Recruitment Manager | Unit HR | N/A | N/A | Yes | Yes | Yes | Yes | Yes |
| 5 | Internal | Recruitment Manager | Unit HR | N/A | N/A | Yes | Yes | Yes | Yes | Yes |
| Outsourcing | Internal | Unit HR | Outsourcing vendor | Yes | Yes | N/A | N/A | N/A | N/A | Yes |
| Visiting consultants | Internal | Unit HR | Unit HR | N/A | N/A | Yes | Yes | N/A | Yes | N/A |



Annexure: 4.1

Reference Check Form

| | |
|-----------------------|-------------------------------|
| Applicant Name: | Date: |
| Position applied for: | Phone: |
| Referee's details: | Reference Check conducted by: |

| | | |
|---|-------|-----|
| What is the nature of your relationship with the applicant? | | |
| In what capacity is/was the applicant employed by your business? | | |
| What was the employment date of the applicant? | From: | To: |
| What duties and responsibilities does/did the applicant have? | | |
| What was applicant's reason for leaving? | | |
| How would you describe the applicant's overall work performance? | | |
| What would you say are the applicant's strengths? | | |
| What would you say are the applicant's development areas (eg. weaknesses)? | | |
| Have you had any concerns with their performance? If yes, please explain when these issues were identified? When were they discussed with the individual? What work are they doing to improve and what progress has been made? | | |
| Would you re-employ the applicant? Yes/No, if No please specify | | |



How would you rate the following?

| Particulars | Excellent | Good | Fair | Unsatisfactory |
|-----------------|-----------|------|------|----------------|
| Dependable | | | | |
| Professional | | | | |
| Good Attendance | | | | |

How would you rate the following?

| Particulars | Excellent | Good | Fair | Unsatisfactory |
|--------------------------|-----------|------|------|----------------|
| Multitasking Skills | | | | |
| Ability to handle stress | | | | |
| Communication Skills | | | | |

IS THERE ANYTHING ELSE YOU FEEL IS IMPORTANT FOR US TO KNOW ABOUT THIS PERSON?

I assure you, all the information furnished by you would be strictly confidential and shall not be shared. The same is intended to be used for our selection process.

Signature:

Date

Thank you for taking the time to provide feedback. If you wish to provide any further information, you can contact me on.

Email:

Contact No:



5.3 Code of Conduct

Purpose

SEF, INDIA is committed to ensure orderly operations and provide the best possible work environment. We expect our employees to conduct themselves in a manner that will uphold the image, protect the interests and safety of all employees at the workplace.

Code of conduct lays down the standard which employees should abide by. Any deviations on the part of an employee may render him/her liable for disciplinary actions. Every employee of SEF, INDIA has to sign "Code of Ethics" at the time of joining the Institution. ([Annexure 7](#))

The foremost objectives of the general norms of conduct are:

- To ensure a better image of the Institution.
- To protect employee integrity.
- To enrich personality and improve behavioural standards.
- To ensure employee motivation through standardization of policies.

Scope

Applicable to employees and consultants associated with SEF, INDIA.

General Guidelines

It is important to determine set of rules that will regulate the conduct of employees and should be observed in order to function successfully. Therefore, it is important in the workplace that a set of rules are determined to regulate the relationship between the employees and the employer in the form of a disciplinary procedure. If any employee is found violating the system, then the employee will be liable for disciplinary action.

1. Every employee of the hospital shall at all times
 - a. Maintain absolute integrity.
 - b. Maintain devotion to duty.
 - c. Do nothing which is unbecoming of an employee of the hospital and every supervisor, shall take all possible to ensure integrity and devotion to duty of all workmen for the time being under his / her control and authority.

2. Accepting / Giving Gifts

Employees shall neither receive nor offer or make, directly or indirectly, any illegal payments, remunerations, gifts donations or comparable benefits which are intended to or perceived to obtain business or uncompetitive favours for the conduct of its business. However, employees may accept and offer nominal gifts which are customarily given for special events. The value of each gift being accepted / offered should not be more than Rs.500. In no case gifts in cash / Gift Vouchers etc. are permitted to be accepted



3. Business Entertainment

Entertainment can be accepted / provided for legitimate business purposes, such as building goodwill and enhancing relationships with customers, vendors and business partners.

Such entertainment should be accepted on approval of Presidents of each verticals and incase of Presidents of each vertical to be approved by Founder and Managing Trustee.

Where Entertainment is provided, the value of the same should not be more than Rs.1000/- per person. Any amount in excess of this will have to be approved by the Founder & Managing Trustee / CEO. The following types of entertainment are never appropriate:

- Entertainment that can be viewed as excessive in the context of business.
- Entertainment that is prohibited by law.
- Entertainment to Government officials.
- Adult entertainment or any sort of event involving nudity or lewd behavior.

4. Other

1. Theft, fraud or dishonesty in connection with the employer's or property will be liable for disciplinary action including termination of service.
2. Theft / fraud includes leaking of proprietary information of employer including procedures / packages / price sensitive data and financial information etc.
3. Taking or giving bribes or any illegal gratification whatsoever in connection with employment.
4. Coming to work or being on the hospital premises in an intoxicated condition or having consumed liquor or other intoxication substances or carrying liquor or other intoxicating substances into hospital premises
5. Drunkenness in the accommodation provided within the hospital premises or being in a state of intoxication inside the hostel / accommodation provided in the hospital or any other place connected with the hospital or bringing alcoholic liquor or any narcotic into the hostel premises.
6. Smoking within the hospital's premises.
7. If any employee is having or acquired any contagious or any infectious disease or any disease endangering to the life will be liable for termination of service in accordance with law.
8. Engaging in trade, money lending or any other business within the premises of the hospital.
9. Collection or canvassing any money or donation within the premises of the hospital.
10. Engaging some other profitable business inside the hospital premises.
11. Riotous or disorderly behaviour in the premises of the hospital or any misconduct amounting to subversive of discipline.
12. Consuming any food in the place other than provided for this purpose.
13. Habitual breach of any rules or instruction for the maintenance and running of any department or the maintenance or the cleanliness of any portion of the premises of the hospital.



14. Undertaking employment under any other employer in any capacity without permission of the management.
15. Sleeping while on duty.
16. Unauthorized distribution or exhibition within the hospital premises of any bills or pamphlets or poster etc.,
17. Threatening, abusing, insulting, intimidating or assaulting any workman or superior either within the premises of the hospital or outside, if such act is in connection with the employment.
18. Conviction by any court of law for any criminal offense involving moral turpitude.
19. False representation / statements, in public or otherwise, against the Management or any Officer or employee of the hospital.
20. Loitering, idling or wasting time, discussing with co-worker during working hours either in the work spot or the other places or staying within the hospital's premises beyond the authorized hours of work without the permission of the Management.
21. Tampering or misusing any instruments / equipment which are meant for measuring or monitoring the production or performance.
22. Conducting, participating, organizing meeting in the premises of the hospital without previous sanction of the employer or by the authorized person by the management.
23. Committing or aiding or abetting others to commit any act prejudicial to the reputation or financial interest of the hospital.
24. Gambling within the premises of the hospital.
25. Refusal to receive or means of recording from the Management.
26. Tampering with records any or means of recording attendance or making attendance/ recording attendance timings of other workman.
27. Furnishing false information in respect of details about himself, parent, relatives, age qualification, previous service etc.
28. Possession of lethal weapons, explosives, ignitable inflammable materials other than those required for the work within the premises of the hospital.
29. Writing letters or petitions, making false allegations against the Management or Superiors' or co-workman.
30. Unauthorized entry into hospital premises by making or giving false information.
31. Carrying on money lending as a business and engaging in trade within the premises of the hospital including lending or borrowing money from fellow workman and also conducting chits.
32. Carrying out or being concerned in any other business or holding of an office while in the employment of the hospital.
33. Bringing or attempting to bring by a workman any political or other outside influence to bear upon the management to further his interest in respect of matters pertaining to his service in the hospital.
34. Failure to notify the management of any changes in his residential address.
35. Refusing to come to meeting as notified by the management.
36. Giving false information or with forgery documents, enjoying cash benefit from the management.



37. Violation of speed restriction on vehicle imposed in the hospital premises.
38. Writing anonymous or pseudonymous letter regarding the hospital employee, business affairs or operations.
39. Carrying unauthorized persons in hospital vehicle / transport and / or equipment or allowing unauthorized persons to operate hospital vehicle / transport and / or equipment.
40. Accepting any invitation to represent the hospital without prior permission from the management.
41. Failure to utilize advance obtained from the hospital for respective purpose within the stipulated time and breach of any rules framed in this regard.
42. Submission of false claim for payment.
43. Teasing female workman or passing indecent remarks either at the hospital premises or outside or in the transport of the hospital and also by the female workman against their counterparts.
44. Reading of novels, story books, newspapers, notice, lend outs periodicals or any other book not in connection with work.
45. Wearing provoking dresses or using excessive cosmetics or makeup by employees.
46. Unauthorized usage of space, walls or its notice board.
47. Wasting hospital stationary and / or personal use of the same.
48. Approaching high authorities for personal promotion or favour or gain through other people.
49. Failure to report to the management contagious disease either to himself or his family members.
50. Writing of love letters, threatening letters irrespective of sex to other workman / superiors / co-workers / subordinates.
51. Tendering false evidence in any enquiry, trial, and proceeding to which management is a party.
52. Bringing / gaining admissions in to the premises on false grounds.
53. Gathering and chatting within the department.
54. Using un-parliamentary words or vulgar words towards the colleague / superior / customer / patients and bringing down the reputation of the hospital / establishment and anti-canvassing.
55. Repeated carelessness in the duty which may lead to money / equipment loss to the management.
56. Accepting or asking in kind from the customer / patients or others.
57. Quarrelling with the colleagues / subordinates / superior / customer / patients in the hospital premises in a bad / loud voice.
58. Using the equipment and other for their benefit or for their relative / friends / other benefits without prior permission.
59. Unauthorized usage of the office vehicle / equipment / cash / tools / medicines and other hospital movable properties for their own personal use without management permission.
60. Chatting over in the office with the outsiders, co-staff / manager for a long time on personal matters during office hours causing disturbance to others in the department.
61. Colluding with hospital creditors, suppliers, patients and other outsiders without the knowledge of management and bring disrepute, damage, loss of hospital reputation and good will.



62. Coming to the hospital in a non-presentable way.
63. Data Security:
 - a. Bringing/plugging in personal gadgets / hardware / equipment for usage in the hospital or plugging any personal equipment / hardware without prior permission.
 - b. Carrying hospital owned hardware outside the hospital premises without prior permission.
 - c. Creating / using personal mail id in the computer systems provided by the hospital.
 - d. Using personal mail ID for official communication.
64. Doing any business with the hospital in the name of the family members (or) relatives (or) friends by suppressing their relationship will lead to disciplinary action including termination.
65. Including in sexual harassment which includes such unwelcome sexually determined behaviour (whether directly or by implication) as physical contact and advances, a demand or request for sexual favours, sexually coloured remarks, display pornographic material any other unwelcome physical verbal or non-verbal conduct of sexual nature.

5. Disciplinary Action

The management as per law will take disciplinary action against an employee who has breached the code of conduct. The disciplinary action will depend on the seriousness and the gravity of the offense and can be

- a. Warned or Censured.
- b. Fine as per the provisions of the Payment of Wages Act 1936.
- c. Withhold the promotion / increment.
- d. Recovery from pay or such other amounts as may be due to him of the whole or part of pecuniary loss caused to the hospital by negligence or breach of orders.
- e. Suspension for a period not exceeding 30 days.
- f. Stoppage of increment, with / without cumulative effect.
- g. Demotion / reduction to a lower grade or post or lower state I the time scale.
- h. Discharge and Dismissal from the services.



5.4 Conflict of Interest

Purpose

Full time employees are prohibited from engaging in other employment or business dealings contrary to Institution's best interests while employed by SEF, INDIA.

Scope

Applicable to all employees of SEF, INDIA.

Overview

Employees must avoid situations that would cause a conflict of interest. Each employee is responsible for determining what constitutes conflict outside employment in a manner consistent with these guidelines.

The examples mentioned are illustrative list and not an exhaustive one.

- Using Institution's information for personal gain
- Unauthorized disclosure of confidential or proprietary information
- Acquiring interests in or independently servicing competitors or clients
- Working for a direct competitor
- Holding another job which interferes with an employee's ability to effectively perform his/her duties.
- A professional practice (does not apply for part time employees)
- A consultant to a corporation (either for reward or otherwise) or private enterprise for a stated period of time or for an indeterminate period.
- Research paper presentation with unauthorized internal data.

Disclosure of a conflict of interest should be made to the unit head and Business HR. Where approval is required, such approval shall be sought from the immediate manager, Unit HR and Unit Head.

Disclosures, approvals and rejections shall be documented in writing and a copy shall be kept by the employee, HR as well as his/her In-Charge.

New hires have to request to disclose all actual or potential conflicts of interest at or before commencement of employment (this could be mentioned in the employees' declaration letter at the time of joining).



Accountability

Failure of an employee to comply with any part of this policy will lead to disciplinary action. Employees should report all instances of non-compliance of this policy to their reporting authority, Ethics Office, or the HR department. Reporting Authorities should immediately report all instances of conflict of interest that create, give the appearance of creating, or could lead to a weakness in the Institution's system of internal controls or overall control environment, to HR Department, Ethics Office or Leadership Council.

SANKARA EYE FOUNDATION-INDIA



5.5 Policy against Sexual Harassment

Purpose:

SEF, INDIA is an equal employment opportunity Institution and is committed to create a healthy working environment that enables employees to work without fear of prejudice, gender bias, and sexual harassment. This policy intends to prevent such unforeseen happenings in the Institution either at the workplace or other than workplace involving employees therefore any such grave offense if committed is punishable.

Scope

This policy is applicable to:

- a) Complete gamut of workforce associated with SEF, India, i.e. Employees, Consultants, Registrars, etc.
- b) Students associated with SEF, India i.e., Interns, Fellows, Trainees, DNBs, Observers, etc.
- c) Contractors, Suppliers, and Outsourced employees associated with SEF, India
- d) Patients and their caregivers.

Overview

Sexual harassment is about unwanted and unwelcome sexual attention. It is not about mutual attraction or friendship. These are private concerns.

Sexual harassment refers to conduct that is unwanted by the recipient. It includes psychological, visual, and verbal harassment which runs the gamut from double extenders and lewd gestures to a subtler form of sexual harassment.

It includes unwelcome comments/questions about a person's sex life, staring/leering, suggestive behavior, unnecessary familiarity with a person, offensive or silent telephone calls, sexual propositions, continued inappropriate physical contact, constant requests for dates, unnecessary visiting/accosting to attempt/initiate unwelcome discussions on non-work-related issues, etc.

If you are at the receiving end of such behavior, you must make it known to the offender, and seek redressal through the **Internal Compliance Committee**, without fear.



Reporting Discrimination or Sexual Harassment

Sexual Harassment complaints **must** be reported by the victim to any member of the Internal Compliance Committee, who has been trained to handle such issues with sensitivity and care.

Sexual harassment includes such unwelcome sexually determined behaviour (whether directly or by implication)

- i) Physical conduct and advances (or)
- ii) A demand of request for sexual favours (or)
- iii) Sexually coloured remarks (or)
- iv) Showing pornography (or)
- v) Any other unwelcome physical, verbal or non-verbal conduct of sexual nature.

PROCEDURES TO DEAL WITH CASES OF SEXUAL HARASSMENT

As stated in the Anti – Sexual Harassment Act following procedures are to be carried out against the criminal.

(1) Criminal Proceedings

Where the conduct of sexual harassment amounts to a specific offence under the Indian Penal Code or under any other law, the employer shall initiate appropriate action in accordance with the law by making a complaint against the culprits with the appropriate authority, ensuring that victims or witnesses are not victimized or discriminated against, while dealing with complaints of sexual harassment. The victims of sexual harassment shall have the option to seek transfer of the perpetrator or their transfer..

(2) Disciplinary action

The conduct of sexual harassment amounts to misconduct in employment as defined by this standing order and therefore appropriate disciplinary action shall be initiated by the employer, in accordance with this standing order.

(3) Complaint Redressal Mechanism

Whether or not such action constitutes an offence under law or a breach of the standing order, a complaint mechanism shall be created in the employer's organization for redressal of the complaint made by the victim. Such a complaint mechanism shall ensure time-bound treatment of complaints..

(4) Internal Complaints Committee

- (1) A complaints committee shall be constituted consisting of five members headed by a woman and not less than half of its members shall be women.
- (2) It shall include a non-Governmental organization or other body who is familiar with the issues of sexual harassment.



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- (3) The complaints committee should dispose the complaints within 30 days from the date of receipts of the complaints.
- (4) The complaints committee must make an annual report to the joint commissioner of labour, Coimbatore on or before 31st day of January of the succeeding year.
- (5) **Worker's initiative**

Employees are entitled to raise issues of sexual harassment at Unit / Department meeting and in the other appropriate forum and it should be affirmatively discussed in Employer-Employee meetings.

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SANKARA EYE FOUNDATION-INDIA



5.6 Personal Files and Records

Purpose

SEF, INDIA maintains a personal file for each employee. The personal file includes information such as employee's job application, resume, documentation of performance appraisal and salary increases, and other employment records, etc. Personal files are the property of SEF, INDIA, and access to the information they contain is restricted. Only HR personnel and unit heads have the access to these files.

Scope

This policy is applicable to all employees.

Process

Employees who wish to access documents from their personal file can access through HRMS e-files. In case any document is unavailable in the e-file, employees can request HR personnel with reasonable advance notice.

Employee may review their own personal files in SEF, INDIA premises and in the presence of an HR Personnel.

Employees do not have the right to read confidential data that is maintained in their file by the Institution. E.g. Interview comments, Reference check reports, confidential comments as reported by the management.

All Employees are requested to promptly notify the Human Resources Department of any changes in personnel data such as:

- Mailing address.
- Telephone numbers.
- Educational / Professional Qualification(s).
- Marital status.
- Name and number of dependent(s) and
- Individual(s) to be contacted in the event of an emergency.

It will be the individual employee's obligation to ensure that all his/her personnel data is accurate and current in the employment records of the institution at all times.

SEF, INDIA relies upon the accuracy of information contained in the employment application, as well as the accuracy of other data presented throughout the hiring process and employment. Any misrepresentation, falsification, or material omissions in any of these information or data may result in the exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.



5.7 Identity Card Policy

Purpose

An identity card (I-Card) along with the biometrics card is provided to all employees for attendance marking and identification purpose. Appropriate authority (i.e. Security, Administration etc.) in the company reserves the right to check the I-card whenever it deems fit.

Scope

This policy is applicable to all cadres of employees.

Process

- An identity card (I-Card) along with the biometrics will be provided to all employees by the administration department.
- I-Card will be provided **within 2 days** from submission of all documents as mentioned in the offer letter to the HR department.
- In case any employee loses /misplaces the I-Card, HR department should be informed immediately and a new card shall be issued. Loss of I-card will attract a fine of Rs. 150 each.
- On separation, the employee is required to surrender the I-card to the HR department.
- I-card needs to be displayed on all employees of SEF, INDIA at all times while on duty, both inside and outside the campus.



5.8 Uniform Policy

Purpose

All employees of SEF, INDIA whose nature of duties involves dealing with patients directly or indirectly are required to wear uniforms while on duty. This policy defines the allowance given by the Institution towards uniform based on their Salary Cadre.

Scope

Applicable to all employees of SEF, INDIA.

Process

1. Uniforms shall be provided based on the salary as follows:

- **Rs. 5000 or less**
 - Employees receiving a salary of Rs. 5000 or less shall be provided materials for 3 pairs of uniform – free of cost once in 18 months.
 - Stitching charges – free of cost.
- **Rs. 5001 to Rs.10,000**
 - Employees receiving a salary of Rs. 5001 to Rs. 10,000 shall be provided 2 sets free, one set of uniform they have to pay.
 - 50% of the Stitching charges shall be borne by the employee and 50% of the stitching charges shall be paid by the Institution.
- **Rs. 10,001 and above**
 - Employees receiving a salary of Rs. 10,001 and above shall be provided 1 set free, two sets of uniform they have to pay.
 - 50% of the Stitching charges shall be borne by the employee and 50% of the stitching charges shall be paid by the Institution.



| Uniform policy – 2009 | | | | |
|-----------------------|--------------------|--------------------|-------------------|--------------|
| salary level | Material | | Stitching | |
| | Male | Female | Male | Female |
| 5000 & less | 3 pairs free | 3 sarees free | 3 pairs free | 3 pairs free |
| 5001 to 10000 | 2 pairs free | 2pairs free | 50% - Institution | |
| | 1 pair on payment | 1 pair on payment | 50%- Employee | |
| 10001 & above | 1 pair free | 1 pair free | 50% - Institution | |
| | 2 pairs on payment | 2 pairs on payment | 50%- Employee | |

2. Reimbursements

Any employee leaving / resigning / terminating should reimburse cost of free uniform provided. If the employee has worked for 12 months or more after receiving the uniform, reimburse shall be waved.

3. Deduction Criteria

Up to 6 months : 100% of the free uniform deducted from the staff

6.1 months to 9 months : 75% of free uniform cost to be deducted from the staff

9.1 months and above : 25% of free uniform cost to be deducted from the staff



5.9 Adherence to Grooming Standards

Purpose

All employees must maintain an overall appearance that will maintain professional dignity and standards in the eyes of Patients, clients, co-workers and visitors. The Institution expects its employees to present a clean and professional appearance when they represent SEF, INDIA, whether inside or outside the office premises.

Scope

This dress code policy is applicable to all employees of SEF, INDIA across all locations in India. Professional services providers such as Doctors and Consultants are also governed by this policy.

Employees are required to dress appropriately and present a clean and well-groomed appearance. The dress code at SEF, INDIA is as follows:

Doctors and Consultants:

Monday to Friday (Mission Head Quarters & Unit hospitals):

➤ Male Employees:

- All male employees are required to wear formal professional attire and formal shoes. Formal professional attire will include collared, full or half hand shirts, trousers with belt, hard-soled shoes, sweaters, and shoes with socks. Preferred dark shoes with dark socks. Care to be taken to ensure the colour of the belt to match with the colour of the shoes.
- Men are not permitted to wear shorts, jeans, T-shirts, Hawaiian shirts, extreme low waist trousers and kurtas. Sandals, slippers or sports shoes are not permitted within the premises.

➤ Female Employees:

- All female employees are required to wear formal professional attire which includes Indian and Western wear. Indian formal attire will include salwar and saree with dark cut shoes or sandals. Western formal attire will include trousers, half hand / full hand shirts with belt, hard-soled shoes with dark socks.
- Ladies are not allowed to wear shorts, pedal-pushers, jeans, T-shirts, capris.

Saturday (Mission Head Quarters & Unit hospitals):

- Smart Professional casuals (only the Collared T-Shirt provided by the Institution).
- Inappropriate /Indecent attire/clothing, floaters are not permissible in office.



For employees for whom Uniforms are provided by the Institution:

- Uniforms must always be neat and clean.
- They must not be altered to add individual taste and fashion.
- Institution does not provide a laundry service.
- Employees are required to maintain uniform in good condition.
- If the employee leaves the organization within 12 months from the date of issue of uniform, company may deduct cost of the uniform provided by institution from the employee's full & final settlement amount.

Personal Appearance

Dressing, grooming and personal cleanliness, contribute to the morale of all the employees and affects the business image of the company. Employees are expected to present a clean, neat and tasteful appearance, should dress and groom themselves accordingly. However, extreme hairstyles, such as spiked hair, do not present an appropriate professional appearance. Offensive body odour and poor personal hygiene is not professionally acceptable. Any kind of facial jewellery, such as eyebrow rings, lip rings, and tongue studs, is not professionally appropriate and must not be worn during work hours.



5.10 Probation Period and Employee Confirmation Policy

Purpose

The purpose of probation is to have a constant review to ensure that the new employee has the skills, qualifications, abilities and aptitude to perform the duties required of him. It also allows the employee sufficient time to learn how to do the job and determine whether the job meets his requirements.

The probation period assists in clarifying role expectations and/or job conflicts, identifies training needs to ensure that the employee can fully develop in that role and establishes open communication channels.

Scope

All employees will be under an initial probation period.

Probationary Period

- a) On joining the Institution, an employee will initially be on probation for a period of **6 months**.
- b) During this period, the company will assess the employee's skills, ability and performance. Both the employee and the Institution can assess the overall mutual compatibility
- c) At the end of the probation period, the company will determine whether or not to confirm the employee. The company may decide to extend the probation period at its discretion.

Probation Assessment

- HR will initiate the process of probation review 15 days prior to the end date of probation period, by sending out a communication to the respective Reporting Authorities indicating the date of completion of probation of the new joinee along with prescribed form ([Annexure 8](#))
- Reporting Authorities are required to arrange a probation review with the employee a week before the end of the probation date. This review must not be used to merely deliver a verdict but to discuss the culmination of learning, training and communication process with the employee.
- During the probationary period, the employee will be assessed on his suitability and adaptability to the job as well as performance. The immediate Reporting Manager needs to indicate in the Employee Confirmation Form whether:
 1. Permanent appointment is approved.
 2. Probation is to be extended for a further period and reasons thereof need to be mentioned
 3. Employment is to be terminated



- If termination is recommended, the reasons are to be indicated and Reporting Authority is to countersign the report. HR must be advised that termination has been recommended prior to the end of probation period, for necessary action.
- On satisfactory completion of probation period, **confirmation of employment** is initiated in a specified format by HR in association with the Reporting authority. Confirmation of employment is communicated in writing to the employee.
- In case of unsatisfactory performance, probation period will be extended for up to three months specifying the deficiency which has to be reviewed

An employee will have a right to approach HR in case his probation review does not happen within the time limit as set above.

Employees on probation are not entitled for revision of remuneration during the probation period. On confirmation of employment, employees may be entitled for revision as per employment terms stated in the appointment letter.



5.11 Re-Employment

Purpose:

SEF, India provides re-employment opportunity for former employees wanting to serve for the Mission.

Scope:

Employees and Consultants of SEF, India who have left in good standing.

Guideline:

1. All former employees who were employed in a regular position for two or more years are eligible to be re-employed if they left the Organization as employees in good standing.
2. Employee will be considered for re-employment provided their qualifications are suitable for a vacant position.
3. Re-employment will be based on subject to availability and at discretion of the Management.
4. All former employees will be given the same opportunities and will need to comply with the same requirements as other applicants.
5. All former employees should undergo the recruitment process as per the policy
6. If hired, former employees will be treated as new employees for purposes of orientation and training.
7. Benefits based on length of service will be calculated using the rehire start date as their date of employment unless a benefit plan provides other methods of calculation.
8. Re-employment will consider as new recruit it will nullify earlier services in SEF, India.

Note: This policy is effective from 1st July 2016



6. Employment Services

Policy Acronym:

Abbreviation:

- SEF – Sankara Eye Foundation
- HRP – Human Relations Policy
- ES – Employment Services
- TM – Time Management
- SW – Staff Welfare
- PMS – Performance Management System
- PDCA – Professional Development & Career Advancement
- HRA – Human Relations Administration
- 2014/15 – Implementation Year



6. Employment Services

6.1 Time Management

SEF - HRP - ES - TM - 2014/15- 001

6.1.1 Attendance and Time Keeping Policy

6.1.1. (A) Time keeping policy

SEF, INDIA and RJSEF through this policy defines the work timings and working hours for its employees. These are defined based on the nature of portfolio handled by the employee. For example: Portfolio directly related to patient care would require to be manned 24 hours on shift basis.

SCOPE

All employees / Consultants / Students are included.

GUIDELINES

- 1. Defining work hours:** Duration of work for all employees shall be 48 hours per week of 6 days which excludes their rest period of 6 hours per week (one hour per day - fifteen minutes tea break during morning, fifteen minutes tea break during evening and half an hour lunch break).
- 2. Work Timing:** Work timing is classified into two categories based on the nature of the job
 - a. **General Shift** – General Shift would start at 9:00 A M and end at 6:00 P M which would include 1 hour break.
Departments covered under General Shift: Specialty Clinics - Doctors, Administration, Accounts & Finance, Human Resource, Community Outreach Programme, Business Development, Information system Central Procurement, Projects, Engagement, Resource Mobilization and Partner Relations & Foundations.
 - b. **Custom Shift** – Working hours for custom shift category may be altered based on the functioning of the unit ensuring 54 of logged in hours per week which includes break timings, (permission and late comings- not incl for general shift)
 - **Shift 1:** Duty hours are from 7:00 A M to 4:00 P M from Monday to Saturday which includes tea break and lunch break. Weekly off is given on Sunday.
 - **Shift 2:** Duty hours are from 11:00 A M to 8:00 P M from Monday to Saturday which includes tea break and lunch break. Weekly off is given on Sunday.
 - **Night Shift:** Duty hours are from 7:30 P M to 7:30 A.M next day which includes night break from 12: 00 P M to 4:00 A M. Weekly off is given on Sunday.



Departments covered under Custom Shift: Paramedics Staff in Specialty Eye Care, Community Eye Care, Ancillary Departments and Support Functions.

3. Grade 3A, 2A, 2B and 1:

- Weekly 54 hours to be logged in at work which includes six hour break.
- Log in hours less than 234 hours per month may result in loss of pay if unauthorized by reporting authority.

4. Weekly off: Employees shall have one Weekly off (WO), given the basic assumption that the staff works six days (shifts) per week.

Call In Procedure:

1. Absence from work Any employee who, after logging in , is not found in his/ her place of work during working hours without permission or without sufficient reason, shall be liable to be treated as absent for the period of his absence & liable for disciplinary action or pro-rata deduction of wages or both.

2. Tardiness

- a) Tardiness is defined as reporting to work late at the beginning of the work shift, leaving early or returning late from a work break or lunch, or leaving work early at the end of the work day, all without approval.
- b) Beyond three late coming in a month, from the fourth time onwards half a day leave will be deducted from the available leave balance for the month. In case of un-availability of leave, late coming would be regarded as half a day leave without pay, unless leave with pay is approved by the supervisor for extenuating circumstances as deemed appropriate by the supervisors.
- c) Habitual tardiness (or late coming) will result in appropriate disciplinary action

3. Breaks

- d) Rest-periods cannot be accumulated for later use (to extend lunch breaks, or arrive late or leave early) and cannot be combined to use for longer breaks.
- e) Any change in the existing breaks will be decided by the Management based on exigencies of work.



6.1.1. (B) Attendance Policy

SEF, India and RJSEF through this policy define the modes of attendance marking. These are defined based on the nature of portfolio handled by the employee. For example: Portfolio where in field work is involved the attendance is captured through mobile.

SCOPE

All employees / Consultants / Students are included.

GUIDELINES

Attendance Sign In and Sign Out procedure for - All the employees of SEF, India and RJSEF must register their attendance through face recognition device / desktop / Mobile application (based on their eligibility) installed at the designated location in the Unit.

During travel to other Units attendance could be registered in available face recognition / mobile application.

- All employees should have registered in face recognition device (Hardware).
- Attendance will be valid only if it is captured in the following modes:-
 - Face Recognition device.
 - Mobile Apps (On duty outside the premises).
 - Desktop (Vision Centre)
- Attendance cannot be regularized through HRMS.
- If attendance is not captured through any of the modes as mentioned in (2) above it will be considered as Loss of Pay.
- While on travel employee must inform the respective unit HR to update attendance in HRMS system.
- In case if the allocated device has a downtime, ensure to inform Unit HR on the same.



6.1.2 Work Ethics

A strong work ethic is vital for SEF, INDIA in achieving its goals. Every employee, from the top management to entry level must have a good work ethic to keep the Institution function at its peak. A good work ethic of SEF, INDIA includes a set of moral principles which includes **Integrity, Sense of Responsibility & Emphasis on Quality, Discipline and Team Work**. This policy details on the work ethics of SEF, INDIA.

Work Ethics of SEF, INDIA:

1. **Absence from work:** Any employee who, after signing the muster or punching the card, is not found in his/ her place of work during working hours without permission or without sufficient reason, shall be liable to be treated as absent for the period of his absence & or liable for disciplinary action or pro-rata deduction of wages
2. **Secrecy:** All employees shall serve the hospital faithfully and maintain the secrecy regarding the hospital affairs. Any information gathered by a workman during his employment in the Hospital's activities, operations or otherwise, or whether or not it involves secrecy, shall not be disclosed to any person through him, either personally or indirectly.
3. **Receipts / Gifts on behalf of the Hospital:** No employee is allowed to receive personal gifts from patients/ vendors on behalf of the hospital. No employee has any authority to purchase/receive gifts from stores, goods stationery, etc., / incur any liabilities on account of the hospital without a written permission from the hospital and must be signed by the appropriate Authority.
4. **Receipts on behalf of the Hospital:** No employee, except those who are authorized in writing by the hospital, shall receive any money, goods, post, parcels or any material on behalf of the hospital.
5. **Removal of stationery etc.:** No employee is allowed to remove any material, article, or thing, or papers or books or stationery to his residential premises except for the purposes of bringing up the arrears of work or for such other purpose, and only with the express permissions in writing of the appropriate Authority.
6. **Prohibition for conduct of personal work:** No employee is allowed to perform any personal work in the hospital premises or use hospital property for conduction of personal procedures. No employee should use any hospital stationery, consumables or any item belonging to the hospital for his personal use.



7. Staff should avoid having personal visitors during their duty shifts. In case there are visitors they should be attended to in brief so that work is resumed without much delay.
8. In addition to personal interactions and documented communications, staff could also use the ‘Staff Suggestion Box’ to express their suggestions/ grievance.
9. All communication regarding information for knowledge of all employees will be displayed at the designated Notice Boards. It is the responsibility of the hospital staff to regularly see the hospital **notice board**.
10. Employees should not be in the hospital premises apart from their duty hours, unless officially called for.



6.1.3 Permission Policy

One hour permission is allowed twice a month. This permission can be availed either in the morning, evening or in between working hours. This policy is applicable to all cadres of SEF, INDIA employees.

Call In procedure:

- a) Employees can avail two hour permission in a month with the approval of Reporting Authority. This could be availed either wholesome or in parts.
- b) Permission should be availed in HRMS with a minimum of a day's intimation.
- c) In the event of unanticipated permission, employees must call and speak directly to their Reporting Authority as soon as possible.
- d) Unanticipated permission availed should be applied and approved in HRMS within two working days of availing permission
- e) Failure to follow proper call-in procedure will be treated as unauthorized permissions without pay.
- f) Late comings of employees due to ill health, maternity, accident and Child Care would be permitted at the discretion of the Unit Head / CMO as the case may be. Notification is to be sent by Unit HR to Mission Head Quarters – Human Resource Department on the approvals mentioning the period and time for which the special permission is being given.



6.1.4 Leave Policy

Sankara Eye Foundation SEF, INDIA has framed “Leave Policy” emphasizing on work - life balance, as largely women employees are bounded by the maternal chores at home.

Leave Entitlement:

a) Applicable to:

- a. All probation / confirmed / permanent / Contract employees.
- b. Consultants.

b) Guidelines:

- a. Employees not covered under ESI scheme are entitled for 24 working days of Annual Leave on Pro-rata basis.
- b. Employees covered under ESI are entitled for 12 working days of Annual Leave on Pro-rata basis.
- c. Every confirm workman employed in the hospital shall be entitled 12 days Privilege leave on pro-rata bases after 12 months continuous service.
- d. Consultants are eligible for 30 Days of leaves on Pro-rata basis.
- e. Annual leave for the financial year will be credited to employees on 1st of April on Pro-rata basis



6.1.5 Overtime Policy

SEF, INDIA has to a great extent planned the work schedules and would minimise overtime working since it affects the efficiency and work-life balance. However, due to exigencies of work, employees are occasionally required to work beyond their work schedule. These additional work hours could be termed as Overtime.

Call In procedure:

- Applicable only to staff cadre.
- Working Overtime should be authorized by the department In-charge (IC).
- The need of the Overtime duty and the deputed person to handle the duty should be specified by the IC in the Overtime application in HRMS.
- When an employee has to work beyond the scheduled hours for up to six hours, the overtime shall be deemed to be equivalent to a shift
- Employee working Overtime could opt for either Compensatory Benefits or Compensatory Off.
- An employee opting for compensatory off has to avail the off within one month, not more than 3 days of compensatory off can be accumulated at any given point of time.
- One Compensatory Off will be credited in lieu of each nine hour in the total credit
- Overtime has to be authorized by unit head through the HRMS.
- When an employee is required to work on an additional full shift, he/ she shall during the additional duty be provided with Tea/Lunch/Dinner.
- Overtime compensation shall be paid to an employee with the monthly salary.
- During the Overtime duty; the attendance swipe card should to be swiped. Not registering attendance will be considered as not reporting to the duty and result in loss of pay.



6.1.6 Declared Holiday Policy

SEF, INDIA has to a great extent planned the work schedules and would minimise working on declared holidays (DH) since it affects work-life balance. However due to exigencies of work, employees are occasionally required to work on a Declared Holiday. Declared Holiday includes 4 National holidays (as per Shops and Establishment Act) and 6 Festival holidays (at unit's discretion). In case the National holidays fall on a weekly off an additional Festival holiday is declared at the discretion of the unit in consensus with the employees. The list of public holidays and festive holidays will be displayed on notice board for employees' referral. Eventually, possibility of providing the facility of optional festival holidays may be looked into besides the prescribed national holidays which are mandatory.

Call In procedure:

- On a Declared Holiday, only Essential department Employees and other Department Employees who are required to be present as per Department IC's requirement, need to report for duty
- All IC's are requested to give in the name of the Employees who are required to be present on a Declared Holiday, 2 days in advance to a Declared Holiday.
- Department IC's are requested to rotate the Employee's required to be present on the DH so that same Employee may not be required to report to duty on each Declared Holiday.
- The Employees taking Compensatory Off for the respective Declared Holiday have to raise request in HRMS (time frame)



6.1.7 Loss of Pay

SEF, INDIA considers employees for unpaid leave on emergency provided he/she has exhausted eligible leave.

Call In procedure:

- a) Permission should be availed from the reporting authority with a minimum of a day's Intimation.
- b) Excess leaves taken after availing of eligible leaves would be considered as Loss of Pay.
- c) Eligible leaves not availed as per guidelines shall be treated as Loss of Pay
- d) Loss of pay leave can be availed by the employees for health reasons and family emergencies with appropriate approvals.



6.1.8 Leave Accumulation

SEF, INDIA allows its employees / consultants to either en-cash or accumulate un-availed annual leave.

Guidelines:

- i. Maximum 10 days of leave accumulation is allowed per year that can be carried forward to the next year.
- ii. Total leave balance to the credit of the employee cannot exceed beyond 30 days as of 31st March of each year.
- iii. Any un-availed leave beyond the permissible limit of balance as stated above, will automatically lapse as on 31st March of each year.
- iv. The present system of leave encashment stands withdrawn.



6.1.9 Leave Encashment

SEF, INDIA allows its employees to encash un-availed leaves if the respective persons do not opt for leave accumulation. This provision is applicable if an employee chooses to encash accumulated leave.

a) Applicable to:

Applicable to level 5, 4A, 4B, 4 C and 3 B employees only

b) Guidelines:

- a. Un-availed annual leave are fully en-cashable for employees.
- b. Calculation methodology
 - i. Encashment is calculated on Basic + DA (no. of days of un-availed leave *(per day Basic + DA))
 - ii. For the purpose of encashment March salaries would be considered for employees who have been appraised in April and September salaries for employees who have been appraised in October.
 - iii. An employee wanting to encash leave which is available to his credit can do so only once in a year.
 - iv. Option of leave encashment will be offered to employees on four different times in a year – 30th June / 30th September / 31st December / 31st March
 - v. An employee wanting to encash leave will need to apply to HR department of his respective unit in writing before 15th day of the month in which leave is allowed to be encashed.



6.1.10 Maternity Leave

Purpose:

SEF will provide Maternity leave as per the provisions of law

Scope:

Women employees not covered by ESI Act and on confirmation of employment receive benefits under the Maternity Benefits Act.

Guideline:

1. Delivery of Child:

- a. Entitled 26 weeks (6.5 months) of paid Maternity Leave.
- b. The maternity benefit should not be availed before eight weeks from the date of expected delivery.
- c. Women employees availing Maternity Leave benefit should inform in writing their respective Reporting Authorities 8 weeks prior to commencement of Leave in writing.
- d. Extension of maternity leave to a maximum of 1 months is allowed without pay.
- e. Maternity Leave can be clubbed with Privilege Leave and Accumulated leave to a maximum of 30 days.
- f. Last drawn fixed salary excluding variable components will be paid during Maternity Leave.
- g. In case of ML is availed during the month of appraisal then the appraised salary will be applicable from the date of re-joining work.

For a woman who has two or more surviving children, the maternity benefit will continue to be 12 weeks, which cannot be availed before six weeks from the date of the expected delivery

2. Adoption of Child or commissioning mothers:

For the first time, the role of a “commissioning mother” has been recognized and defined.

A commissioning mother means: “a biological mother who uses her egg to create an embryo implanted in any other woman”. Prior to this, the Act did not recognize the role of a commissioning mother.

This benefit has been introduced for the first time for adopting and commissioning mother/s.



- a. In case a woman employee plans to adopt a child or a commissioning mother will be entitled for 90 days paid leave is available for such purpose with production of adoption papers and medical papers.
- b. Extension of un-paid leaves up to a maximum of additional 30 days may be granted at the sole discretion of the management.
- c. Adoption leave can be clubbed with Privilege Leave and Accumulated to a maximum of 30 days.
- d. Adoption leave is applicable only for a maximum of two children. Adoption Leave and Delivery Leave together can be availed only to a maximum of 2 times. i.e., one adoption and 1 delivery or 2 adoption or 2 delivery.

3. Tubectomy and Hysterectomy operation

In case of Tubectomy or Hysterectomy operations, women Associates are entitled to 2 weeks of leave with full pay immediately following the day of her Tubectomy or Hysterectomy operation. A certificate from a registered practitioner has to be submitted to the Manager in this case.

4. Miscarriage / Medical Termination:

In case of miscarriage or medical termination of pregnancy, a women employee is entitled to 1 week of leave with full pay immediately following the day of miscarriage or medical termination of pregnancy. A certificate from registered medical practitioner has to be submitted to the Unit HR in this case. Reporting authority needs to be kept in loop.

5. Maternity Illness

Women employees suffering from illness arising out of pregnancy, delivery, premature birth of child, miscarriage or medical termination of pregnancy are entitled to an additional period of 1 week of leave with pay. A certificate from a Registered Practitioner has to be submitted to the Unit HR in this case. Reporting authority needs to be kept in loop.

Note: This policy is effective from 1st July 2016



6.1.11 Paternity Leave

Purpose:

This policy is drawn with the thoughts that though it is the mother who actually delivers the child, father plays an equally important role. A father is expected to be emotionally and physically available for both, mother and child, before and after the delivery. Being in a country where our family is of first and foremost importance for us, as an employer SEF, India keeps in mind that having a child is a start to the chapter of family for almost all, hence, it is an utter necessity to provide reasonable amount of paternity leaves. Also without forgetting that for a vulnerable new mother and her newly born child, father is the most important person to be around.

Scope:

Men employees not covered by ESI Act and on confirmation of employment receive benefits under this policy

Guideline:

1. Delivery of Child:

- a. Entitled 7 days of Paternity Leave.
- b. Men employees availing Paternity Leave benefit should inform in writing their respective Reporting Authorities 4 weeks prior to commencement of Leave in writing.
- c. This benefit should be availed within 3 months of Child Birth.
- d. Extension of paternity leave to a maximum of 5 days is allowed without pay.
- e. Extension of paternity leave requires to be informed to Reporting Authority and Unit HR via mail or letter. Verbal communication will not be accepted.
- f. Extended leave period will be under Loss of Pay and will be considered for calculating service years at Sankara.
- g. Paternity Leave can be clubbed with Privilege Leave and Accumulated leave.
- h. Paternity Leave is applicable only for a maximum of two children.

2. Adoption of Child:

- a. In case male employee plans to adopt a child, 7 days paid leave is available for such purpose with production of adoption papers.
- b. Extension of leaves up to a maximum of additional 5 days may be granted at the sole discretion of the management with pay.
- c. Adoption leave can be clubbed with Privilege Leave and Accumulated leave to a maximum of 30 days.
- d. Adoption leave is applicable only for a maximum of two children. Adoption Leave and Delivery Leave together can be availed only to a maximum of 2 times. i.e., one adoption and 1 delivery or 2 adoption or 2 delivery.

Note: This policy is effective from 1st July 2016



6.1.12 Conjunctivitis

Purpose:

Employees are prone to Conjunctivitis during their work. As Conjunctivitis is contagious this policy is drawn considering the severity and prevention of spreading to others.

Scope:

All Students, Staff and Employees of SEF, India

Guideline:

1. Employees developing Conjunctivitis need to get their eye examined in our Hospital's OPD.
2. Doctor's examination report confirming infection needs to be submitted to reporting authority.
3. Depending on severity of Infection and based Doctor's Recommendations maximum of 7 days rest can be availed depending on the diagnosis of the Doctor.
4. Medical fitness certificate needs to be produced at the time of joining back to duty.
5. The period of absence would be considered as On Duty and necessary AR needs to be raised by the employee.

Note: This policy is effective from 1st July 2016



6.1.13 Flexi Work Timing

Purpose:

SEF, India believes its employees are its most valuable asset and is committed to attract & retain the very best and utilise all the talent & experience available to serve the movement of Vision 20/20. SEF, India also recognises the importance of helping its employees balance their work and home life by offering flexible working arrangements that enable them to balance their working life with their priorities, including parental and other caring responsibilities. It also recognises that staffing levels must at all times remain in line with the demands of the Institution and may also at times request that employees work more flexibility to meet the needs of the Institution.

Eligibility:

All employees of SEF, India will be considered for flexible working. There is no automatic right for employees to change to any of the flexible working patterns. Each application will be considered on the basis of the particular work involved ad any detrimental effect the change could have on individual, team and business performance.

Flexible Working Options:

1. **Part – Time working:** A system whereby the employee is contracted to work fewer than the standard number of contractual hours per year for the type of work in question. There are enormous variations to part-time working. Examples are later start or earlier finish times, afternoons, or mornings only, and fewer working days in the week.
2. **Compressed Hours:** A system whereby that permits employees to work their total number of contractual hours over fewer working days or hours. Usually a six-day week is compressed into five days or five and half days, or 8 hours of work timing is compressed to 6 to 7 hours.
3. **Voluntary Reduced Working Time (V-Time):** A system whereby it is agreed that the employee will work reduced hours for a certain period of time, with a return to full-time hours at the end of this period.
4. **Career Breaks:** A system whereby the employee has an extended period of time away, often with a guarantee of a return to the same or a similar job at the end of the time.
5. **Flexi-time:** A system that permits flexibility of working hours at the beginning and end of a day or shift. Employees must work designated core hours and complete an agreed number of hours where in the nature of the job is not driven by time and has no direct link to patients.
6. **Working from home:** A system whereby the employee carried out a proportion of his/her duties from home rather than in the premises. Managers, at their discretion, may agree to the occasional day at home to coincide with a domestic requirement. Or, in a limited number of posts Managers may agree a contractual arrangement for working from home for an agreed period. To ensure the principles of Information Governance (IG) are adhered to, Managers and Staff are



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required to make the necessary arrangements to ensure all confidential information remains secure at all times during this arrangement.

Note: Terms and conditions pertaining to wages & benefits would be reviewed accordingly.

Guideline:

1. Employees who wish to request flexible working need to complete the flexible working request form (Refer Annexure-), detailing the flexibility required and the impact upon the service.
2. The same requires to be submitted to their reporting authority.
3. Employee's reporting authority will respond and meet with the employee no later than 15days after the request was received. At this meeting the individual will have the opportunity to explain the reasons for the request and what flexibility they require.
4. On agreement of Reporting Authority the revised terms and conditions pertaining to working hours, breaks, annual leave entitlement and any other changes on appointment as recommended will be communicated to the employee from the HR Desk.
5. If the request is not feasible the same will be communicated by the Reporting Authority to the employee within 14 days from the time of discussion with the reasons for declining the request.
6. All communications to be retained in the Employee's personal file.

Note: This policy is effective from 1st July 2016



6.2 Staff Welfare

SEF - HRP - ES - SW - 2014/15- 001- 29.10.2015

6.2.1 Professional Indemnity - Doctors

Purpose

SEF, INDIA insures all its professional doctors under this policy to cover personal liability falling on them as a result of unintentional lapses committed while rendering service

The policy offers a benefit of retroactive period on continuous renewal, whereby, claims reported in subsequent renewal but pertaining to earlier period after first inception of the policy, is also paid.

The policy covers all sums which the insured professional becomes legally liable to pay as damages to third party in respect of any error and / or omission on his/her part committed whilst rendering professional service. Legal cost and expenses incurred in defence of the case, with the prior consent of the insurance company, are also payable, subject to the overall limit of indemnity.

Only civil liability claims are covered. Any liability arising out of any criminal act or act committed in violation of any law is not covered

Scope

All Doctors performing surgery other than Observership are covered under this policy.

Guidelines

- a) Full time Senior Consultants Doctors would be insured for Rs. 20, 00,000 with a yearly premium of Rs. 4000.
- b) Full time Consultant Doctors would be insured for Rs. 20, 00,000 with a yearly premium of Rs. 4000.
- c) Full time Registrars would be insured for Rs. 20,00,000 with a yearly premium of Rs. 4000.
- d) DNB students/Fellowship would be insured for Rs. 20,00,000 with a yearly premium of Rs. 4000.

SEF - HRP - ES - SW - 2016/17- 001

Amendment to clause (d) under Guidelines:

- a) DNB students/Fellowship would be insured for Rs.20, 00,000 with a yearly premium of Rs. 4,000 + GST. The yearly premium would be recovered from the students.

Note: This amendment is effective from February 1st 2019



6.2.2 Customary Bonus

Purpose

SEF, INDIA ensures Bonus is paid to its employees as per the provisions of payment of Bonus Act 1965.

Scope

Employees are eligible for Bonus as per provision of the payment of bonus act 1965.

Guideline

- a. A sum of Rs. 10000 maximum or one month basic salary whichever is lower.
- b. Bonus will be paid coinciding with Diwali and will be calculated based on the number of days worked during the previous financial year.
- c. Bonus will be paid along with the salary of the particular month.
- d. Employees who have left the organization for any reason will also be paid bonus within one month after bonus is declared and paid for the employees. For such employees bonus cheques will be sent as per the record.



6.2.3 Health Insurance Policies

Purpose

SEF, INDIA insures all its employees under Accident Insurance policy – Nagarik Suraksha.

The policy cover is limited to Rs. 5, 00,000 in case of unfortunate incident of death of an employee/permanent total disability and loss of limb(s) and Rs. 1,00,000 for partial disability including reimbursement of hospitalization expenses.

Scope

- a) All full time employees are covered under Accident Policy
- b) Part time employees, Part time - General Doctors, Consultants, Visiting Consultants and part time faculty are not eligible for coverage under this policy.
- c) Claim Procedures:
 - a. A minimum of 24 hours hospitalization is required to claim reimbursement.
 - b. Immediate Notice about the accident should be given to MHQ-HR by mail.
 - c. Claim form to be filled and signed by the claimant. ([Annexure 9](#))
 - d. Prescriptions, Bills-Cash memos, Test Reports, discharge summary, FIR, if any, should be submitted within 14 days of discharge from the Hospital and attached to the claim form. A letter of recommendation from the CMO/Unit Head should be attached.
 - e. In case of Death: FIR, Death Certificate, Post Mortem Report, Legal heir certificate, No-objection certificate from the legal heirs regarding payment to the Nominee should be submitted within 15 days of death to MHQ-HR
- d) Following do not form as part for claim coverage:
 - a. Out-patient or First aid and such expenses, which arises without Hospitalization
 - b. Vitamins and tonics unless forming part of treatment for injury and as may be prescribed by the attending Physician
 - c. Any pre-hospitalization and post-hospitalization medical treatment
 - d. Any treatment arising from or traceable to pregnancy, child birth including Caesarean section.

Note: Hospitals where the claimant has undergone medication/treatment should have inpatient beds facilities, fully equipped Operation theatre, fully qualified nursing staff round the clock, full-fledged modern X-ray facilities and Fully Qualified and Registered Medical Practitioner(s) should be in-charge round the clock



6.2.4 Mediclaim

Purpose

SEF, INDIA insures its full time employees and consultants under Mediclaim. The policy will cover employee and his/her family i.e., Self, Legal Spouse, Dependent Children (i.e. legitimate or legally adopted children) and dependent parents & parents in-law. The policy reimburses reasonable, customary and necessary expenses of hospitalization and/or domiciliary hospitalization expenses as detailed in the policy for illness/diseases contracted or injury sustained by the Insured employee during the policy period up to the limit of sum insured.

Scope

All full time employees will be insured as per the following norms.

Includes

- i. Employees who are not covered under ESI
- ii. Full time consultants

Guidelines

- a) Amount Insured is **Rs. 2,00,000/5,00,000** for all **eligible employees** of SEF, INDIA
- b) 10% of the net premium (base premium + waive off benefits + service tax) amount will be contributed by the employee to make it participative and avail maximum benefits from the policy for both employee and his/her family. This would be recovered from the salary during the month of enrolment.
- c) **Benefits:** If required employees may request cover with maternity benefits policy.
*** Employee's family can be endorsed only to the policy where employee is endorsed.*
- d) Endorsement of family members (as per the definition) needs to be completed within 15 days from the date of the commencement of the policy. Else the family members will not be eligible for endorsement. ([Annexure10](#))
- e) **Definition of Family :**
 - Self (Primary Insured).
 - Legal Spouse.
 - Dependent Children (i.e. legitimate or legally adopted children) upto the age of 21 years. **If the child above 18 years is employed or if the girl child is married, he or she shall cease to be covered under the policy and no claim shall be admissible. However male child can be covered upto the age of 26 years if he is a bonafide regular student and fully dependent on primary insured.**
 - Dependent parents /parents-in-law.



- f) Insurance Premium for family inclusion will be recovered from employee's salary during the month of enrolment of family members and at the time of Annual payment of premium. SEF, INDIA family endorsement form needs to be filled and a copy of age proof to be attached.

***Documents for age proof – Birth Certificate, 10th Mark Sheet, Passport Copy, Driving license, PAN card copy or any govt. authorized age certificate.*

- g) In case an employee leaves the Institution after renewal, the policy will be invalid from the date of resignation.
- h) This is a **cashless policy** – the **eligible amount** will be settled directly by the TPA to the hospital where services are availed.
- i) Employees who are availing benefits for their dependents, 15% Co-payment will be applicable from approved amount.
- j) In case an employee resigns from the institution before the completion of a year, premium for the remaining months will be deducted during the full & final settlement in prorata basis.
- k) If the benefit is availed by their dependents in the current year, the employee needs to bear the loading premium in the subsequent year policy renewal.



6.2.5 Employee Bank Loan

In case employees need loan, SEF, INDIA has tied up with banks for assistance.

- a) **Applicable to:** Permanent Employees who have completed a minimum of 5 years of service at SEF, INDIA are eligible for availing the benefit.
- b) Employees who have been issued warning letter or any other type disciplinary action are not eligible to avail the benefit under this policy.
- c) Application from employees should include
 - i. Details of other loans pending repayment on date.
 - ii. Reason for applying for loan.
- d) **Quantum of Loan** – In line with accrued gratuity amount or 10 months gross salary or Rs. 10 lakhs whichever is lower.
- e) **Rate of Interest** – as decided by the bank from time to time.
- f) **Mode of Payment** – EMI will be deducted from employees' salary and paid to the bank by SEF, INDIA.
- g) **Repayment Period** – maximum of 60 months (5 years).
- h) Employees will not be permitted to change the bank account for salary credit, as long as the loan is outstanding
- i) Pre-closure of the loan by employee is permissible as per the rules of bank.
- j) Undertaking letter to be given by the employee at the time of availing loan authorizing SEF, INDIA to transfer gratuity towards repayment of loans during full and final settlement.



6.2.6 Employee Discounts

SEF, INDIA's quality eye care is offered to its employees at discounted rates

Scope

1. SEF, INDIA employees are eligible for:
 - a) 25% discount* on: Surgical packages: Cataract, Retina, DCT, DCR, Occuloplasty, PKP, TKP, Lasik and other refractive surgeries
 - b) 25% discount* on: Eye & general investigations, procedures, spectacles and contact lens
2. The discount is also applicable to employee's spouse, parents, parents in law and children.
3. Free Registration & Medical Consultation is applicable to SEF, INDIA employees only. Employees' kith & kin would need to pay prevailing unit rates.

Note:

25% discount does not include:

- *Anaesthesia charges and Anaesthesia drugs in case of GA.*
- *Cosmetic surgeries - Lid surgery, Botox*
- *Sankaram packages*
- *Pharmacy purchase*



Amendment to Clause 1 under Scope:

1. SEF, INDIA employees are eligible for:
 - a) 100% discount* on OP
 - b) 20% discount* on: Surgical packages: Cataract, Retina, DCT, DCR, Oculoplasty, PKP, TKP, Lasik and other refractive surgeries
 - c) 20% discount* on: Eye & general investigations, procedures and contact lens
 - d) 25% discount on Spectacles

Amendment to Clause 2 under Scope:

2. Employees dependants are eligible for:
 - a) 50% discount on OP
 - b) 15% discount* on: Surgical packages: Cataract, Retina, DCT, DCR, Oculoplasty, PKP, TKP, Lasik and other refractive surgeries.
 - c) 15% discount* on: Eye & general investigations and procedures
 - d) 10% discount on: Spectacles and contact lens

Amendment to Clause under Note:

‘25% discount’ replaces with ‘these discounts’

Note: This amendment is effective from 01st October, 2020



6.2.7 Staff Welfare Fund

Sankara Eye Foundation (SEF, INDIA) wishes to guide and support its employees during times of financial crisis and promote their financial welfare. Certain benefits will be given to the employees based on their eligibility. The Employee Welfare Fund is an initiative taken to provide help and ensure the welfare of the employees.

Welfare Benefits

Employees who are eligible to apply for either a loan or a grant may do so for their welfare. The purpose of loan / eligibility for grant has been provided. Depending upon the Fund specifications and the applications received, the amount will be disbursed based on availability of funds.

GRANT

A grant is an amount of money given in case of emergency and recognition of employee. Employees are eligible for an amount of money for their service or contribution to the institution it is non-refundable in nature. This depends on the availability of funds

The circumstances under which grants may be provided and the quantum thereunder are:

- An amount of Rs.5000 shall be given to employees earning less than Rs. 15,000 salary per month for the birth of their own child.
- Reward of Rs. 2500 for employees or their children for gaining state recognition and Rs. 5000 for gaining national recognition in the fields of sports, education or other extra-curricular activities.
- Special rewards up to Rs.2500 for any life-saving or other meritorious acts.
- Immediate non-refundable grant of Rs.10, 000 as financial relief to the families of employees who have died while in employment.
- Occurrence of natural or manmade calamity such as typhoon, earthquake, tsunami, fire or fortuitous event, force majeure or any event related thereby. In cases of a calamity, expenses for food, shelter and clothing the institution shall provide Rs.5, 000 as relief for employees in employment.

Other events that may require special attention may be discussed with the Unit HR.



Guidelines to apply

- Application forms will be available with the unit HR
- The application form must be duly signed by the department head.
- All application forms shall be submitted to the unit HR with documentary evidence.
- The Welfare Committee of the unit (Head, CMO, Senior administrator, and HR in charge) will decide on the application and if approved, the same will be sent to the Governing body at MHQ.
- MHQ HR shall send confirmation mails to all concerning departments at the end of the month.
- The Governing Body in case of scholarships and surgeries shall send a cheque directly to the institution concerned.

Loans

A loan is money lent for the borrower's temporary use. Loans are applied for the general welfare of the employees. They are refundable in nature and are Interest free loans.

Loans shall be given for the following purposes.

- Loans for all types of eye surgeries performed at SEF, INDIA for employees or their dependents**.
- Loans for marriage of employee or their children whose monthly earnings is less than Rs. 15,000.
- **Education loans**
Refundable, interest free loans for employees for professional education and higher education.

**Dependents' include:

1. Spouse
2. Children below the age of 20 yrs.
3. Dependent Parents
4. Dependent Parents in law

Guidelines for loans

- Depending on the salary of the employee, a certain percentage of the salary multiplied into the number of months in which the employee is to repay the money determines the amount of money the employee is eligible for as a loan. The employee may choose to repay back the amount in 12/15/18/20/24 months.



- LOAN AMOUNT = current salary * percentage * duration of loan

| Income Range | Percentage of salary the employee is eligible for | Loan duration |
|-----------------------|---|-----------------------|
| Rs.10,000 | 25% of salary | 12/15/18/20/24 months |
| Rs.11,000 – Rs.25,000 | 20% of salary | 12/15/18/20/24 months |
| Rs.26,000 – Rs.50,000 | 12% of salary | 12/15/18/20/24 months |

Method of calculation:

Income * loan percentage

Examples

1. Salary drawn= Rs.10,000 duration= 20 months
Percentage of salary=25%
Loan amount= $10,000 * 25\% * 20 = \text{Rs.}50,000$

2. Salary drawn= Rs.30,000 duration= 20 months
Percentage of salary=12%
Loan amount= $10,000 * 12\% * 20 = \text{Rs.}72,000$

- The amount that shall be deducted from the salary of the employee every month.
- The employees have the choice to select the duration of their loan.

Separation of services

In case of separation of service from the Trust, except due to death or permanent total disability, the Governing Body, pursuant to the written authority of the employee borrower as incorporated in the loan agreement, shall cause the application of any and all the sum receivable by the said employee borrower from the Trust.



6.2.8 Gratuity Policy

Purpose

SEFI covers Gratuity as part of the employee benefits plan. Where in additional financial compensation is paid by SEFI to the employee in return for the employment services offered by the employee under the Payment of Gratuity Act 1972.

Scope

- Applicable to all In-house staff with four years and eight months of service.
- Students, Consultants, Outsourced employees, Trainees, and employees on contract are not eligible for Gratuity.

Eligibility Criteria for Gratuity:

- **Payment of Gratuity:**

- Gratuity entitlement is up to the retirement age of 58 years i.e., allocation of Gratuity amount by the SEFI will be up to the retirement age of 58 years.

- **Gratuity Claim:**

- Employee on completion of minimum four years and eight months of continued service with SEFI before date of relieving can claim for gratuity.
- An employee who is retired from service.
- On sudden demise of the employee, the nominee is the beneficiary of the gratuity amount.

- **Calculation of Gratuity:**

- For the employees who fall under the Gratuity Act, the amount is calculated as below
- $\text{Gratuity} = \text{Last drawn (Basic + DA)} * (15/26) * \text{Number of years of service}$
- $\text{Gratuity} = 90,000 * (15/26) * 10$

Gratuity = Rs 5.20 lakh

- Here, 26 is the number of working days, 15 is the number of wages days accounted for gratuity, Rs 90,000 is the last drawn salary, and 10 indicates the number of years of service.

Note: In the above calculation, the last drawn salary and number of years of service is used for explanatory purpose only

Non-eligibility Criteria for Gratuity

- When the employee discontinues service due to misconduct, assault, or theft is not entitled for gratuity claim as per the Payment of Gratuity Act 1972.



6.3 Employee Health and Safety

SEF - HRP - ES - SW - 2014/15 - 008

6.3.1 Employee Health Wellness

Purpose:

SEF, India organises Annual Health Check-up for all its employees to help the employees manage their health also mandatory vaccinations are administered for prevention of occupational health hazards.

Scope:

All Employees and Consultants of SEF, India.

Guideline:

1. Annual health check-up will be conducted across all the locations. (refer annexure :____)
2. Health Wellness personal file for every employee will be maintained at the General OP department.
3. Employees advised for treatment or further diagnostics necessarily need to submit the reports on progress to Doctor and same will be notified to HR by the General OP paramedic Staff.
4. Hepatitis B Vaccination will be administered for
 - a. All Doctors – Ophthalmologist, Anaesthetist and General Doctor
 - b. Paramedic employees and House Keeping employees assisting in Operation Theatre
 - c. Laboratory employees
 - d. Paramedical Staff assisting in General OPD and Ocular Oncology.
5. Hepatitis Vaccination Schedule
 - a. First dose – before the day the employee starts his duty in the theatre : Dose - 20 mcg
 - b. Second dose – 1 month from the 1st dose : Dose - 20 mcg
 - c. Third dose – 6 months from 1st dose and 5 months second 2nd dose : Dose - 20 mcg
6. Vaccination details will be updated in Health Wellness personal file.
7. Cost for Annual health check-up and vaccination will be borne by the location hospital.

Note: This policy is effective from 1st January 2016



6.3.2 Safety, Health and Environment (SHE) Policy

Purpose:

Sankara Eye Foundation, India recognises employees as an asset and commits to a Safe and Healthy work environment. SEFI / RJ SEH is committed to conduct all the activities in such a manner that it avoids harm to internal and external stakeholders, in an ethical manner, with a commitment to sustainable development respecting the needs of the individual, society and the environment.

The aim of this policy is to:

- Comply with the requirements of Occupational Safety and Health
- To act as a pivotal document in implementing SEFI/ RJ SEF's Safety Management System (SMS), following the Safety, Health and Environmental Regulations and
- To ensure a healthy and safe environment for all people who work, use or visit SEFI/ RJ SEF's premises.

The purpose of this policy is not only to eliminate the incidence of work related injuries, diseases and achievement of a high level of occupational safety, but also to enhance the well-being of the employee and society. The health and safety of employees and their work environment is integral part of SEFI/ RJ SEF's success.

Objective:

The Policy on Safety, Health and Environmental Protection at SEFI / RJ SEH establishes the following strategic objectives:

- Promote SHE awareness among all internal (staff/employees & students) and external stakeholders by providing effective training.
- Identify and resolve unacceptable risks at an early stage.
- Continuously improve upon our high standards for safety, health and environmental protection.
- Continue efforts to ensure prevention from occupational injuries and illness.
- Create conditions for SHE to become a matter of course in their daily work.

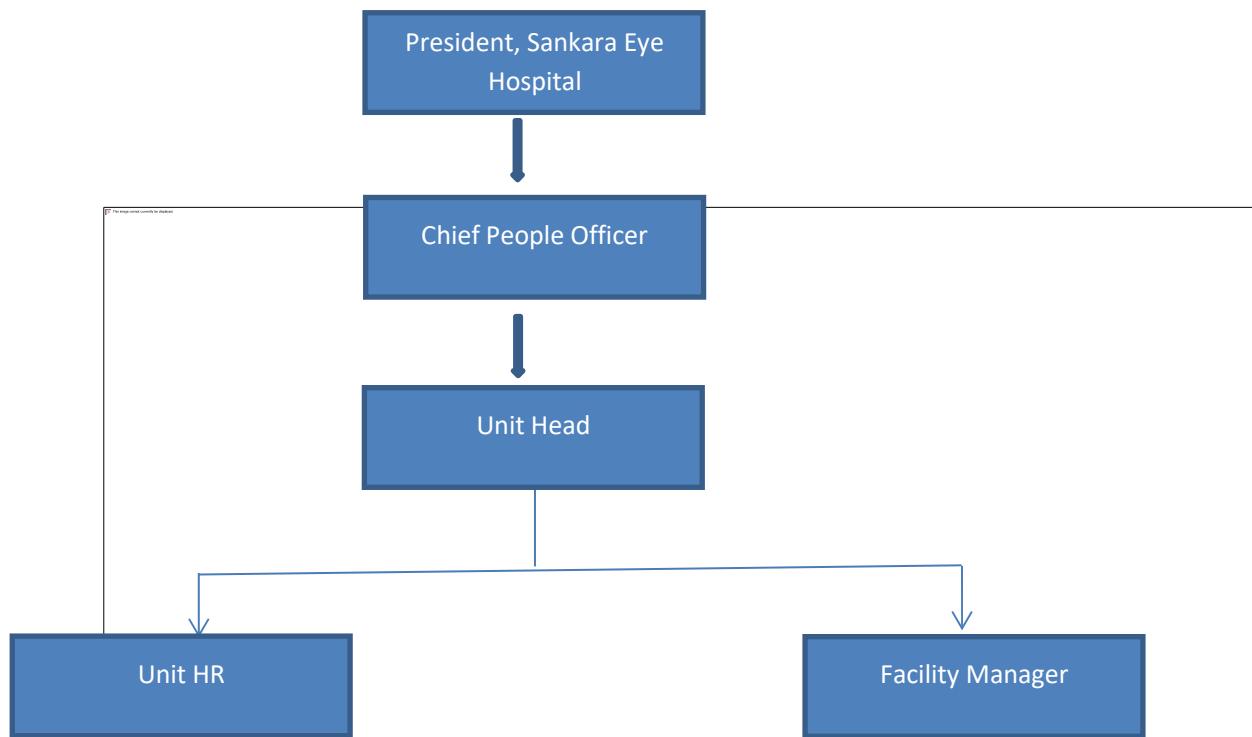
Scope:

This policy is

- a) Applicable to all the employees, students of SEFI / RJ SEH across all locations
- b) Applicable to all the external stakeholders



Organogram:



Responsibilities of SHE:

President Operations

- Effective implementation and maintenance of SHE policy across SEFI/ RJ SEF.
- Compliance with the SHE requirements as per Statutory provisions
- To ensure that Safety and Health issues are addressed and considered an integral part of operations
- Periodically reviewing the Health and Safety performance of services across all units

Chief People Officer:

- Reporting periodically to the President Operations on the Organisation's SHE performance.
- Providing the Organisation with advice and assistance on the measures it needs to take to comply with its statutory obligations.
- Periodically monitoring and auditing the organisation's arrangements and verifying if these are effective at and appropriate for controlling risks.
- Liaising with Unit Heads to ensure consistent approach is taken across the Organisation.
- Heightening Safety, Health and Environment management awareness amongst all the employees across the Organisation.



Unit Head

- Assisting the Corporate SHE Advisor in meeting all the responsibilities.
- Implementing the SHE policy in their respective Units.
- Ensuring that effective communication exists between all departments of their respective units with regard to health and safety.
- Periodically reviewing the health and safety performance of their respective unit.
- Guiding Facility Managers and Unit HR in meeting Health and Safety responsibilities.
- Ensuring that periodic workplace inspections are carried out and if any unsafe conditions are found they are subsequently removed or adequately controlled.
- To make that all staff in their unit receives adequate training for safe working.
- Ensuring suitable and sufficient risks assessments are carried out and appropriate control measures are in place and are maintained.
- Ensuring that accidents / incidents and near misses are properly reported and appropriate investigations and reviews are undertaken and acted upon.
- Ensuring that any areas of concern noted above are identified, monitored and managed via their Risk Register.
- Creating an open environment which encourages staff to raise and discuss health and safety issues within their respective work areas.

Unit HR:

- Facilitate necessary training and education to the employees by coordination with the trainers.
- Documentation of the records and registers related to SHE training and evaluating the effectiveness.
- Ensure Annual Health Check-up is conducted for all employees.
- Providing advice to staff and service users to maintain a safe place of work and promote safety risk awareness culture
- To make sure that the Organisation values are respected and that the safety protection program is taken seriously.
- Assisting Unit Head to identify incidents and near misses are properly reported and escalated to the Quality department.
- Ensure Standard Operating Procedures for health as well as safety are followed.

Facility Manager:

- Assisting Unit Heads in meeting SHE responsibilities.
- Facilitating regular risk assessments and safety audits within their area of responsibility.
- Assisting in identifying realistic solutions to Health and Safety problems.
- Taking part in the educational and training requirements for health and safety related subjects.
- Ensure AMC/ Preventive maintenance is carried out at regular intervals.
- Ensuring incidents and near misses are reported via the appropriate reporting routes.
- Safety rounds are carried out on daily basis.



All Employees:

- Take reasonable care for the health and safety of themselves and of others who may be affected by their acts or omissions at work.
- Not intentionally or recklessly interfere with or misuse anything provided in the interests of health, safety or welfare.
- Co-operate with any relevant person and comply with all relevant health and safety policies and procedures and risk control measures.
- Wear appropriate safety equipment and use appropriate safety devices where applicable (PPE).
- Report to their manager on all hazards which they believe the manager is currently unaware of.
- Report immediately to their Reporting Authority if any accidents, incidents or near misses occurrences in which they are involved, regardless of whether persons are injured or not.

Guidelines:

1) Health Hazards and Occupational Risk Management:

a) Risk Assessment:

Risk assessment will be used to identify, prioritize and control risks at SEFI / RJ SEH at all levels. It is the key to effective and sensible SHE management.

- Any significant risks in staff workplace / work activities will be assessed and controlled
- All the identified risks are recorded in the Risk register. Risk that have a major impact and are detrimental to service users and staff are to be communicated to the Corporate Health & Safety Officer.
- All the risk assessments will be reviewed annually.
- Corrective measures will be implemented to mitigate risks

b) Occupational Safety and Health Protection:

SEFI / RJ SEH achieve feasible risk reduction by the following:

- Annual health check- up and occupational medical evaluations are conducted; HEP –B and COVID vaccination are carried out by the Unit HR to ensure staff fitness.
- Proper medical advice is provided and early detection of adverse health effects is part of the programme.
- Effective warning signage is provided.
- Unit Head along with Facility Manager and Unit HR conduct regular workplace inspections to ensure that the protective measures are strictly followed
- Employees & external stakeholders are informed regularly on health risks and protective measures.
- Special approval procedures for tasks involving risks (welding, electrical work, work at elevated height, work in confined spaces etc.) are established
- Good housekeeping practices are ensured.
- Preventive maintenance for all buildings, plants, installations and utilities is ensured.



c) **Infection Control:**

- Prevention of infection and maintenance of infection control is monitored by Infection Control Team.
- Infection control practises to all staff are oriented and a safe environment for patients/ staff is ensured.
- Zero infection is ensured and monitored on monthly basis.
- Cleanliness and hygienic practices are monitored. Usage of PPEs, Gloves, hand hygiene techniques, Aprons, face shield etc. are practised.
- Outbreaks of infection are investigated and corrective measures are taken for prevention.
- Waste management practices are ensured.

d) **Mental Health & Promotion:**

- Unhealthy stress is avoided by inculcating good leadership styles (delegation, participation, recognition, information).
- Protect against harassment and discrimination.
- Proper assistance with in-house psychologist is provided for distressed employees.
- Health promotion education activities for physical and mental health are provided.
- Additional health promotion activities like employee assistance programs, maternity protection, sports activities, yoga etc. are executed.
- Employees who return to work after illness will be provided alternative job responsibilities to ease the transition back to work.

2) **Safety:**

With respect to employees Health and Safety, ergonomically appropriate workplaces are established at SEFI/ RJ SEF.

a) **General guidelines:**

- Policy against Sexual Harassment is in place to ensure safety of staff/ students. (Refer: SEF - HRP - EP - 2014/15 – 004)
- The generated Biomedical Wastage is collected separately and segregated as per the PCB guidelines. Timely Disposal of these wastages are ensured by the respective agencies at regular intervals.
- Fire protection systems such as fire alarms, blankets, fire extinguishers, smoke detectors are placed at the respective places.
- Insulation & earthing of all electrical, biomedical, and air conditioning supplies/joints are ensured. Precautions are taken to ensure that all electrical trenches and manhole covers are always closed.
- Availability of water (full) in tank is ensured, as a safety measure in case of an event of a fire.
- Stagnated water disposal by a pump is ensured
- Spill and Venom kits are placed for emergency usage.
- Disaster Management teams are formed at all units to handle emergencies and to safeguard the staff and patients.
- The floors of rest rooms are furnished with non-slippery tiles and grab bars are placed inside the toilets. Water tanks are properly barricaded to ensure safety.
- Principles of ergonomics are applied while planning workplaces. The distance between the workstations is 5' feet and the distance between in-patient beds is 1 m to ensure free movement of the doctors and staff.
- The tread of the stair-cases are 6" inches and the width is from 1.8 m to 2.1m. The hand rails are always placed on the right side to ensure safety.
- Ladder: The placement of ladder on the flat surface is ensured and is free from electrical supply. Ensure ladder is in good condition and ladder steps are free from debris. Ensure to wear helmet, safety shoes, belt and a person to support the ladder for climbing.



b) **First Aid at Work:**

- SEFI / RJ SEH ensures that adequate provision is made, via the risk assessment process, to enable:
- Immediate assistance is given to employees suffering from potential injuries or illness
 - Treatment will be provided by Registered Medical practitioners and competent staff
 - Staff is referred to a Multi-speciality hospital through rapid summoning of ambulance, if required.

c) **Travel:**

SEFI / RJ SEH ensures the safety of the staff during their travel:

- All the official travel bookings are made by taking account of staff safety, timely arrival, employee convenience etc.
- Journey and destination details are educated to employees to avoid the anxiety on their arrival.
- Employees are advised to take necessary precautions towards their health & safety.
- Awareness on fraudulent/ internet security are educated to employees.
- Arrangement of local pick-up by hospital vehicle to ensure safety.
- Accident Insurance Policy for all staff is covered. (Ref: SEF - HRP – ES - SW - 2014/15– 003: Health Insurance policy)

d) **Accident/ Incident reporting and Investigation:**

All accidents / incidents and ‘near-misses’ should be recorded, reported and investigated in accordance with SEFI/ RJ SEF’s Incident Reporting Policy.

- Each employee is responsible for reporting accidents / incidents to which they are witness and should liaise with their Reporting Authority in this regard.
- The Reporting Authority should ensure that the accident / incident reporting form is completed for every instance.
- Unit Head will review all reported incidents/accidents which occur in their workplace and investigate certain incidents further (e.g. those which are actually or potentially more serious or those which are frequent). The main purpose of the investigation is a ‘lessons-learnt’ approach – wherever possible, to reduce the likelihood of repeat events occurring.
- Escalation matrix for insurance claim is given below:

| Category | First level (Unit) | Second level (MHQ) | Final level (MHQ) |
|----------------------------|--------------------|--------------------------------------|---------------------------|
| Employees | Unit HR | HR Insurance Officer/ Business HR | Chief People Officer |
| Biomedical Equipment | Facility Manager | Biomedical Engineer | Chief Biomedical Engineer |
| Non – Biomedical equipment | Facility Manager | Project Engineer | Chief Projects |



3) The Environment

SEFI / RJ SEH aims for long-term sustainable solutions that minimize the risk to the Organization and future risk to the community.

- Sewage/ Waste water is treated in the Sewage Treatment Plant and the recycled/ treated water is re-used for gardening, toilets, washing vehicles, thereby optimum usage of water is ensured.
- Solar panels are installed on the roof of all the hospitals, which helps to cut down the carbon footprint and save electricity.
- Normal lights have been replaced with LED lights for better illumination and to safeguard eyes from irritation.
- The generators installed at the Units are equipped with special exhausts that reduces emission of harmful gases.
- Eco-friendly chemicals are used in laundry and Housekeeping cleaning to reduce infection to the staff and environment. Green initiatives are also undertaken for eco-friendly environment.
- The building are designed with OTS (Open to Sky facility) which gives proper illumination and ventilation to all areas. The departments of the hospitals are planned in such a way that unnecessary movements are avoided.

4) Training:

- For New entrants, basic SHE training is part of the Induction module including external stakeholders.
- All SEFI / RJ SEH members will receive periodical training as per the training calendar.
- Special trainings and mock drills related to SHE at workplaces will be identified and implemented through risk assessment process and staff performance evaluations.
- Training records are to be maintained by Unit HR.
- Awareness of SHE knowledge will be heightened through motivational programmes and periodical SHE awareness programmes.

5) Communicating SHE Knowledge:

SEFI / RJ SEH uses a variety of methods to ensure suitable and sufficient health and safety information is disseminated to all staff by the following:

- Health and safety signage, posters and local contact notices e.g. first aiders, fire marshals.
- Information through safety trainings, policies and SOP's.
- Team briefings on SHE information.
- Whenever an incident occurs, it is the responsibility of the In-charges to bring issues of health and safety to the attention of the Unit Head/ Unit HR/ Facility Manager.
- Internal and external Safety Alerts to share good practice and disseminate important safety information.
- Provide health promotion education activities for physical and mental health.
- Consider additional health promotion activities like employee assistance programs, maternity protection, sports activities, yoga etc.

6) Monitoring:

Pro-active monitoring: Workplace health and safety inspection

A workplace safety inspection is an effective way of identifying faults, hazards and unsafe working practices.

- Unit Head must ensure that their Department In-Charges carry out a workplace inspection of their premises using the Workplace Inspection template. The inspection should be carried out twice a year. Registers are to be maintained by the Facility Manager.



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- If any unsafe conditions are found, the responsible person for that area must take effective action to remove those conditions from the workplace.
- The Unit Head is ultimately responsible for ensuring that all issues arising from inspections, wherever possible, are resolved to a satisfactory standard.
- Reduction of future incidences for ill-health, occupational hazards is effectively minimized through re-active monitoring.

Health & Safety Audit:

Chief People Officer will audit and inspect units across all locations to determine both the level of compliance with SEFI/RJ SEF's SHE policy and the degree to which risks are being adequately controlled.

The audit findings will be reported to respective Unit Heads, Chief People Officer and to the President Operations



6.3.3 COVID – 19 Policy

6.3.3.1 Work Etiquette- A Relook to suite New Normalcy.

(Effective from 4th May 2020)

Purpose

Standardization of work etiquette is essential to support the infection control measures and ensuring safety for all staff during work adhering to statutory guidelines from various professional bodies.

Scope

This policy is applicable to all

- a. Probation / confirmed / permanent / Contract in-house employees.
- b. Consultants.
- c. SAV

Guidelines

1) **Physical distance:** A standard of 3-6 ft. distance to be maintained with others at ALL places

2) **At the hospital entrance:**

- a. Strictly follow the lane-marking
- b. Get body temperature checked during entry to work every day.
- c. Follow sanitization of hands on entry and thereon every one to two hours (for clinical care staff, after every contact with patients).

3) **While using elevator/staircase:**

- a. Avoid using the elevator and use the staircase as much as possible.
- b. While climbing up the stairs avoid touching the staircase railing.
- c. While using the elevator, stand inside the marked area and maintain social distancing.
- d. Elevator buttons to be operated using finger knuckle, elbow or tissue paper; the used tissue paper should be disposed in the waste bin.

4) **Entering and maintaining the workspace:**

- a. Doors to be kept open as much as possible, otherwise open with the elbow.
- b. Wash hands thoroughly and frequently with soap and water.
- c. Ensure to clean the work-desk and all related equipment/devices frequently as per infection control protocol.
- d. Work related equipment/devices should not be exchanged or swapped. In case there is a requirement to swap kindly take assistance from IS department.

5) **While at Canteen:**

- a. Maintain social distancing and proceed in batches as per the staggered timings allocated



- b. Follow the hand washing procedure displayed in the wash area.
- c. Sit as per the arrangement done to maintain physical distancing

6) While coughing & sneezing: Nose & mouth to be covered with elbow or tissue paper; the used tissue paper should be disposed in the assigned waste bin.

7) **Mask:**

- a. Mask provided should be worn at all times.
- b. Wear and remove the mask by grabbing the ear-loops only.
- c. Avoid touching the covering part of the mask that is in use.
- d. Every evening used mask should be washed as per protocol and use the second mask for the next day.

8) **Facial touching:** Avoid taking hands to the facial area as much as possible. If you do so, please wash your hands.

9) **Common touch points:** Avoid touching such points as much as possible.

10) **Greeting others:**

- a. No handshakes.
- b. Either 'Namaste' or verbal greeting alone should be practiced

11) **Team Meeting:**

- a. Stick to virtual meetings as much as possible
- b. For physical meetings that cannot be avoided, maintain the standard 3-6 ft. distancing. For a 20 seater conference room only 10 employees need to be allowed.

12) **Drinking water:** Always carry a water bottle for personal use or use only disposable paper cups. Wash hands with sanitizer before using the water dispenser.

13) **Work from home:** Staffs working from home should strictly follow the guidelines under 'Home Etiquette' policy.

14) **Self – Declaration:** It is important to identify and isolate employees with COVID symptoms for Safety of other Team Members.

Towards this,

A remote active strategy is employed. As per this all SEFI / RJ SEH employees will mark (e.g., by call or text) the absence or presence of symptoms consistent with COVID-19 remotely each day. There will be two forms toward this

- Form 1: An employee reporting the first time on resumption of work (to be filled https://forms.office.com/Pages/ResponsePage.aspx?id=MacKmVl3i0uRpKWPR7aTFu_HBmFfeD1Lk1b632jRel1UOFZT_VIBQ01JOTVNSzBBUkEzQ0pVSTZLVS4u)

- Form 2: A daily Good Health Declaration that he/she sends before leaving home.

https://forms.office.com/Pages/ResponsePage.aspx?id=MacKmVl3i0uRpKWPR7aTFu_HBmFfeD1Lk1b632jRel1UMkpaQi_NPVDRMOENTUUIEUDhXTEIYT1oySC4u

- Form 3: Permission/Intimation to travel out of home/office to a remote location.



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https://forms.office.com/Pages/ResponsePage.aspx?id=MacKmVl3i0uRpKWPR7aTFu_HBmFfeD1Lk1b632jRe1UREIRTK83WFhHRFZLMUo1NEQ2R1MxV1RBNS4u

Note:

1. Employees in containment zone or in quarantine need not report to work. Absence from work for such employees will be considered as leave with pay, provided, the employee has taken proper prior approval from their CMOs/Unit Heads through mail/message/letter. This is to differentiate employees following the protocol from the rest.
2. Likewise, for Fellows, DNBs and Optoms recommendations will come from respective SAV course co-ordinators.

Note: Effective from 4th May 2020 and applicable until further notice.

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6.3.3.2 Home Etiquette - (*Effective from 4th May 2020*)

Purpose

It is essential to follow home etiquette for prevention of any chance of cross-infection from work place to their family members.

Scope

This policy is applicable to all

- a.. Probation / confirmed / permanent / Contract in-house employees.
- b. Consultants.

Guidelines

1) Requesting for work from home:

For functions where there is a possibility to work from home/leave of absence, employees can request their Reporting Authority in the following scenarios: -

- a. High Risk Employees who are Mothers to be, History of COPD (lung disease), Chronic Asthmatics, Uncontrolled Diabetes, Undergone Cardiac Surgery, Nursing Mothers and immuno-compromised employees (those on immuno-suppressive drugs).
- b. Employees, who are parents and need to stay at home to look after their children.
- c. Employees experiencing any of the flu like symptoms – fever, cough, sore throat, respiratory illness, breathing difficulty. Such employees can resume work at the hospital only after you have fully recovered, with a doctor's note confirming your recovery.
- d. If the employee or any of the family members has been in contact with a person infected, suspected or diagnosed with COVID-19
- e. If the employee has visited any of the identified COVID-19 'red zone' areas. Such employees will be asked to work from home for 14 calendar days and return to the hospital only when fully asymptomatic. This would hold good only when they have travelled to these areas on official work and/or with prior approval of the Unit Head and their functional heads. Failing which they would go on Leave for the quarantine and this would be treated as absence from work.
- f. Employees commuting to the hospital through public transport and has no other alternatives with approval.

2) Preparing your workspace at home:

- a. Ensure proper internet connection. Connect with IS team for any technical support.
- b. Be alert towards official phone calls and do a frequent check on emails
- c. Proper use of mute button when required while attending virtual meetings
- d. Be in formal dress while participating in Video Conferencing.
- e. Disinfect the workspace and related equipment/devices frequently
- f. Be available for the standard working hours and also beyond, considering the extended hours of clinical work now in place.



3) General Precautions:

- a. Maintain a proper personal, oral and nasal hygiene at home
- b. Visit only the nearby dedicated shops to buy the essentials. Use own bags for the same
- c. Avoid using physical cash and try to make e-payments as much as possible. Request the shopkeepers for the same.
- d. Wash the groceries, fruits and vegetables thoroughly before taking them inside the house.
- e. Avoid going outside unless necessary. Always use a mask when you step out of the house.
- f. On returning home from work/outside, go directly for a bath without touching anybody/anywhere and put the clothes for laundry immediately
- g. Avoid visiting crowded places.
- h. Avoid touching the eyes, nose and mouth with unwashed hands.
- i. If any of your family member is sick even with mild symptoms, consult your family physician immediately.
- j. Clean and disinfect all areas in the house that are frequently touched.
- k. Provide tissue paper for all family members and children. Educate them about using them while sneezing & coughing, and how to dispose them properly after use.
- l. Try to maintain the standard physical distancing of 3-6 ft. as much as possible.
- m. Do not share any personal belongings till the threat of Covid-19 gets over.
- n. Educate family members and children on frequent hand washing and other protocols to be followed.

4) Elderly members:

- a. In case of any elderly people at home, take extra care of their needs & safety.
- b. Ensure that they do not feel depressed because of the current circumstances.
- c. Keep talking and listening to them actively while maintaining the standard physical distance

5) Support:

- a. As part of safety measures for all employee's dependent family members, dependent family currently residing with them at home will be provided with one reusable mask each.
- b. In case of any queries or support required, contact the respective person as per the HR Help Desk policy.
- c. For those who are under stress , they could reach out to our psychologist Mr. Gokul based out of Bangalore at mindmatters@sankaraeye.com or 9148271736. Any conversation with him would be privileged and not brought into your personal records.

Note: All employee's dependent staying with them will receive one mask each as part of the COVID19 protection. (HR to facilitate on the distribution)

Note: Effective from 4th May 2020 and applicable until further notice. Sankara Eye Foundation, India



6.3.3.3 HR Help Desk - (Effective from 25th April 2020)

Purpose

POST LOCKDOWN, we understand employees will require support to accommodate and adapt to the “New Normalcy” at work, towards which HR at unit level and MHQ will offer support 24*7 through HR Help Desk.

Scope

This policy is applicable to students and employees of all departments

Guidelines

1. The HR help desk is approachable for support at three levels: -

| LEVEL 1 | Respective Unit HRs |
|---------|-------------------------|
| LEVEL 2 | Respective Business HRs |
| LEVEL 3 | Chief People's Officer |

2. Contact Details for Level 1 support - Unit HRs

| Units | Unit HR | Contact No | Email ID |
|-----------------|---------------------|------------|-------------------------------|
| Anand | Ms Snehalben Parmar | 9327425306 | hr.and@sankaraeye.com |
| Bangalore | Mr Lakshmisha Gowda | 9739888241 | blr.hr@sankaraeye.com |
| Coimbatore | Mr Raghunathan B | 9965511017 | unithr.cbe@sankaraeye.com |
| Coimbatore City | Mr Boopathi G | 9965511376 | unithr.cbecity@sankaraeye.com |
| Guntur | Mr Phani Krishna | 8632347800 | guntur.hr@sankaraeye.com |
| Indore | Ms Neha Singh | 6232906006 | hr.indb@sankaraeye.com |
| Jaipur | Ms Prem Kanwar | 7689919187 | hr.jp@sankaraeye.com |
| Krishnankovil | Ms Kaleeswari S | 9965511577 | kk.hr@sankaraeye.com |
| Kanpur | Mr Jai Prakash | 8004939120 | hr.kbh@sankaraeye.com |
| Ludhiana | Mr Pranav Malhotra | 8725000272 | hr.ldh@sankaraeye.com |



3. Contact Details for Level 2 support - Business HRs

| Units | Business HR | Contact No | Email ID |
|-----------------|---------------------|-------------------|----------------------------|
| Anand | Mr Dileep Krishnan | 8547302008 | dileep@sankaraeye.com |
| Bangalore | Mr Arun Kumar | 9739888241 | arun@sankaraeye.com |
| Coimbatore | Mr Saravanan M J | 9629276662 | mjsaravanan@sankaraeye.com |
| Coimbatore City | Mr Saravanan M J | 9629276662 | mjsaravanan@sankaraeye.com |
| Guntur | Ms Kalyani V | 9965511218 | payroll@sankaraeye.com |
| Indore | Mr Daniel Prakash C | 9965511457 | daniel@sankaraeye.com |
| Jaipur | Mr Daniel Prakash C | 9965511457 | daniel@sankaraeye.com |
| Krishnankovil | Ms Gokul V | 8220008036 | gokul@sankaraeye.com |
| Kanpur | Dr Reha Sethi | 8851214587 | rehasethi@sankaraeye.com |
| Ludhiana | Dr Reha Sethi | 8851214587 | rehasethi@sankaraeye.com |
| Shimoga | Mr Vinod | 8870480371 | vinothkumar@sankaraeye.com |
| SAV | Mr. Prashanth | 9944324307 | prasanth@sankaraeye.com |

4. Contact Details for Level 3 Support - Chief People's Officer

| Units | CPO | Contact No | Email ID |
|--------------|----------------------|-------------------|----------------------|
| All Units | Ms Srini Karthikeyan | 9750986625 | srini@sankaraeye.com |



6.3.3.4 Corona Kavach Policy - (Effective from 5th August 2020)

Purpose

As part of SEFI / RJ SEH employee safety measures, all members of SEFI / RJ SEH are covered under the Corona Kavach policy.

Scope

All members of SEFI / RJ SEH both Employees & Students. As per **Corona Kavach Policy**: entry age is 18 years and maximum age 65 years.

Note: VCT students below 18 years are covered through proposer and student gets added as dependent.

Guidelines

Entitlement

1. Employees covered under ESI are entitled for a cover of Rs. 3,00,000/- under the Corona Kavach policy.
2. Employees & Consultants covered under Mediclaim are entitled for a cover of Rs. 1,00,000 under the Corona Kavach policy - additional cover is to ensure support on disallowed claim items under Mediclaim policy
3. Employees/ Consultants /Students not covered under both ESI or Mediclaim are entitled for a cover of Rs. 3,00,000/- under the Corona Kavach Policy.

Coverage

4. Cover is for 9.5 months from date of enrollment into the policy
5. Policy will become active after 15 days from date of enrollment into the policy.

Premium

6. 100 % premium borne by SEFI/ RJ SEF.

Family Coverage

7. Employee/Consultant/Student can cover his/her dependents to the existing policy by paying an additional discounted premium.
8. The dependents discounted premium to be borne by the Employee/Consultant/Student.

Kindly Contact your Unit HR for more details on Family Coverage



6.3.3.5 Quarantine Leave Policy- (Effective from 27th July 2020)

Purpose

As part of SEFI / RJ SEH employee safety measures for COVID 19, SEFI / RJ SEH Introduces COVID 19 Quarantine Leave Policy to its employees.

Scope

Applicable to all employees, Students and Consultants.

DNB COVID 19 leaves norms are applicable to all DNB Students.

Guidelines

Scenario 1: Containment Zones

Employees unable to report to work from containment Zones may opt from work from home if his/her nature of job permits to do so. This would be with approval from Reporting authority/CMO/Unit Head.

Employees whose nature of work does not permit to work from home will be given leave with pay and the leaves will be adjusted accordingly. In case there are no leaves available then the employee will have to go on leave without pay.

Scenario 2: Self - Quarantine due to contact with COVID19 positive person at workplace

If self-quarantine is advised due to contact with COVID19 person at work place the quarantine leave period will be leave with pay.

Scenario 3: Self - Quarantine due to contact with COVID 19 positive person outside work

If self-quarantine is advised due to contact with COVID19 person outside work, then the employee can avail his/her accumulated leaves for the period. If there are no leaves available, then the employee has to apply for leaves without.

Note: It is moral responsibility of the employee/student/consultant to share COVID19 related personal information with the Reporting Authority/ CMO/Unit Head and stop further transmission.



6.3.3.6 Restructuring of Staff Post Lockdown – (Effective from 4th May 2020)

Purpose

Any increase/addition of Medical Processes in line with safety measure (refer “RESTART” manual) requires Staff Restructure based on the “New Normalcy” scenario. Our requirements towards the “New Normalcy” would be:

1. Safe distancing practice for staff and patients based on SEFI / RJ SEH “RESTART MANUAL”.
2. Patients preference to get back as quickly as possible.
3. As part of Social Distancing, Hospitals needs to avoid excess crowding.
4. Extend working hours to spread appointment over the hours.
5. The order of the day will eventually move to Consultation by Appointments.
6. Additional precautionary methods for employee’s safety like wearing the PPE etc.,

With these, POST COVID 19, our

1. OPD will function in two shifts – 8 AM to 2 PM and 2PM to 8PM between Monday to Saturday and 8 AM to 2 PM on Sundays*applicable to units currently operational on Sundays.
2. Reworked shifts would be as
 - a. First Shift: The first shift staff, need to assemble soon after the breakfast, at 8 AM complete their work at 2 PM and leave or go for lunch.
 - b. Second Shift: Similarly, the second shift staff, need to assemble soon after the lunch at 2 PM and after completing their shift at 8 PM leave or go for their dinner.
 - c. Night Shift: For the night shift, 8 PM to 8AM, requires staffing to handle emergencies and take care of inpatients.

Scope

This policy is applicable to all

- a. Probation / confirmed / permanent / Contract in-house employees.
- b. Consultants.
- c. Students of SAV

Guidelines

General Guidelines:

- Ensure to Group the entire team comprising of Doctors, Administrators, Optometrist, Paramedics Staff and Support Staff into two teams - Team A and Team B and effect a fortnightly shuffling of the teams, it would take care of the requirements.
(kindly refer the Roster Table for guidance).
- No employee would swap shifts.
- All spouses and employees sharing accommodation (roommates) would be posted in the same shift.
- All employees would be required to report every morning of their well-being through the self-declaration online form (will be shared with unit HRs)



Outreach Department:

- Since outreach programmes will not be functional until appropriate directives from Government, the entire team of employees will need to be accommodated in these two shifts. Additional role play would be at the consideration of the Unit Head in consultation with CMO

Administration/Support/Transport (all back end departments):

- Employees here need to be equally distributed between the two shifts for effective facilitation.
- Employees under Transport will need to be allocated with multitasking duties in OPD and other functions based on the requirement of the Unit.
- Where ever telework will work it can be accommodated under the discretion of Unit Head / CMO /Functional Head.
- Administrations department at MHQ can either offer telework for the department members or adopt one of the three shifts where in the third shift will be 10 AM to 4:30 PM (including ½ hour lunch break).

Roster Table:

In case, if one of our Team members is infected with COVID, protection of rest of the TEAM members is essential. The following guidelines are drawn towards the safety of such scenario.

- Where possible it will be ensured that no 2 consultants from the same department will be in the hospital at the same time, even if they are, they will do utmost not to interact.
- All spouses, roommates and those sharing accommodation would be posted together.

The following matrix is to give an overview of possible staff to be posted with the New Procedures being adapted as per RESTART guidelines. The intent is to maximize efficiency, wherein the patients wait for the shortest time possible.



| Department | Designation | Patients | | | | | | |
|------------------|-------------------|----------|----|----|----|-----|-----|-----|
| | | 20 | 40 | 60 | 80 | 100 | 150 | 200 |
| Temperature | Security /Staff | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Emergency/triage | Ophthalmologist | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| | Nursing Staff | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| OPD | Registration | 1 | 2 | 2 | 2 | 3 | 3 | 4 |
| | Floor Coordinator | 1 | 1 | 2 | 2 | 2 | 3 | 3 |
| | Optometrist | 2 | 3 | 3 | 5 | 6 | 7 | 9 |

| | | | | | | | | |
|-----------------|--------------|-----|-----|-----|-----|-----|-----|------|
| Ophthalmologist | 2 | 2 | 4 | 4 | 5 | 6 | 8 | |
| Nursing Staff | 1 | 2 | 4 | 4 | 5 | 6 | 8 | |
| GNM | 1 | 1 | 2 | 2 | 2 | 3 | 3 | |
| Dilatation | 1 | 1 | 2 | 2 | 2 | 3 | 3 | |
| Pharmacist | 1 | 1 | 1 | 1 | 1 | 1 | 1 | |
| Support | Housekeeping | 4/6 | 6/8 | 6/8 | 6/8 | 6/8 | 6/8 | 8/10 |
| | Security | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| | Driver | 1 | 1 | 2 | 2 | 2 | 2 | 2 |
| | Cashier | 1 | 1 | 2 | 2 | 2 | 2 | 2 |

In Patient Departments

| Department | Designation | Patients | | | | | | |
|-------------------|---------------|----------|----|----|----|----|----|----|
| | | 5 | 10 | 15 | 20 | 25 | 30 | 30 |
| Operation Theatre | Doctors | 1 | 2 | 2 | 3 | 4 | 4 | 4 |
| | Nursing Staff | 4 | 6 | 6 | 8 | 10 | 10 | 10 |
| Inpatient | Nursing Staff | 1 | 2 | 2 | 3 | 3 | 4 | 4 |
| | GNM | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| | Autoclave | 1 | 1 | 1 | 1 | 2 | 2 | 2 |
| Anaesthetist | | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Housekeeping | | 2 | 2 | 2 | 2 | 2 | 3 | 3 |

Note: Effective from 4th May 2020 and applicable until further notice.



6.3.3.7 Ascent Policy – (Effective from 4th May 2020)

Purpose

The purpose of this policy is to support employees wanting to abstain from coming to work due to personal reasons. The policy gives an option for such employees to go on unpaid leave and ensures their seniority remains unaltered in the system despite their absence. The leave of absence is counted as part of their SEFI / RJ SEH experience.

Guidelines

7. Leave can be taken for a period of 45 days. There will not be extension beyond 45 days.
8. This period of absence will be considered as leave without pay,
9. However, their seniority will continue and absent days will be counted as part of SEFI/ RJ SEF's experience,
10. Employees on probation, probation period will be extended accordingly.

Intimation Guidelines:

11. Intimation by Doctors wanting to abstain from duty,

Need to Inform the CMOs with CC to Unit HR through mail on or before 4th May 2020, this will support in planning the postings under *New Normal situation*.

12. Intimation by Others wanting to abstain from duty,

They need to inform the Unit Head with CC to Unit HR through mail on or before 4th May 2020, this will support in planning the postings under *New Normal situation*.

Note: Effective from 4th May 2020 and applicable until further notice



6.3.3.8 Daily Commute to Work – (Effective from 4th May 2020)

Purpose

The purpose of this policy is to support and provide safety measures to employees' dependent on Public Transport for commute to work. SEFI / RJ SEH supports these employees with SEFI/ RJ SEF's transportation.

Scope

This policy is applicable to all

- a. Probation / confirmed / permanent / Contract in-house employees.
- b. Consultants.

Guidelines for employees:

1. Employees wanting to avail this facility, need to confirm their names with Unit HR through mail/letter by 4th May 2020.
2. Facility should be availed for a period of 2 months and no less.
3. A fee for commute is applicable for employees availing the facility.
4. Commute facility is applicable for all the three shifts.
5. Fees for the commute and the pick points would be drawn at the unit level based on the broad guidelines shared.
6. Employees need to maintain social distancing and personal safety of wearing a mask in the bus at all times.

Guidelines for the Transportation department:

1. Social distancing norms needs to be followed in bus at all times.
2. 50% of the actual seater capacity should only be allowed. I.e., 40 seater fleet must restrict to 20 seats.
3. Buses must be fumigated periodically as per the Restart Guidelines to maintain quality standards and in ensuring employees' safety.

Note: Effective from 4th May 2020 and applicable until further notice.



6.3.3.9 Employees on Deputation – (Effective from 4th May 2020)

Purpose

Deputation is part of SEFI/ RJ SEF's work culture. In line with this, employees who were on deputation to other units before LOCKDOWN and are stranded at those Units can return to their home unit POST LOCKDOWN.

Scope

Applicable to all Employees on Deputation to other SEFI / RJ SEH Units.

Guidelines:

Employees/Students can continue to stay in the unit until the LOCKDOWN is lifted across the country. But in case the employee/student wants to travel due to personal reasons, they would require to follow the following guidelines.

Also, employee/students require to submit self-declaration consent forms before start of travel.

GOVT Regulations:

Due to LOCKDOWN employees on deputation are stranded at different units, these employees would require to follow the **Guideline by Ministry of Health - No. 40-3/2020_DM_I (A), Government of India** for return to Home Unit. As per the guidelines, the following are mandatory:

- 1) Employee needs to get approval from the designated state's Nodal Authority.
- 2) Permission needs to be obtained from both, present state (deputed location) and the destination state (home location).
- 3) Employees should co-operate with COVID 19 Govt screening.
- 4) Destination state will allow in only if the employee is found asymptomatic.
- 5) On arrival to their destination, employee and their family need to co-operate with home quarantine protocols with periodic health checkups.
- 6) Kindly refer GOV Order - (MOHFW) on home quarantine, dated 11.03.2020. (www.mohfw.gov.in/pdf/Guidlinesforhomequarantine.pdf)

SEFI / RJ SEH Support:

- 1) HR Department require to facilitate the travel back of the employee/student back to Home Units.
- 2) As stated in the Govt Order, all travels will be by road until the Air & Rail transportation becomes operational.
- 3) Expenses will be borne by SEFI/ RJ SEF.
- 4) Unit to take utmost care and ensure safety protocol orientation is given to the employee/student before the travel.

Note: Effective from 4th May 2020 and applicable until further notice.



6.3.3.10 Employees Communication

Purpose

SEFI / RJ SEH understands during these uncertain times, communication is essential to stay connected with its members. Communication mailers are triggered periodically on all essential “*need to know*” information to support during “LOCKDOWN” and in “RESTART”.

Scope

Employees and Students of SEFI / RJ SEH & SAV.

Guidelines

- 1) All communication will flow through in the form of mailers for reference purpose.
- 2) All mailers will first reach the Unit Leadership Team with CC to HRs.
- 3) Mailers coming from respective functions will be addressed to the function with the Leadership team in loop.
- 4) HR to ensure the mailers are further trickled down at the unit level and reaches all employees / respective group of employees.
- 5) In case, an employee does not have mail ids, HRs are requested to kindly call up and read out the mails to them.

Note: HRs to support in transitory of essential communications to all members at the unit level.



6.3.3.11 Recognizing COVID-19 “Unsung Heroes”

(Effective from 15th June 2020)

Purpose

SEFI / RJ SEH employees emerging as Heroes and supporting in testing situation within their role or away from their roles. SEFI / RJ SEH acknowledges the support received from these employees during the Covid-19 outbreak and POST Covid-19 and recognizes them in proportion to their contribution.

SCOPE

This policy is applicable to employees of all departments at the Individual, Team and Unit level.

GUIDELINES

1) Parameters for recognition:

At Individual & Team level:

- a. Putting in extraordinary efforts in the assigned tasks
- b. Extending support for Institution throughout the crisis
- c. Working beyond normal routine and official timing
- d. Showing outstanding performance by going the extra mile
- e. Voluntarily contributing to work despite facing difficult personal/family issues

2) Recognitions:

At Individual & Team level:

- a. For those few taken pains to walk extra mile, recognize with ‘Covid-19 Warrior(s)’ certificate as a token of appreciation.
- b. A mail or hand-written note from the Unit Head, Functional Head, President and Founder appreciating their efforts.
- c. Sharing the details for HR Newsletter: Names with photos and a small write up on their special contribution and experience.
- d. Displaying the name(s) of the ‘Covid-19 Warrior(s)’ with photos in the notice boards.
- e. Surprise-clapping at the canteen or any other assembly area that can accommodate all staff of the Unit.

Note: HR to facilitate on the recognitions.



6.3.3.12 Isolation Guidelines for COVID19 Safety

Purpose

Provides guidelines for isolation and testing towards COVID safety based on the current Omicron Variant in India , and adheres to most recent revised guidelines from the MoHFW , Government of India.

Scope

Applicable to all employees, students and full time / part time consultants at Unit Level and MHQ staff.

Guidelines

Scenario 1: If symptomatic / primary contact

- RTPCR Test: to be done on 3rd day of exhibiting symptoms.
- Isolate self from commencement of symptoms, until test results are obtained.
- Hostelites, isolation facilities are being organized in the hospital wherever possible. Otherwise staff are encouraged to reach out to their CMO & Unit Nodal Officer for advice.
- Please do not self-medicate, follow established treatment protocols.

Scenario 2: If tested positive

- Follow instructions as per treating Doctor. Ensure regular health monitoring.
- Join back on completion of 7 days from testing positive (RTPCR) and
- With no fever for last 3 days.
- O2 saturation above 93% at room air for 3 successive days.
- Re-testing prior to reporting back to duty is not required.

Scenario 2: If family members tested positive

- In case any family members have tested positive, 3 days of self-isolation is required. Kindly do not to report to work.
- If asymptomatic, need not undergo COVID test as per current guidelines. Monitor health while in home quarantine.
- If asymptomatic and works directly with patients an RTPCR is mandatory. Decision would be taken by the designated Unit Nodal Officer & Chief Medical Officer.

Scenario 3 : Return to work post travel

Employees joining back post travel shall need 3 days of quarantine (leaves to be applied) OR a negative RTPCR test report (validity: 48 hrs from sample collection time) shall be required to join back to duty.



Kindly Note:

- With the rise in number of COVID19 cases, use of an N95 mask or equivalent (the loyal textiles mask provided). Avoid Cloth and surgical masks. Double masking is recommended to ensure safety of self and others.
- Unit Nodal officer / Infection control team to be kept informed regarding health status in case of any symptoms like cold/cough/fever, etc.
- All MHQ staff to follow the guidelines of the unit where they are co-located and report symptoms to the unit nodal officer.
- Please note that this policy has been drafted with the most recent guidelines. Any new guidelines issued would supersede this document. When in doubt please clarify with your unit infection control team and unit HR representative.
- Any staff found to have suppressed information or put colleagues & patient at risk can attract disciplinary action.
- All staff is currently covered under the Corona Kavach policy. If you have joined recently, crosscheck with the Unit HR that your name has been added into the policy.
- Staff on official deputation need not be quarantined. They would need to be double vaccinated. On return to home unit, they would need to be observed for 3 days for any symptoms.

References:

Guidelines shared by Ministry of Health, Government of Health

13. <https://www.mohfw.gov.in/pdf/RevisedIllustratedGuidelinesforHomeIsolationofMildAsymptomaticCOVID19Cases.pdf>
14. <https://www.mohfw.gov.in/pdf/RevisedDischargePolicyforCOVID19updatedon9thJanuary2022.pdf>
15. <https://www.mohfw.gov.in/pdf/RevisedAdvisoryformanagingHealthCareWorkersHCWsworkinginCOVIDandNonCOVIDareasoftheHealthCareFacilitiesupdatedon9thJanuary2022.pdf>



6.3.3.13 Amendment Policy

Amendment Policies

Policy Acronym: COVID19 – Amendment -<policy Section>-2020/21

Abbreviation:

SEF – Corona Virus Disease 19

Policy Section – HR Function, E.g. Recruitment

020/21 – Implementation Year



6.4 Payroll Management

SEF - HRP - ES - SW - 2014/15- 009

6.4.1 Salary Advance Policy

SEF-India helps its employees by providing monetary advance in the form of salary advance to its employees to overcome sudden/unforeseen expenses. Salary advance is a financial assistance given to an employee to tide over his/her personal expenses.

Scope:

- Employees who have completed 4.5 yrs of service at SEF, India and have been confirmed for employment.
- Employees who are in Probation, trainee, Intern, Contract cadres and associated as consultant are not applicable for applying the grant.

Eligibility and limits for salary advance:

1. An advance of not more than 15 days salary of the Fixed Gross salary or Rs.25000/- whichever is lesser can be provided to an employee.
2. An employee of SEF-India may grant the salary advance for one of the following reasons.
 - i. Sickness- Sickness for Self or dependent family members
 - ii. Emergencies – Death of any immediate dependent family member or birth of child.
 - iii. Marriage of self or dependents.
 - iv. Education fees for self-development.
 - v. Any other reason which involve Sudden/unforeseen expenditure for which immediate monetary assistance would be required.
3. In any of the case specified, an employee should provide necessary evidence to HR department which should be duly approved by the head /In charge of the department and the Unit Head.
4. Reasons with proof to be produced, if required by the HOD/sanctioning authority.
5. The advance can be granted to an employee not more than twice in a calendar year. Eligible only if the old advance repaid in full at the time of applying for new advance.
6. The salary advance will be recovered from an employee's salary/wages in 3 equal instalments. An employee can choose the term period of the repayment not exceeding 3 months.
7. The advance obtained is of interest free and the employees need not to pay any interest for the amount obtained.
8. Employees who need to avail this grant have to fill in the application as per specified format (Annexure).
9. In case employee leaves the Institution before the repayment of advance remaining amount would be adjusted during the full and final settlement.

Note: This policy is effective from 1st July 2016



6.4.2 Deputation Allowance Policy

Purpose

A journey will be considered as deputation, where an employee holding place of establishment in one unit is deputed to another unit to carry out specific functions similar to the nature of job handled or additional works delegated. Also, the unit where the employee is being deputed does have the man power with related specifications.

Scope

All employees of SEF, INDIA.

Eligibility Criteria for employees other than Doctors:

- When an employee other than a project staff, undertakes a visit for more than 6 working days in a new project site before inauguration, such journeys also come under deputation.
- Novice and Trainees are not eligible for Deputation Allowance.
- Daily allowances for these employees are as per SEF, INDIA Inter unit Visits rates.
- If deputation is to a City Centre, employees shall be provided accommodation at the nearest base hospital, with an up and down conveyance facility arranged by the base Hospital. The per diem allowance shall be as below:

| Levels | Per diem allowance during Deputation - Combination of Base and City Centres |
|-----------------|--|
| Level 0 and 1 | At Actuals |
| Level 2 A and B | 280 |
| Level 3 A and B | 260 |
| Level 4 A | 230 |
| Level 4 B | 210 |
| Level 4 C | 180 |
| Level 5 | 160 |

- Where an accommodation nearest to the City Hospital is cheaper than the conveyance cost, then an accommodation should be arranged near the vicinity of the City Hospital. In such cases, the per diem allowance shall be the SEF, INDIA Inter Unit visits (City Hospital).



- Before a journey commences, an employee shall ensure whether he is eligible for Special Allowance or Deputation Allowance.
- In addition to the per diem allowance, a deputation allowance of 20% of the gross pay (excluding variable components, fixed allowance carrying unique features such as Special incentives, accommodation allowances etc.,) shall be paid as Deputation allowance to make good the other incidental expenses that an employee has to incur on account of the temporary change in the place of establishment. Clarification on fixed component exclusions shall be collected from the HR desk at the units/City hospitals.
- The deputation allowance shall be computed based on the time of departure till the time of arrival.
- Restrictions on per diem allowance disbursement:
 - Where the deputation involves more than 15 days, the per diem allowance shall be restricted to 75% of the eligibility.
 - Where the deputation involves more than 30 days, the per diem allowance shall be restricted to 50% of the eligibility.
 - Where the deputation involves more than 45 days, the per diem allowance shall be restricted to 25% of the eligibility.
 - Where the deputation involves more than 60 days, per diem allowance is not allowed.
- Travel between inter units and original place of employment for official purposes is allowed during Deputation. However, any travel undertaken during for personal work during holidays/declared holidays are at the cost of the employee.
- Leave during deputation requires the sanction of the Competent Authority.
- Wherever deputation allowance is claimed, per diem allowance to be claimed through the normal process and deputation allowance shall be filled up in a separate form and submitted to the HR desk for processing through the payroll.
 - For the purpose of the computation of time period, the time of departure from the base hospital and the time of arrival at the base hospital are reckoned.
 - Pick-up and drop at the employees residence is not allowed unless the employee can be picked up enroute the camp route.
 - Where sponsors provide food/refreshment, allowance is to be broken up on the basis of Breakfast/Lunch/Dinner and daily allowance is to be claimed.

Eligibility for Stay Camps

The Eligibility for Stay Camps are as under:

- Camps are termed as stay camps when there is an overnight halt at the camped area.
- Allowance allowed for stay camps are as briefed below:
 - Where the camp commences before 7.00 am, the employee is eligible for a full day allowance.



- Where the camp commences three hours after the schedules working hours, the employee is eligible for 50% of the allowance.
 - Where the camp commences after 1.00 pm, the employee is eligible for 1/3rd of the camp allowance.
 - Where the camp commences after 8.00 pm, no allowance is allowed for that day.
 - For the whole day spent at the camp, the employee is eligible for the per diem allowance, however, where there are sponsors for the camp, the per diem allowance should be broken up into breakfast, Lunch and dinner and claimed. Rs.10 for tea/coffee expenses is included in breakfast and dinner, which allowance should be deducted wherever there is a sponsor for the same.
 - Similarly, where the arrival is on or before 8:00 am, no allowance is allowable.
 - Arrival between 8:01am to 12:00 pm is eligible for 1/3rd of the allowance and reporting to duty for the second half of work.
 - Arrival between 12:01 pm and 7:30 pm is eligible for 2/3rd of the allowance and reporting to duty is not required.
 - Arrival after 7:30 pm is eligible for the per diem allowance, provided there are no sponsors.
- Employees are to use the standardised formats for disbursement and claiming of allowance - annexure

Eligibility for Stay Corporate Screening

- Employees assigned to carry out corporate screening shall prepare the schedule well in advance. Travel and accommodation shall be arranged by these employees. For incurring the expenses, the employees shall take advance with approval from their Competent Authority.
- The lodging claims shall be within the ambit of Travel Policy.



6.4.3 Performance Management System

SEF - HRP – ES - PMS - 2014/15– 001

6.4.3.1 Performance Management Policy

Purpose

Driving high performance is a key priority for the Institution. We value our people and their contribution to our success. This is best done through building a strong two-way relationship with employees in terms of clear performance expectations and returns. This is critical to make SEF, INDIA a preferred employer.

To ensure that our employees are given feedback on their performance on a regular basis, it is the Institution's policy that all employees participate in the formal performance appraisal process twice a year. This provides an opportunity for employees and Reporting Authority to meet and discuss past performance, growth, training and development objectives and personal career aspirations.

Reporting Authority have a responsibility to manage the performance of their employees in a fair and equitable manner in accordance with the Institution's policies and the law relating to employment. The Reporting Authority's role involves setting, monitoring, reviewing and evaluating performance targets.

Scope

All confirmed employees on the rolls of SEF, INDIA.

Objectives

- Cascade Institution and functional objectives to individual employees to ensure full alignment of personal delivery.
- Reinforce a high performance culture.
- Provide employees with a clear understanding of the performance expectations.
- Effectively track and measure performance against expectations.
- Provide direction, guidance, feedback, and training & development opportunities to assist the employee in achieving the expected level of performance.



6.4.3.2 Performance Review Process

Objective Setting

This is the first stage of performance review process. The Key Result Areas (KRA) for all employees shall be set at the beginning of every financial year or on confirmation. These KRA's shall follow the SMART principle of being Specific, Measurable, Achievable / Attainable, Realistic and Time-bound. The idea is to make the process as objective as possible.

Self-Evaluation

Employees are required to do a self-evaluation before they meet with their Reporting Authority for an appraisal discussion (*Performance Evaluation Form*). They should also create their Individual Development Plans (IDP) for discussion with their Reporting Authority.

Completing the Mid-Year/Annual Appraisal Form & Discussion

There are 4 steps in this process

- Appraisal discussion and Evaluation of Results as against set objectives / KRA.
- Assign an overall rating by the Reporting Authority.
- Appraiser and Appraisee's comments and signatures.
- Objective / KRA Setting for next year.

Note:

- KRA setting process for the entire organization will start post finalization of the business plan by President - Vertical and SEF, INDIA – CEO.
- Department In-Charges KRA will be finalized by March end every year.
- Individual KRA and targets will be derived from their respective In-charge's KRA, with clear schedules for achieving the same.
- Maximum five KRA will be identified for every employee for that year.
- Resources required for achieving goals by individuals will be discussed and finalized by the HOD/immediate superior during the individual KRA setting process.
- Half-yearly review will be conducted in the month of October every year.
- HR will conduct half-yearly review which will focus on competency development and performance review.
- No rating will be assigned to Employees performance during half yearly review.
- Half yearly review will be focused on reviewing employee's capabilities in their present job and capabilities to take up new or higher responsibilities.



6.5 Incentive Programmes

6.5.1 Performance Incentive Policy

- A. Purpose
- B. Scope
- C. Validity
- D. Guidelines

SEF - HRP - ES - PMS - 2014/15 - 008

Performance Incentives / Variable Pay

At SEF, INDIA Incentives for performance is introduced to support the Institution to:

- Align employees efforts to Institution's objectives
- Assess and reward employees contribution
- Identify employees development and career priorities

In SEF, INDIA, Performance Incentives is driven through “Key Result Area (KRA)”. KRA is a comprehensive framework that translates Institution’s strategic objectives into a coherent set of performance measures.

KRA is a way of using financial and non-financial measures to provide a well-rounded perspective on past performances as well as an indication of future performance. These measures span across *four* different perspectives:

- Financial perspective
- Client / Patient / Employee / Customer perspective
- Process perspective
- Learning and development perspective

KRA focuses on

- Performance based culture.
- Transparent and uniform measurement system.
- Quarterly review and formal feedback.



Scope

Applicable to all employees in the leadership cadre – Presidents, Unit Heads, General Manager, Deputy General Manager, Manager, Deputy Manager and In-charges

Performance Incentive

20% of monthly base pay / CTC creditable once in three months along with the salary based on achievement. This percentage will remain the same until the ratio between Fixed and Variable pay reaches 70:30.

- Based on KRA for the position given at the beginning of every financial year.
- Each KRA will have a weightage to emphasize the importance of the KRA and for disbursement of Incentive.
For example: if 1st KRA is achieved 100% by the employee and the weightage for the KRA is 20%. Employee's pay for performance would be 20 % (20% Incentive).
- Based on the percentage of achievement of target, for each KRA the performance incentive percentage would vary.
- KRAs, Targets and the performance incentive percentage will be notified for every job levels at the beginning of every financial year.
- Performance Incentive percentage is subject to change once in two years.



I. Variable Pay Policy 2016 - 17

SEF - HRP – ES - PMS – 2016/17– 008

A. Purpose

The purpose of Variable at Sankara Eye Foundation, India is to:

- Attract and retain participants as part of a market competitive package.
- Reward participants directly for individual, team and institution's performance achieved over a quarterly time frame.
- Support the achievements of the tactical and strategic objectives of the Institution by influencing the behaviour of the participants.

Variable pay will replace increments totally for the first three years from the time of introducing variable pay. The employee will earn variable pay on a quarterly basis. On the 4th year, from the date of policy implementation, the employee will be entitled for variable pay as well as increments.

B. Scope

For the year 2016 – 17 the policy intends to cover

7. All employees of Level – 1 cadre i.e., Presidents.
8. All Unit Heads of Level 2 A and B i.e., Unit Heads of Vision Sankara and Sankara Eye Hospital.
9. Functional Heads of Level 2 A and B i.e, Head – Business Development / Accounts / Human Relations/ Outreach / Information Systems/ CPD / Projects.
10. Heads of Sankara Academy of Vision – Director and Dean

C. Validity

The Variable Pay for Level 1, Unit Heads of 2 A& 2 B and Heads of Sankara Academy of Vision has been implemented effective from 2014-15 until further amendments to the Policy.

The Variable Pay for Functional Heads of Level 2 A and 2 B will be implemented effective from 2016-17 until further amendments to the Policy

D. Guidelines



1. KRA shared during the start of the Financial Year would form the basis for Variable Pay calculation.
2. Corporator Data would be considered for calculation purposes. Data not captured in Corporator would be taken from Tally, HRMS or TMS or other valid sources.
3. On completion of calculations Data will be shared for consent to the Variable Pay Committee.
4. On approval calculation details will be shared to the respective reporting authority before release of payment.
5. For clarification on calculation or the process, the employee can address to Head – HR operations or to their Reporting Authority.

SEF - HRP - ES - PMS - 2016/17- 007

Amendment to Clause A - Purpose

Variable pay will not replace increments totally for the year 16-17. The employee will earn variable pay quarterly based on the KRA achievement and will also be eligible for Increments during the month of April based on the performance.

Amendment to Clause D - Guidelines

20% of the fixed gross pay (will include only Retainer Fee, Basic, DA, HRA, Medical, CCA, Conveyance, Soecial Allowance & Washing Allowance) which is allocated for variable pay will be distributed in the ratio of 50:50 towards Increments and Variable Pay i.e., 10% towards Increment and 10% towards Variable Pay.

Variable pay will be disbursed quarterly based on the given guidelines and Performance based Increments would be applicable during the month of April for every financial year.



Amendment to Clause B – Scope

11. Employees of level 3A and 3B(Non-Medical) whose gross salary is above or equal to Rs.45,000 Per month

Amendment to Clause D – Guidelines

Upto 10% of the fixed gross pay (which will include only Retainer Fee, Basic, DA, HRA, Medical, CCA, Conveyance, Special Allowance & Washing Allowance) will be allocated for variable pay and 5% towards performance based increments.

Variable pay will be disbursed quarterly based on the given guidelines and Performance based Increments would be applicable during the month of April for every financial year.

Note:

The variable pay will be disbursed quarterly if the KRAs are measurable quarterly, else would be disbursed either half yearly/annually depending on the individual KRA.



6.5.2 Surgical Incentives

Backgrounder:

At Sankara Eye Foundation, we have a team of competent Ophthalmologist. We provide care to wide section of society.

The variable pay policy for Doctors was implemented to reward Quality and Efficiency of our Medical Team.

To be eligible for the Variable pay, the Doctors should have confirmed to all legal, clinical and ethical standards. The variable pay is calculated and paid into the account of Consultant after all statutory deductions.

The policy would nullify all existing policies and would be implemented prospectively from 1st November 2014.

Objective:

1. Encourage Junior & Senior Doctor's to participate in Community Eye Care.
2. Sharing of revenue generated by the Institution with the core team there by enabling Institution building.
3. Drive towards SEF becoming the preferred destination for eye care and Ophthalmologist.

Scope:

Doctor's in the Registrar grade and direct recruits to the Registrar / Consultant grade would need to obtain quality clearance from CMO / Governing Council for performing paying surgeries and for being eligible for incentives. Review of quality of performance of paying surgeons will be done quarterly by local CMO and the Technical Team.

Salient Features:

1. New incentive policy will come into force from 1st October 2014.
2. Consultant Doctors are eligible for Incentives for paying surgeries performed based on package values and not numbers.
3. Incentives for Camp OT / non-paying surgeries.
4. Incentives for Paying Patients Diagnostics.



5. Registrar grade I & II are also eligible for Incentives for non-paying surgeries performed.
6. Doctors operating in more than one unit can have their package values clubbed in order to achieve the threshold.

Guidelines:

1. Incentives for surgeries performed shall start only on the Doctor crossing the defined threshold level for cataract in value except in case of Consultants employed in city centres.
2. Consultants employed in City Hospital will be entitled for surgical incentives as per the city hospital norms even if surgeries are performed at the base hospital and vice versa.
3. Threshold levels are not VR, Oculoplasty, Pediatrics, Glaucoma and Cornea specialty and calculated based on revenue generated by doctors. Doctors judged by CMO/ Governing Council as competent to do Phaco should be permitted to do all packages except Toric or Multifocal or ICL which may require third party certification, which can be arranged. Subspecialty doctors would be allowed to do cataract surgeries in addition to their subspecialty if the CMO/ Governing Council deems them to be competent.
4. Consultants registered as City hospital Consultants would be eligible for incentives for cataract even below 3 lacs at 5% and should they operate in base hospital or other centres of SEFI/ RJ SEF, surgery done there would also qualify for the same.
5. Where a surgeon does both cataract and subspecialty work, incentives would not be worked on clubbed basis. Incentives for surgeries needs to be calculated independently as per relevant specialty surgical incentive norms.
6. Sankaram and RSBY package are to be performed by the Doctor's in Registrar grade only with fixed per case incentive of Rs.250. In their absence Consultant Doctors would be required to perform without incentive.
7. Anterior segment surgeon should limit himself to a maximum of 125 paying cataract surgeries per month beyond which they will not be eligible for incentives for surgeries done. All other subspecialties would have a cap of 70 except for Oculoplasty where the cap would be 100. Where surgeon does both subspecialty and cataract, the maximum permissible would be 125 for both together except for Oculoplasty where it would be 150.
8. If the surgeon is operating in both Base hospital and City Hospital then base hospital surgeries cannot exceed 25% of the total collection.
9. When number of paying cataract surgeries exceeds average 100 to 125 a month over a 6 months period; another, a second anterior segment surgeon shall be recruited.
10. Where combo surgery is involved incentive will be payable only to subspecialty e.g. VR and Cat = VR, Glaucoma and Cat= Glaucoma, VR and Glaucoma= VR, Cornea and Cat or Cornea and glaucoma = Cornea.
11. Sub specialist surgeons should complete their surgeries to their designated core competency and where competent as determined by unit CMO/Governing Council also cataracts. If their primary



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surgical subspecialty responsibility remains willfully unfulfilled, the doctor's right to do cataract may be forfeited on the recommendation of the CMO/Governing council.

12. Registrars authorized to perform paying surgeries, would be shifted to consolidated consultant pay scale from salary. Those in Registrar grade not qualifying for incentive would continue on salary, with increments calculated as per PRS.
13. Incentive will remain part of salary till the age of 60 after which only base salary last given will be applicable as superannuation on a contract extendable every 3 years.
14. Other procedures that have not been indicated in this incentive chart shall persist under Existing policy.
15. Doctors operating in more than one unit can have their package values clubbed.
16. Incentive for intra vitreal injection is Rs.750 per case, PDT is Rs. 2000 per eye, Lasik is Rs. 2000 per eye and C3R is Rs. 1500 per eye. 10% for Fundus Photo, Focal and PRP laser. These procedures will not get added to surgical numbers. A Scan and IOL Master will not be eligible incentives as they form part of the procedure for the surgery.
17. Where the incentive exceeds Rs. 3, 00,000, and then a cap at this level would apply automatically. The decision to shift a senior consultant to fixed pay would vest with the management based on the years of service to the Institution. This serves as an indication for the Institution to have the next Specialty Recruited if the scenario persist for more than 6 month.

Threshold and Incentives:

1. Cataract:

City Hospitals:

| Applicable to Cataract | Threshold | Percentage | |
|----------------------------|---|------------|-------------------------------|
| Units more than a year old | 0 – Rs. 3,00,000 | 5% | From the 1 st case |
| | Rs. 3,00,001 to Rs. 6,00,000 | 9% | From 3,00,001 |
| | Rs. 6,00,001 to Rs. 12,00,000 | 12% | From 6,00,001 |
| | > 12,00,000 | 14% | From 1200001 |
| Units less than a year old | Fixed incentive for a maximum of a year | | 25,000 – 50,000 |



Base Hospitals:

| Applicable to Cataract | Threshold | Percentage | |
|----------------------------|---|-----------------|---------------|
| Units more than a year old | 0 – Rs. 3,00,000 | NIL | Nil |
| | Rs. 3,00,001 to Rs. 6,00,000 | 9% | From 3,00,001 |
| | Rs. 6,00,001 to Rs. 12,00,000 | 12% | From 6,00,001 |
| | > 12,00,000 | 14% | From 1200001 |
| Units less than a year old | Fixed incentive for a maximum of a year | 25,000 – 50,000 | |

2. Other Specialties – Vitreo retina, Glaucoma, Oculoplasty, Pediatric and Cornea:

| Applicable to Other Specialties | Threshold | Percentage | |
|---------------------------------|-------------------------------|-----------------|---------------|
| Units more than a year old | 0 – Rs. 4,00,000 | 12% | Upto 4.00,000 |
| | Rs. 4,00,001 to Rs. 12,00,000 | 14% | From 4,00,001 |
| | > 12,00,000 | 16% | From 1200001 |
| Units less than a year old | Fixed | 25,000 – 50,000 | |

3. Paying OP - Diagnostics:

| Applicable to | Incentives Payable | Diagnostics / Procedure |
|---|--------------------|---|
| Registrars, Consultants, CMO's and Assistant Directors. | 10% | Advising diagnostics and which are billed : Fields & OCT for glaucoma, topography, Specular outside the cataract package, YAG capsulotomy& PI, B Scan & UBM, VTS (Vision Therapy – Computer based orthoptics), ERG/VEP where applicable |

Note: Doctors advising diagnostics will be eligible for 10% of the billed amount



4. Non - Paying Cataract Surgeries:

| Applicable to | Threshold | Range for surgeries | Incentives Payable |
|--|----------------|---|--|
| Registrars | 120 per month | 121 to 360 (maximum) per month – not to exceed 360 surgeries per month | Rs. 50 per surgery - from 121 st surgery |
| Consultants, CMO's and Assistant Directors | Not applicable | Maximum of 360 surgeries | Rs. 100 per surgery from first case |

Non – Paying specialty surgeries:

Since there is no revenue accrued from the same the specialty surgeries performed in the Non – Paying side would be numerically added to the cataract numbers



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6.5.3 Policy for Research Promotion & Publication

Sankara Academy of Vision, Sankara Eye Foundation (Sankara) India has an objective to be the hub of excellence in eye care education. Towards this there is a need to build a repository of knowledge based on on-going research projects within the organization.

There is also a strategic objective to be acknowledged as a Centre of Excellence in eye care. With increasing focus on research done towards academic programs and investigator driven research, there is a need to relook at where the publications are presented so that there is maximum impact and visibility among the peers towards our vision of eliminating needless blindness.

This policy formalizes Sankara Academy of Vision's commitment to the effective stewardship and dissemination of research publications by its team members and associates in pursuit of this goal, and articulates how it can be affected.

Objectives:

1. To standardize the process of authorship, article processing charge reimbursement for journals.
2. To encourage the faculty members and students of Sankara Academy of Vision (SAV) to publish their research outcomes in quality journals as provided in the SAV approved list of citation database (From Scopus/ Web of Science/ Pub Med/ Google Scholar)
3. To improve the quality and citations of research publications from SAV (SEF India)

Scope:

This policy applies to employees & consultants across Sankara Eye Foundation India and to postgraduate and undergraduate research students where publication is an expectation of their course.

This would apply to research outputs that constitute journal articles and conference abstracts contributions, books and book chapters, digital artefacts, and other types that results in print or digital publications.

Publication Policy:

The choice of where to publish is an academic decision; however, researchers make informed decisions throughout the publication process by ensuring their research article is accessible to the community at large through recognized databases when considering where to publish. Following is list of recognized databases by Sankara Academy of Vision:

- a. Scopus
- b. Web of Science
- c. PubMed



Authors can claim reimbursement towards the journal publication costs , when they are part of the database. Currently there is a reimbursement limit of Rs 10000 per publication. In exceptional circumstances, the publication fees could be reimbursed for select publications, however

1. The request for reimbursement must be made prior to payment being processed.
2. The author copy should be shared with the journal details.
3. This information would be shared to admin.sav@sankaraeye.com that will revert after taking advice of the Dean SAV and the Founders Office for this exception.

Towards standardization, all Sankara authors, including Sankara Academy of Vision (SAV) faculty and students, must cite Sankara Academy of Vision as their institutional research base when recording their affiliation in research articles, conference papers, and other outputs, including published or archived research data, irrespective of where the affiliation actually appears in the publication.

Affiliations would additionally include Department or College, and Sankara Eye Hospital (location) if there is sufficient space, but never at the expense of omitting, Sankara Academy of Vision (where relevant). The following format is suggested (for demonstrative purpose)

a. Researcher Name

Sankara Eye Hospital
Dept of Paediatric Ophthalmology (based on dept / college)
Sankara Academy of Vision - Bangalore, India (Current location of research)

b. Faculty / Student Name

Sankara College of Optometry
Sankara Academy of Vision
Varthur Main Road, Kundalahalli Gate (Modify for Ludhiana)
Sankara Eye Hospital Campus Bangalore (or Ludhiana) , India

- Sankara Academy of Vision and Sankara Eye Hospital must always be spelled out in full. The use of the acronyms SAV and SEH is not permitted in formal publications.
- Where a Sankara author is not the principal or corresponding author for a publication co-authored with researchers at another institution, they should ensure that the corresponding author is informed of the correct naming convention to be used for the Sankara authors' affiliation addresses according to this policy.
- It is helpful if authors record their personal names as consistently as possible, since this facilitates their accurate identification from various databases.

Intellectual Property & Copyright

All material evolving during your tenure at Sankara Eye Foundation India and based on data, content, images and any other material with you do to your association with the organization is the property of Sankara Eye Foundation India.



Researchers are encouraged to retain the copyright and other re-use rights for their research outputs when signing contracts with publishers and funders.

If you deem it a novel concept that could be protected for intellectual property rights through a patent application, please share a draft and reach out to kaushik@sankaraeye.com. The Organization IPR policy would be the framework for filing & rewarding these applications.

Conflict of Interest & Funding Acknowledgement

Researchers are expected to be transparent and declare any conflict of interest arising from their position within the organization, or as a result of their association with any research project or funding and / or support received towards the research study being published.

Where funding was received, acknowledgement should be made to the appropriate research project/grants that supported the research.

It is the responsibility of the author to confirm with the funding agency, sponsor of the study before any results are submitted, unless the proposal for sponsorship allows this explicitly.

Applicability:

Short surveys, Commentary, letters to the editor, erratum, replies to articles , conference abstracts and articles in press do not qualify for incentives. They would be considered while recognizing the faculty for their appraisals.

The faculty and students from SAV, published in approved citation databases - Scopus, Web of Science and Pub Med shall only be considered for incentives.

Eligibility:

Fulltime employees, faculty members & students who are on the rolls of Sankara Eye Foundation, India are eligible for incentives.

Students enrolled for post-graduation and super-specialty courses of SAV are eligible for incentives after fulfilling their mandatory requirement of minimum one publication in SAV approved citation database list.

All undergraduate students of SAV are eligible for incentives for research publication published in SAV approved citation database list. As per SAV eligibility criteria for the research publications, Primary researcher will be the First Author, Guide will be the Corresponding Author and other investigators will be Co Authors. (refer to criteria for authorship)



Responsibility of Corresponding Author:

The corresponding author shall take the responsibility to screen the paper for plagiarism, ethics approval, if applicable, background checks about the potential, possible or probable predatory scholarly journals before communicating the manuscript.

The corresponding author (Guide) takes responsibility for and speaks on behalf of all authors.

Pre-publication:

- Screen the paper for plagiarism.
- Ensure appropriate approvals from Institutional Ethics Committee where relevant are got.
- Ensure that all authors have access to the final version of the manuscript that is submitted to the journal, and agree to the author list and author contributions.
- Provide to the journal written confirmation that all authors consent to any requested changes in the manuscript's authorship.

Post-publication:

- Continue to be the point of contact for queries about the published paper.
- Inform all co-authors of any matters arising and ensure such matters are dealt with promptly.

The name of the author eligible for incentives must be furnished by the first author or corresponding author while uploading the paper on research data management system within a month from the time of publication

SAV shall reserve the rights to revise the research incentive policy periodically.

Incentives shall be awarded only after the paper (with volume and page number) appears in the citation databases. PDF of the published journals and the author copy should be shared with admin.sav@sankaraeye.com.

SAV approved list of Citation database would be updated in January and July every year and communicated across the units. Currently we have approved Scopus, Web of Science and Pub Med.

Publications having no proper/correct affiliation of SAV authors (includes first author and coauthor(s) and corresponding author(s) shall not be awarded incentives.

Researchers create bibliographic records within SAV institutional repository by emailing a copy of their research to radhika@sankaraeye.com, admin.sav@sankaraeye.com , saptagirishr@sankaraeye.com so that there is a comprehensive institutional record of research activity.



Incentives:

An incentive of Rs.5000 (Rupees Five Thousand only) will be awarded to the Corresponding author from SAV. Payment will be made upon verifying the citations in mentioned journal data bases.

Payment will be made after each financial year for the publications made in that financial year.

In case of multiple authors, when principal investigator is from another institution other than Sankara Eye Foundation, incentive is not applicable.

Incentive is applicable when Corresponding author is from Sankara Eye Foundation and the award will be issued to Corresponding author. It is up to the Corresponding author to transfer the fund to other authors of Sankara Eye Foundation.

Criteria for Authorship:

As per SAV eligibility criteria for the research publications, Primary researcher will be the First Author, Guide will be the Corresponding Author and other investigators will be Co Authors.

Authorship will be based on the following 4 criteria:

- Substantial contributions to the conception or design of the work; or the acquisition, analysis, or interpretation of data for the work;
- Drafting the work or revising it critically for important intellectual content;
- Final approval of the version to be published;
- Agreement to be accountable for all aspects of the work in ensuring that questions related to the accuracy or integrity of any part of the work are appropriately investigated and resolved.

The following table could serve as a guide on who is to be considered a Co-author.

Group Authorship:

When a large, multicentre group has conducted the work, the group should identify the individuals who accept direct responsibility for the manuscript. These individuals should fully meet the criteria for authorship/contributorship defined above, and editors will ask these individuals to complete journal specific author and conflict-of-interest disclosure forms. Acquisition of funding, collection of data, or general supervision of the research group alone does not constitute authorship.

Acknowledgments:

Contributors who do not meet the criteria for authorship should be mentioned in the Acknowledgments. It is expected that those being acknowledged have given their permission to be named



6.5.4 Eye Call Incentives

Purpose

At Sankara Eye Foundation, an exclusive team is formed to provide eye care to wide section of society. The Eye Call Incentive for Doctors, Drivers and Paramedical staff is implemented to reward the Quality and Efficiency of its team. The Eye Call Incentive is applicable to Doctors, Drivers and Paramedical staff who have confirmed compliance with all legal, clinical and ethical standards.

Objective:

Encourage team to participate in Community Eye Care and drive towards SEF, India becoming the preferred destination for Quality Eye Care.

Scope:

This policy and procedure apply to Doctors, Drivers cadre and Paramedical staff.

Guidelines:

- Incentive for eye call shall be paid only if the eye pairs are received by SEF, India Eye bank.
- Doctors would be eligible for incentive of Rs. 250 per eye call duty.
- Drivers would be eligible for incentive of Rs.100 per eye call duty
- Paramedic staff would be eligible for incentive of Rs 100 per eye call duty.
- Doctor who operates the eye call only will get incentive, junior doctor who assist senior doctor will not be eligible for the incentive.
- VCT students who assist doctors are not eligible for eye call incentive.
- Eye call incentive will not exceed more than Rs.450 per eye call duty.

Incentive Payment:

- A Doctor, who enucleates eyes, is eligible for Rs. 250 as an incentive.
- Drivers attending eye call duty are eligible for Rs. 100 as an incentive.
- Paramedics attending eye call duty eligible for Rs. 100 as an incentive.
- The total incentive is Rs. 450 per eye call duty.



Note: VCT - Students, Interns and Fellows are not eligible for eye call incentives. Paramedic staff can attend eye call duty only in units where there are no VCT students, Interns and Fellows present. Currently paramedic staff incentive applicable only to Anand and Ludhiana Units.

Amendment to Incentive payment

Effective from 1st October 2022.

- Doctor who enucleates eyes eligible for Rs.250 as incentive.
 - Drivers attending eye call duty eligible for Rs.100 as incentive.
 - Paramedic attending eye call duty eligible for Rs.100 as incentive.
 - Total incentive will be Rs.450 per eye call duty.
-



6.6 Reward & Recognition Programmes

6.6.1 Reward & Recognition Programmes -Internal

6.6.1.1 Promotion Policy

If an employee is promoted or his nature of job has changed then his/her position is vacant and there is scope to promote another employee to this position.

Appraisal rating

- Promotion reviews will be conducted twice a year i.e. October and April each year.
- HR will initiate the nomination process and circulate the promotion nomination form and guidelines.
- Promotion committee consisting of the President HR, Unit Head and President - Vertical together with SEF, INDIA - CEO will finalize the promotions.
- All promotions will be supported by an increment (increment percentage is the sole discretion of the management) and other entitlement like Institution provided laptop, mobile connection etc. as per the Institution's policy.



6.6.1.2 Reward & Recognition Programmes

Purpose

Rewarding and recognizing an employee's contribution to the Institution is an important factor that helps to reduce attrition rate and improve employee's loyalty & motivation. Pay for performance (P4P) is a concept which facilitates performance culture in the Organization through differential treatment. In other words, rewarding the performers distinctly different than that of the normal and the poor performers, thereby motivating the performers and helps in raising the aspirations of the rest to get recognised thereby raising the overall performance bar of the organization.

To reward performance incidents in monetary or non-monetary terms indicating organizational recognition and appreciation towards the employees.

Scope

Applicable to all employees.

General Rules

Nomination:

Presidents of the vertical with the inputs from the unit heads can nominate employees / teams who have shown reward worthy performance, behaviour, skills or competence.

Periodicity:

Assessments and recommendations can be done on Quarterly / Half yearly / Yearly basis and one employee can be nominated multiple times in different quarters. Further spot achievement awards can be recommended during shorter terms of quarterly basis. For on-going performance achievements these awards can be assessed either half yearly or yearly basis.

Performance Management Link:

A special consideration and weightage can be given in PLI (Incentives/Bonus) for employee's winning Rewards & Awards in Appraisal year. This can be an additional 10% to 15% Incentives increase over and above the recommended PLI by Appraisers during yearly Appraisal process.



Benchmarking Reward-worthy Performance/Behaviour/Competence:

In order to align employee performance to Institution's Values & Mission Objectives, the standards can be set against the value & mission objectives. Employee showcasing exceptional examples of following up these values can be considered for Rewards & Recognition Program.

Assessment Parameters:

Some of the parameters can be listed as under.

- CIP - Critical Incident Performance – During floods, political issues, lack of resources/manpower, higher deadline pressures a special performance and accountability is showcased by an individual or team.
- IP - Innovative Performance – Finding out a creative and innovative ways to solve any customer issues or technical issues or any other problems.
- DMP - Deadline meeting Performance – Achieving performance targets within or on stipulated deadline thereby showing high caliber individual as well as team performance.
- TOP - Target Oriented Performance - Over achieving targets, exceeding expectations, very excellent performance.
- AP – Patient/Client/Customer Appreciated Performance – Based on mutual or case-to-case basis Patient/Client/Customer feedback on issues resolved, comfort level with Patient/Client/Customer, support provided or any such incidents / behaviors bringing in significant impact on Patient/Client/Customer's perception and Institution's image building etc.
- HR will initiate this process every year and circulate the nomination forms and related guidelines.

Rewards & Awards Options

- Cash Rewards (can be Rs.5000 to Rs.20000/-).
- Cash Reward + Certificate for Appreciation (signed by SEF, INDIA - CEO).
- Cash Reward + Certificate for Appreciation (signed by SEF, INDIA - CEO) + Lunch / Tea with President – Vertical / SEF, INDIA - CEO.
- Certificate for Appreciation (signed by SEF, INDIA - CEO).
- Unit / Team Trophy (for individual members as well as whole team/ Unit with each team member's name embossed on the trophy).



6.6.1.3 Spot Awards

Purpose

Reward and recognition program for Individuals who excel in their day-to-day work and for some outstanding contributions.

Instant recognition for efforts that warrant small awards!

Scope

All employees who are on our roll. Executives in the Deputy General Manager level and above will not be covered.

Few examples of instances where spot awards can be awarded:

- a) Going beyond call of duty / exceeding performance expectations. Completion of a significant special assignment that is outside of normal job responsibilities.
- b) Display a positive attitude even under demanding and frustrating circumstances.
- c) Handling an unusually heavy workload, such as when co-workers are absent or helping a co-worker who has an unusually heavy workload or a crash project.
- d) Completion of a short-term project in less time than expected or where there were unusual difficulties to overcome.
- e) Planning a special event which is particularly successful because of the employee's personal efforts.
- f) Make a significant difference in business processes.
- g) Taking action that had immediate impact on success of project / program
- h) Bright ideas / initiatives that are implemented successfully or Presents new ideas to save cost or streamline processes or to get the process going.

Policy Administration

These awards are small gifts and a gesture of appreciation. The spot awards will be administered in the following way:



- i. Reporting Authority will recommend an employee for a spot award. The recommendation will have to be done in a prescribed form as shown in ([Annexure 11](#)). The recommendation will have to be made to the Unit head.
- ii. Employee can also recommend themselves for the spot award. They will have to give specific reasons and examples for such recommendation. The recommendation will have to be made to their Reporting Authority, HR and the Unit head.
- iii. The HR will check out the request by getting additional information and with a view to ensure that the recommendation is correctly represented
 - a. That the award is in line with guidelines as detailed by the management
 - b. If any other employee also needs to be considered
 - c. The amount of spot award recommended is neither excessive nor less
- iv. The one time amount of Spot Award will be between Rs. 250/- to Rs. 2000/- (the amount is to be fixed as Rs 500/- for the above examples of instances)
- v. The number of spot awards per month for each unit is fixed as:
 - a. *If the strength of the in-house and outsourced employees is less than 150* – then 3 spot awards is given for that unit
 - b. *If the strength of in-house and outsourced employees exceeds 150* – then 6 spot awards is given for that unit
- vi. Once the recommendation is found to be satisfactory, the same will be discussed with HR, who will ensure that a case to give spot award exists and the amount is equitable when compared to similar recognition done in other departments.
- vii. The management will have a ceiling on how many spot awards which can be given within a specified period and this information will be shared at the unit head level once in six months.
- viii. HR will every month display details of spot award given, stating to which employees and why it was given. The amount will not be displayed.
- ix. The amount will be paid through (Gift Vouchers +Payroll TBD). Applicable taxes if any will be deducted accordingly.
- x. In case the recommendation is coming from the Reporting Authority / In-Charge they will not inform the employee that he/she is recommended for spot award.
- xi. Decision on the award will be taken within maximum 8 working days.
- xii. The communication will be made appropriately only when it is decided to give spot award.



6.6.1.4 Recognition for Punctuality

Purpose

This policy is to recognize Individuals who maintain punctuality on work timings.

Scope

All employees who are on our roll. Executives in the band 1 to 3 will not be covered.

Policy Administration

These awards are small gifts and a gesture of appreciation.

- The award will be distributed during the Annual Day Celebrations.
- HR department will post the names of employees who are punctual during the quarter in the Unit's Notice Board who have not come late even for a single day.
- **Award:** A cash price of Rs. 250 with a certificate of appreciation will be given to the employee.
- Employee punches will be taken into account for recognition. Employees who have found to punch and not reported to respective department will not be entitled for recognition.
- It is necessary for the HR department to obtain consent of Reporting Authority and Unit Head for processing.



6.6.1.5 Long Service Award

Purpose

SEF, INDIA recognizes its employees who have contributed and witnessed the growth of the organization through a Long service award.

Scope

1. Employees completing 5 years, 10 years, 15 years, 20 years, 25 years, 30 years, 35 years, and 40 years of service with SEF, INDIA, from their date of employment are eligible for long service award.
2. Permanent employees / Consultants contributing to SEF, INDIA full time are eligible for long service award.
3. Studentship, fellowship and traineeship period will not be considered for calculating years of service.

Awards for Recognition

1. Awardees will be rewarded with a citation and a monetary gift.
2. Citation: Mission Head Quarters - HR department will have the citation designed and forwarded to the units.
3. Gift for long service
 - a. 5 years of service – Rs.5000
 - b. 10 years of service – Rs.10000
 - c. 15 years of service – Rs.15000
 - d. 20 years of service – Rs.20000
 - e. 25 years of service – Rs.25000
 - f. 30 years of service – Rs.30000
 - g. 35 years of service – Rs.35000
 - h. 40 years of service – Rs.40000

Employees completing 5 years /10 years /15 years /20 years /25 years /30 years /35 years / 40 years of service during the current calendar year will be awarded long service in the subsequent year.

(For instance, if an employee completes 5/10/15/20...years of service in 2021, long service will be awarded during the long service award function held in 2022. Employees shall be considered for a long service award in the following year, even if the long service award function falls during the calendar year and occurs after the employee has completed 5 years prior to the award function.)

Note:

The unit HRs will prepare the list of long-service awardees in accordance with the above guidelines. The list will be forwarded to the MHQ-HR department for regularization, following approval from the respective unit head.



6.6.1.6 Performance Excellence Award

6.6.1.6. (a) Performance Excellence Award - Unit Hospitals

Purpose

Sankara Eye Foundation, India's quest for excellence in the field of Eye Care has lead the Institution to achieve various recognitions nationally and internationally without a compromise on Quality. This Policy aims to recognize its top performing units every year while encouraging the other units to perform the best. The primary objective of this policy could be stated as

- To recognize and reward the performers
- To create an Ownership with the employees
- To encourage healthy competition between the units

Scope

Applicable to all Integrated Hospitals of Sankara Eye Foundation, India

Award:

1. Two best performing unit will be recognised.
2. First best performing unit will receive 15 days of fixed gross salary (does not include additional perks and benefits, if any).
3. Second best performing unit will receive 10 days of fixed gross salary (does not include additional perks and benefits, if any).

Eligibility:

1. All full-time and part-time employees and professionals who are in the permanent roles of the Organization and have completed employment with the unit for minimum of 1 month as on the date the award is announced will be entitled for performance excellence award.
2. Only employees who continue to be in roles of the Organization during the disbursement will be entitled.
3. All Students, Interns and Fellows contributing to the unit under the following programmes
 - a. Vision Care Technician
 - b. Optometry
 - c. DNB
 - d. DO DNB
 - e. Doctor Fellowship programmes.

Guidelines

Method:

1. All parameters will be for the financial year April 1 to March 31.
2. BSC forms the basis for the selection of the best performing unit under the three verticals – Medical, Specialty (paying) Eye Care and Community (non-paying) Eye Care.
3. Weightage will be given to the KPI based on the order of importance.
4. Productivity and Self Sufficiency will be given additional weightage.



Process:

1. KPI's applicable for the unit will be considered for the primary selection.

2. The secondary selection process will include the Financial Performance. The financial performance will depend on
 - a. Total Income
 - b. EBITDA
 - c. Self Sufficiency
 - d. Donation collection
 - e. Outstanding – lowest outstanding percentage will get higher weightage
 - i. TPA/ Corporate
 - ii. DBCS collection
3. The tertiary selection process will include the Growth performance compared as to previous year. This would largely include the factors such as
 - a. Growth % of Non-paying surgeries from previous year
 - b. Growth % of OPD nos from previous year
 - c. Growth % of Paying surgery nos from previous year
 - d. Growth % of Total Income from previous year
 - e. Growth % of EBITDA from previous year
 - f. Growth % of Self Sufficiency from previous year
4. Higher weightage will be given to the unit hospitals with high Employee Satisfaction Survey Percentage.

Calculation Process:

The defined parameters will be scored on the scale from 1 to 10. Each parameter will have a predetermined weightage and will be common across all units. The two top scoring units will be recognized as winner and runner up. In case of a tie in the score the Management committee will determine the No 1 and 2 unit



6.6.1.6 (b) Performance Excellence Award – Mission Head Quarters

Purpose

Sankara Eye Foundation, India's quest for excellence in the field of Eye Care has lead the Institution to achieve various recognitions nationally and internationally without a compromise on Quality. This Policy aims to motivate the employees working at Mission Head Quarters to support the units to grow year on year and move towards self-sufficiency.

Scope

Applicable to all employees at Mission Head Quarter – Sankara Eye Foundation, India.

Award:

All employees at MHQ will receive 5 days of fixed gross salary (does not include additional perks and benefits, if any)

Eligibility:

1. All full-time and part-time employees and professionals who are in the permanent roles of the Organization and have completed employment at MHQ for minimum of 1 month during the Financial Year.
2. Only employees who continue to be in roles of the Organization during the disbursement will be entitled.

Guidelines

Method:

Based on the Self – Sufficiency achieved and Revenue Generated retaining the best Eye Care Quality by Sankara Eye Foundation, India as a group

Process:

1. Two aspects will be considered for the determining the performance bonus – Financial Performance and Growth Performance as a group.
2. The financial performance will depend on
 - a. Total Income (Revenue Generated)
 - b. EBITDA
 - c. Self Sufficiency
 - d. Donation collection
 - e. Outstanding – lowest outstanding percentage will get higher weightage
 - i. TPA/ Corporate
 - ii. DBCS collection
3. The Growth performance compared as to previous year. This would largely include the factors such as
 - a. Growth % of Non-paying surgeries from previous year
 - b. Growth % of OPD nos from previous year
 - c. Growth % of Paying surgery nos from previous year
 - d. Growth % of Total Income from previous year



- e. Growth % of EBITDA from previous year
- f. Growth % of Self Sufficiency from previous year
- g. Growth % of Patient Satisfaction and Employee Satisfaction percentage.

Calculation Process:

The defined parameters will be scored on the scale from 1 to 10. Each parameter will have a predetermined weightage. If there is an exemplary performance of Sankara Eye Foundation, India as a group then the award would be declared by the Management.



6.6.1.6 (c) Performance Excellence Award – Sankara Academy of Vision

Purpose

Sankara Academy of Vision, the capacity building model is conducting various courses developing professionals and individuals in the field of Eye Care. This Policy aims to motivate the employees working at Sankara Academy of Vision to grow year on year.

Scope

Applicable to all employees at Sankara Academy of Vision – Sankara Eye Foundation, India.

Award:

All employees at SAV will receive 5 days of fixed gross salary (does not include additional perks and benefits, if any).

Eligibility:

1. All full-time and part-time employees and professionals who are in the permanent roles of the Organization and have completed employment at SAV for minimum of 1 month during the Financial Year.
2. Only employees who continue to be in roles of the Organization during the disbursement will be entitled.

Guidelines

Method:

Based on the Revenue Generated retaining the Quality of training by Sankara Academy of Vision, India as a group

Process:

1. Two aspects will be considered for the determining the performance bonus – Financial Performance and Growth Performance.
2. The financial performance will depend on
 - a. Total Income (Revenue Generated)
 - b. EBITDA
3. The Growth performance compared as to previous year. This would largely include the factors such as
 - a. Growth % of Total Income from previous year
 - b. Growth % of EBITDA from previous year
 - c. Growth % of Student Satisfaction Percentage.

Calculation Process:

If there is an exemplary performance of Sankara Academy of Vision as a group then the award would be declared by the Management.



6.6.2 Reward & Recognition Programmes -External-

Purpose:

To acknowledge significant and outstanding value-added contributions of the employees and to build up an organizational culture where exemplary contributions are appreciated and tremendous efforts are recognized.

SEFI / RJ SEH provides ample opportunities for employees to be recognized at the National & International level for their outstanding contributions towards Healthcare.

Scope:

Applicable to all Permanent employees & Consultants who have completed 3 years of service in the Institution.

Guidelines:

1. Applications from all the units will be encouraged for significant outstanding performers.
2. Unit Nominations are to be forwarded to the Rewards & Recognition Manager at MHQ with CMO/Unit Head's approval.
3. Self-nomination will not be accepted.
4. The process of nomination will comply with the guidelines specified by the external organization.
5. Reasons for selection shall be appropriately documented and recorded by the HR Department in employees personal files.

Nomination & Selection process:

The list of Unit nominations shall be shared by Unit Head & CMO however; selection shall be primarily the responsibility of the CPO and President Vertical.

1. MHQ-HR (Rewards and Recognition) shall share information about the invitation for Recognition with the Unit Head's/CMOs, copying to the Unit HR.
2. Unit Heads/CMOs can nominate the eligible employees based on the criteria as mentioned by the External Organization.
3. Unit HRs are requested to send the eligible nominations within the specified timelines along with the achievements and write up about the nominee.
4. MHQ HR will consolidate the nominees' list received from all Units and present it to the Chief People Officer.
5. Chief People Officer will validate the nominations & present the applications to the President vertical for their consent.
6. The details of selected nominees will be shared with the respective Unit Head/CMO for further process.
7. An intimation of selected application will be shared to the units (Unit Head, CMO & Unit HR) by MHQ HR.



Application process:

Unit HRs to ensure that the Annexure is duly filled and submitted for the selected candidates.

Award Announcement:

To congratulate the Awardee,

1. An Appreciation letter/ Card signed by Founder/ President/ CPO will be issued.
2. Creative of Winners will be displayed in the HR newsletter and official digital platform of SEFI / RJ SEH (Facebook, Linked In, Instagram, etc.)



Annexure-1

| | |
|---------------------|----------------------|
| Name: | Phone Number: |
| Employee ID: | Address: |

I _____ understand that I have been nominated for award which shall be given out by_____.

I also understand that I will have to serve the organisation for a minimum period of 3 years after receiving the Award. In case, I decide to leave the organization before 3 years, genuineness for leaving will be validated by the Management. If the organization thinks the reason for leaving is not valid, I will have to serve 3 months' notice period/ 3 months' notice pay in addition to the terms & conditions mentioned in the confirmation letter.

Date:

Signature:



6.7 Professional Development and Career Advancement

6.7.1. Continuing Education

Objective

We believe in supporting our employees' aspirations for professional growth, manifested by their desire to enrol for professional programs / courses.

The Institution will financially support those educational programs / courses which are mutually beneficial and of relevance and utility to the Institution. Long duration training programs will not be under the scope of this policy. Institution will maximum of 5 employees every year. If there are more applicants the selection process will be based on the performance of the employee and requirement of the skillset for the Institution.

Scope

This assistance shall be extended only to permanent employees who have completed at least 2 years of service in the Institution and have a good performance track record.

Reimbursement Limits

1. 100% of the expenses incurred towards successful completion of the programme, for which approval has been given, will be reimbursed, subject to a maximum of Rs. 50,000/- pa. The maximum reimbursement for the entire course shall not exceed Rs. 1,00,000 /-.
2. Reimbursement amount will cover tuition fees, cost of books / study material, hostel and mess fees (in the case of residential programmes).
3. The employee must make payment and seek reimbursement subsequently. Under very exceptional circumstances, the employee may seek the approval for an advance to meet such expenses, for an approved course of study. The amount advanced in such cases will not exceed 50 % of the cost /fees.

Prior Approval

1. In the month of January / June every year employees can make an application([Annexure 12](#)) outlining the title and contents of the course, details of the institution, fees payable the duration of the course, how the program / course fits in with his aspirations and its relevance and utility to the organization. Details of previous benefits availed under the scheme should also be mentioned. This application should be routed through the immediate superior for approval by both the Unit Head and President - HR.
2. A copy of the approval document should be retained by the employee and should be enclosed with



his / her subsequent claim for reimbursement.

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Reimbursement Procedure

1. Reimbursement of expenses will be made on successful completion of the program / course of study.
2. The employee should make a plain paper application to President - HR, through the concerned Unit Head, with a detailed schedule of the expenses incurred, receipts / vouchers in this regards, proof of successful completion of the course (photocopy of completion certificate, mark sheets, etc.)
3. HR shall verify the documents and will update the personal records of the employee accordingly. A copy of the documents shall be retained in the personal file of the employee.
4. HR shall intimate the payroll department accordingly. Reimbursement shall be made through salary. Any tax liability arising out of this benefit shall be borne by the associate.

Undertaking

The Institution shall seek undertaking from the associate to the following effect, before reimbursing / advancing any amount under this scheme:

1. In case the employee decides to leave the company before completion of the course, the amount advanced will be recovered forthwith.
2. The employees would have to serve the company for minimum period of 2 year after completion of the course, failing which the entire expenses will be recovered from the employees at an interest rate of 12%.



6.7.2 Conference Guidelines – Medical

Purpose

The purpose of this policy is to outline the conditions under which Doctors can attend and present papers at State, National and International conferences and CME's. SEF strives to provide Doctors with opportunities for job enrichment and career development and recognises that such opportunities can broaden an employee's knowledge. In this regard, SEF, from time to time, provide employees with the opportunity to participate in Conferences.

Scope

Covers all Doctors who are employees of Sankara Eye Foundation. This includes Doctors under student ship and fellow ship programmes.

Guidelines

Paper presentation is mandatory for attending International Conference except in the case of senior consultants and Head of sub specialities of Cornea and VR as set out in [\(Annexure 13\)](#).

1. Eligibility Criteria

- a. Consultants and Senior Consultants attending an International Conference may attend any other State or National level Conference that year.
- b. All Doctor's attending National/State level Conference shall request to apply 3 months in advance for National and one month for CME & State meets.
- c. The CMO will ensure that only 3 consultants or Registrars and 1 DNB or Fellow will be accorded the facility for State / National level Conference at any time. However after due diligence and ensuring adequate Doctors are available, Unit Head/CMO may grant permission to others if eligible.
- d. In case of sponsored trip for paper presentation, only the first author as submitted and accepted by the conference organizers will be eligible and such person should be the presenter.
- e. All India Head of a Subspecialty of Cornea and VR will be eligible to attend one subspecialty national conference in addition to the AIOS every year with reimbursement as per norm. For any of the conferences if there are candidates with paper presentation or publication, they will be given preference over other without presentations, while adhering to the overall number of Doctors from that unit permissible under the guidelines.
- f. All India head of sub specialty will share eligibility of Senior Consultant and in addition be availed on duty for participation in 9 CMEs with no re-imbursement upto maximum of 20 days including Sundays and declared holidays.
- g. In Order to be eligible consultants / senior consultants need to submit the invitation and participation documents failing which their absence of work would be treat as leave without pay.
- h. Interstate state level conferences shall be accounted as State conferences.
- i. Eligibility of national conferences shall be considering guidelines effective from April 2014.



- j. Eligibility for International Conferences shall be by looking at the applicant's conference history for the past two financial years.

2. Attendance

- a. Leave for attending International Conference shall be restricted to & fro air travel plus conference days.
- b. All requests for attendance shall be given to the HR department in the prescribed format, authorized by the CMO and Unit Head and forwarded to MHQ-HR for obtaining President – Medical Administration, Quality, Education and Training's consent.
- c. No privilege leave shall be granted to other Doctors of the unit during the period of conference. However after due diligence and ensuring required Doctors are available, Unit Head/CMO may grant leave.
- d. Doctors availing conference leave cannot club it with any other form of privilege leave.

3. Re-imbursement

- a. Reimbursement shall be made as per specified scales.
- b. Travel mode, Incidental expenses and Lodging expenses.
- c. Bills and receipts submitted for reimbursement shall be given in original to Unit Head's, photocopy shall not be accepted
 - Original Registration and Receipt
 - Certificate of Conference participation or presentation
 - Train/Bus/Air tickets with Boarding pass (ORIGINAL)
 - Boarding and Lodging bills (SHOULD BE IN THE NAME OF SRI KANCHI KAMAKOTI MEDICAL TRUST)
 - (APPLICABLE TO INTERNATIONAL TRAVEL ONLY) Per diem flat rate of Rs.3000 per day of eligible days towards food and taxi or based on actual bills but not both, and not to exceed the per diem rate to be applied over the period of conference only.
 - Copy of paper presented, if any, PPT or movie as soft copy
- d. To be eligible for reimbursement of cost, applicant should hold an uninterrupted tenured post at SEF for the previous 6 months for a State Conference, One year for National Conference and three years for International Conference. (THIS DOES NOT APPLY TO DNB CANDIDATES AND FELLOWS).
- e. Consultant's eligible to attend National Conference on participation only and also paper presentation in the same year may do so both in the same year.
- f. No carry over of eligibility to the following year is possible and as such would be deemed expired.
- g. International sponsorship will entail a commitment from the respective Consultant to serve SEF for a period of 3 years on their return except in the case of Sr. Consultant where it shall be for a period of 2 years failing which they would be required to reimburse the amount expended over the past 3 years for local or international participation in the first case and 2 years in the second case and 6 months in case of national conference for Consultants and Senior Consultants.
- h. Maximum reimbursement would be
 - a. State Conference – Rs. 10,000
 - b. National Conference – Rs. 30,000

The national conference reimbursement scale has been revised from Rs. 30, 000/- to Rs 45,000 with effective from April 1st, 2023.



c. International Conference

- UK and Europe – Rs. 1,75,000
- US – Rs. 2,00,000
- South East Asia – Rs. 75,000
- China, Korea and Japan – Rs. 1,25,000

Note:

1. *Look up table for attending conference is available as ([Annexure 13](#))*
2. *Special recommendations will be included on recommendations from Founder and Managing Trustee. Such expenditure will be booked under MHQ expenses.*

Annexure - A: Lookup table for attending Conference

| S.N o | Cadre | State Conference/State CME | | National Conference | | International Conference | | Total Conference leave eligible per annum |
|----------|-------------------------|--|-----------------------------|-------------------------------|-----------------------------|-------------------------------|-----------------------------|---|
| | | Participation/ On Duty/With Reimb | PP/On Duty/With Reimb | Part/On Duty/With Reimb | PP/On Duty/With Reimb | Part/On Duty/With Reimb | PP/On Duty/With Reimb | |
| 1 | Primary DNB - I yr | NA | NA | NA | NA | NA | NA | Nil |
| 2 | Primary DNB - II yr | NA | 1 | NA | NA | NA | NA | Duration of Conference + travel |
| 3 | Primary DNB - III yr | NA | NA | NA | 1 | NA | NA | Duration of Conference + travel |
| 4 | Post DO DNB - I yr | NA | 1 | NA | NA | NA | NA | Duration of Conference + travel |
| 5 | Post DO DNB - II yr | NA | NA | NA | 1 | NA | NA | Duration of Conference + travel |
| 6 | Fellow - Post MS/DNB | NA | 1 | NA | 1 | NA | NA | Duration of Conference + travel |
| 7 | Registrars | NA | 1 | NA | 1 | NA | NA | 10 |
| 8 | Consultants | 2 | | Once in 2 years. | 1 | NA | Once every 3 years | 10 |
| 9 | Sr.Consultants | 3 | | 2 | | Once in 4 years | Once every 2 years | 12 |
| 10 | DGM's and above | NA | NA | NA | 1 every 2 years | NA | 1 every 3 years | 7 |
| 11 | Below DGM | NA | NA | NA | 1 every 2 years | NA | NA | 4 |
| 12 | Optometry faculty | Discretion of SAV | | NA | 1 every 2 years | NA | 1 every 5 years | 5 |



Glossary

| | |
|---------------|---|
| NA | Not Applicable |
| | With Reimbursement |
| Participation | Attending conference without paper presentation |
| On Duty | Eligible for leave |
| With Reimb | Cost of attending to be claimed upto limit and production of document after attending |
| PP | Paper presentation and not CME presentation |

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6.7.3 Conference Guidelines – Non-Medical

Purpose

SEF, INDIA supports for the growth and development of its employees by facilitating attendance / presenting at State, National and International Conferences and Workshops. SEF, India strives to provide employees with opportunities for job enrichment and career development and recognizes that such opportunities can broaden an employee's knowledge.

Applicable To:

Levels: 1, 2A, 2B, 3A, 3B, 4A

Guidelines

Eligibility Criteria

- Reporting Authority requires to recommend the employees for attending / presenting conferences / workshops by filling in the form (enclosed as annexure).
- On approval of unit head the forms are sent to MHQ-HR department for processing.
- MHQ-HR will require to get the consent of the respective President.
- Employees attending an International Conference may attend any other State or National level Conference that year.
- All employees attending Conference shall request to apply 2 months in advance.
- In case of sponsored trip for paper presentation, only the first author as submitted and accepted by the conference organizers will be eligible and such person should be the presenter.
- In order to be eligible, employees need to submit the invitation and participation documents failing which their absence of work would be treat as leave without pay.
- Interstate state level conferences shall be accounted as State conferences.

Attendance

- e. Leave for attending Conference shall be restricted to & fro air travel plus conference days.
- f. All requests for attendance shall be given to the HR department in the prescribed format, authorized by the Reporting authority and Unit Head and forwarded to MHQ-HR for obtaining President Consent.
- g. Employees availing conference leave cannot club it with any other form of privilege leave.



Re-imbursement

- i. Reimbursement shall be made as per specified grades.
- j. Includes travel expense, Incidental expenses and Lodging expenses.
- k. Bills and receipts submitted for reimbursement shall be given in original to HR, photocopy shall not be accepted
 - Original Registration and Receipt
 - Certificate of Conference participation or presentation
 - Train/Bus/Air tickets with Boarding pass (ORIGINAL)
 - Boarding and Lodging bills (SHOULD BE IN THE NAME OF SRI KANCHI KAMAKOTI MEDICAL TRUST)
 - Per diem flat rate of **Rs. 3000** per day of eligible days towards food and taxi or based on actual bills but not both, and not to exceed the per diem rate to be applied over the period of conference only (**APPLICABLE TO INTERNATIONAL TRAVEL ONLY**).
- l. To be eligible for reimbursement of cost, applicant should hold an uninterrupted tenured post at SEF for the previous 6 months for a State Conference, One year for National Conference and three years for International Conference.
- m. No carryover of eligibility to the following year is possible and as such would be deemed expired.
- n. International sponsorship will entail a commitment from the respective employees to serve SEF for a period of 3 years on their return failing which they would be required to reimburse the amount expended over the past 3 years for local or international participation and 1 year in case of national conference.
- o. Maximum reimbursement would be
 - a. State Conference – Rs. 10,000
 - b. National Conference – Rs. 25,000
 - c. International Conference
 - UK and Europe – Rs. 1,75,000
 - US – Rs. 2,00,000
 - South East Asia – Rs. 75,000
 - China, Korea and Japan – Rs. 1,25,000

Note:

1. *Look up table for attending conference is available in below Annexure*
2. *Special recommendations will be included on recommendations from President -SEH and Founder & Managing Trustee*



| S. N o | Ca dre | State Conference/Workshop | | National Conference | | International Conference | | Total Conference leave eligible (per annum) |
|--------|--------|--|----------------------------------|--|----------------------------------|--|----------------------------------|---|
| | | Only Participation/ On Duty/With Reimb | Presentation /On Duty/With Reimb | Only Participati on/On Duty/With Reimb | Presentation /On Duty/With Reimb | Only Participatio n/On Duty/With Reimb | Presentation /On Duty/With Reimb | |
| 1 | 1 | 6 | 6 | 3 | 4 | 1 | 2 | Duration of Conference + travel |
| 2 | 2A | 3 | 4 | 1 | 2 | Once in 2 Years | 1 | Duration of Conference + travel |
| 3 | 2B | 2 | 3 | 1 | 2 | Once in 2 Years | Once in 2 Years | Duration of Conference + travel |
| 4 | 3A | 1 | 2 | Once in 2 Years | 2 | NA | NA | Duration of Conference + travel |
| 5 | 3B | 1 | 1 | Once in 3 Years | 1 | NA | NA | Duration of Conference + travel |
| 6 | 4A | 1 | 1 | NA | NA | NA | NA | Duration of Conference + travel |

Glossary

| | |
|--------------------|--|
| NA | Not Applicable |
| Participation | Attending conference without paper presentation |
| On Duty | Eligible for leave |
| With Reimbursement | Cost of attending to be claimed up to limit and production of document after attending |



6.7.4 Job Rotation

Purpose

The purpose of this policy is to outline the conditions under which job rotation may be granted. SEF, INDIA strives to provide employees with opportunities for job enrichment and career development and recognises that such opportunities can broaden an employee's knowledge and understanding of a work unit and its processes. In this regard, SEF, INDIA, from time to time, provide employees with the opportunity to participate in job rotation.

Scope

Job rotation is available to all paramedical employees who continue to handle the current portfolio for a minimum of year

Guidelines

1. Job rotation will occur outside an employee's functional unit by agreement (e.g. six months in ward, or six months in patient Counselling, or six months in OT etc.).
2. Job rotation will only apply to positions at the same level.
3. A job rotation cycle will be for a period(s) of six months for any position(s). Employees will revert to their original position at the end of the rotation cycle.
4. Where relevant, job rotation may be included in the employee's training and development plans. An employee or his/her reporting authority may suggest job rotation as part of the Performance Appraisal Process.

Selection Process

Job rotation is a process whereby an employee is moved through one or more positions outside of his/her functional unit with a view to gaining exposure to the full scope of an activity. The rotation of employees through one or more positions may occur from time to time subject to the operational requirements of the Institution. Job rotation will entail the rotation of employees through one or more positions over a rotation cycle across all units.

Participating employees must be available for and commit to the full rotation cycle ([Annexure 14](#)). At the conclusion of the job rotation cycle, the employee will return to his/her original position.

1. A call for expressions of interest to take part in a job rotation cycle will be issued from time to time by the Human Resources Department (HR). The call will invite employees to submit an application for job rotation. As a result of the expressions of interest received by application HR will identify the



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functional areas in which job rotation opportunities may occur. HR is responsible for managing this process.

2. As part of the selection process and as decided by HR, interviews will be conducted before selecting an employee to take part in the programme. E.g. through discussion with the relevant Department In-Charge / Reporting Authority.

Mentoring

In addition to the normal supervisory arrangements, HR will nominate a mentor for each employee on rotation. This will encourage the employee to discuss openly any issues that arise and will facilitate the formulation of recommendations for future job rotations.



6.8 Human Relations Administration

6.8.1 Mobile Phone Policy

To ensure that employees responsible for critical functions are networked and are readily available in times of need.

Scope

Applicable to employees whose nature of job involves interaction with external customers:

1. All employees of band 1, Level 2 A & B.
2. Departments of Projects, Business Development, Finance & Accounts, Human Resource, Outreach, Information Systems and Transport.
3. In-charges of Maintenance, Housekeeping and Facility in other levels.

Process

- Institution reserves the discretion for selection of mobile phone service provider ensuring corporate connection advantages like low rate calling, closed user group, etc.
- The Institution will provide a SIM card and handset as per the policy.
- The HR department upon receiving request from the respective department for issuance of mobile phone connection will issue the handset and allot a mobile number.
- The policy will cover rentals and call bills subject to a limit.
- The handset model and brand will be decided and procured by the Institution.
- If an employee leaves the Institution they will have to submit the handset and SIM card to the Institution.
- The employee will be fully responsible for the handset and will pay for the loss in case the handset is lost / damaged (for whatever reason). In all such cases the value of the handset shall be taken as follows:
 - Within 12 months - 100%
 - Within 24 months - 60%
 - Within 03 years - 30%
 - After three years – Nil
- Employees who are given a SIM or handset by the Institution need to sign the Asset Declaration Form ([Annexure 15](#))



Maximum Limits the Institution will pay mobile phone expenses towards to the following limits:

| Band | Reimbursement of Mobile connection (Rs) | |
|-------------|--|--|
| | Employees working from office | Employees mainly involved in Field Work |
| 1 | Actuals | Actuals |
| 2A & B | Rs. 750 | Rs. 750 |
| 3B | Rs. 500 | Rs. 500 |
| 4A,B & C | Rs. 500 per month | Rs. 500 per month |

Process for Payment

- In order to avail this benefit, it would be compulsory for the employee to opt for the corporate service provider and the corporate scheme as negotiated by the Institution.
- If the amount mobile bill of an employee exceeds the limit, the excess amount will be paid by the Institution and recovered from the employee.
- Duplicate copies of the bill will be given to the employees for validation. Employees are requested to report to HR department in case there is a difference in the bill.

Cost Control and misuse

- Mobile usage charges borne by the Institution would be monitored by President of Finance and reviewed on a quarterly basis to ensure costs incurred remain reasonable.
- Any misuse of the facility provided will result in removal of this benefit for the concerned individual. Such discretion would be exercised by the Unit Head and President – Human Resource.



6.8.2 Laptop Policy

Purpose

Laptops are being provided to employees in order to improve functionality, allowing employees to have their computing resource at hand in meetings/workplace, and for those who travel on work frequently.

Employees who have been provided with the laptop are responsible for the security of their laptop, regardless of whether the laptop is used in the office, at one's place of residence, or in any other location such as a hotel, conference room, while travelling.

Every owner of the Laptop must use the Laptop only for official purposes in the course of their rightful discharge of their duties and not be used for generating, transmitting, corresponding anything that is unlawful or abusive. This may lead to the owner being subject to disciplinary action such as suspension from work or any other appropriate action as per the Institution's policy and governing Laws.

Scope

- Employees of Level 2 A, 2 B, 1 and 0 are provided with Laptop.
- Other employees may be provided with a laptop based on the functionality and with recommendations from reporting authority. Consent of President – HR, Finance & President – Sankara Eye Hospital / Vision Sankara / Medical Admin & Quality as the case may be will be taken by the HR team to process the same.

Security

- Laptops must be secured in a locked drawer when not in use, either locked safe in the drawer or packed in the laptop bag provided.
- While in office, before moving out of work station employee is required to lock the screen, with a secure password to unlock on return.
- During the period, when the owner carries the Laptop with them the same should not be misused for the purpose of transferring the data on to other storage devices. If any employee is found indulging in malpractice, he/she would be liable for disciplinary action from the organization.
- No external devices to be used to copy data from the Laptop to transmit / transfer to other agencies while on work at their site unless it is absolute necessary.

Reporting a Theft

- If a Company-owned laptop is stolen, the owner OR USER is expected to immediately file a theft report with all details as to the time, date, location and any other details that is important, with IS/ HR Department.
- If the laptop is lost outside office, the employee must also report the theft to the police.



- A copy of the police report must be sent to the concerned department within 24 hours of discovery of the loss.
- In case of negligence the management has every right to deduct it from the Employee's Salary.

Keeping the Laptop Secure

- It is mandatory for all laptop users to get their laptops checked for security/ virus threats from time to time along with upgrading of any software that may be required for smooth functioning of the system.
- From time to time it is also mandatory for the employee to take backup of their system.

Configuration

- IS department is responsible for managing all dealings with Laptop Vendors and Service Provider(s) and for recommending configuration as per need.
- It is the responsibility of IS department to decide on the sourcing and configuration of the machines depending upon the requirements of the user / indenter.

Maintenance / Repair

- Employees are responsible for maintaining a backup of all the data, i. e, the work related documents & data files that are not restored when reinstalling the operating system, in their systems.
- The employee using the system must take responsibility of ensuring that virus protection & other security packages are up to date.
- Laptop users are required to take appointments with the IS department for quarterly/half yearly maintenance.
- Any repair arising out of warranty has to be intimated to IS department in writing along with cause of such failure.
- Employee will be responsible for certain costs to repair or to replace the computer if the damage or loss is due to negligence or intentional misuse of the employee.
- Employee may have to bear costs for any upgrades or accessories to the system.

Installation of unauthorized Software/Accessories

- Employee shall not install any unauthorized accessories/software like messengers, chatting software or any malicious software, which may cause problems to the functioning of the Laptop and strictly adhere to Institution's software usage policy.
- If there is damage on account of this the employee will be liable to pay the damages at cost to the Institution/will be deducted from the monthly salary.



6.8.3 Data Card Policy

Objective

To establish effective system of internal control for issue and usage of Data card.

Scope

Data cards can be given to employees who handle sensitive information or critical roles where the role require access to systems/customers/suppliers etc., after office hours.

Request for issue of Device

- The Concerned HoD to raise the Service request ([Annexure 16](#)) for issue of the required Device for Employees reporting to him. It is necessary to mention if the requirement is for temporary use or permanent use.
- The Service request should clearly specify the Employee no, Hierarchy level and the specific need for issue of device. Request to be forwarded to HR department for Policy check.
- On completion of Policy Check HR department will process for issuance of Data Card

Return of Device

- If the device is provided for a temporary period employee needs to return the device to the HR department as per the specified date.
- At the time of leaving the organisation or transfer to sister concerns, the devise have to be handed over to IT/admin and a clearance certificate to be obtained.

Replacement of Device

Any replacement has to be approved by IS department. On Approval, the HR department will initiate the process for replacement.

Note: If the device data is lost by the employee during his usage employee will need to bear the cost for procurement of new device.



6.8.4 Medical Equipment Usage

Purpose

Medical Equipment Usage policy defines the way in which it is managed, maintained and used in the diagnosis, treatment and monitoring of patients. Medical equipment management, maintenance and usage can influence the quality of eye health care delivered to patients. SEF, INDIA medical equipment represents a substantial asset in the Institution's delivery system and needs to be managed effectively.

Scope

Applicable to all medical and paramedical employees.

Process

- Training in the use of medical devices used within the ward or department must be included in the local staff induction checklist. The checklist should include whether specialised training is required and identify by whom it is provided.
- It is the responsibility of all consultant medical staff to ensure that they and their junior staff are trained in the use of every item of medical equipment that they are required to use.
- No employee may operate any piece of equipment unless they and their immediate supervisor are confident that they are completely competent in its use. This applies to temporary employees, as well as permanent employees.
- Employee competency will be evaluated by a senior member of the department team, or other competent person delegated to do so by the Department In-Charge.
- For medical staff, the Senior Consultant In-charge will identify all equipment associated with a particular clinical procedure. They will ensure that they have a record of competence in the use of the relevant medical equipment for all medical staff. For all other staff the department In-Charge is responsible for the identification of equipment and procedures.
- The managerial ownership of an item of medical equipment lies with the relevant department In-Charge who is responsible for ensuring that the item is calibrated, maintained and used in a safe manner. Maintenance may be organised via Facility Manager or Purchase Officer.



- The Department In-charge must ensure that procedures are in place for daily, or regular routine, performance or maintenance checks, as indicated in the manufacturer's instruction manual or other guidance provided by the Institution, and that the details are recorded.

- Department In-charges must ensure that equipment is checked on a regular basis, as defined in the manufacturers' instructions. It is the Department In-Charges responsibility to ensure that they make the appropriate maintenance visit and that any documentation is retained and filed.

- Technical issues needs to be reported to unit Facility Manager. Department In-charges require to have equipment audited weekly by Facility Manager.

- Quality and hygiene standard should be maintained.

Breakage of equipment:

- Unit head need to send notification to MHQ-Procurement and HR departments through mail on any breakage.
- Breakage charges will be applicable to employee/Department accountable.
- Charges for breakage will be decided by Facility Manager and Unit Head in consultation with MHQ-Procurement department.
- Recovery amount from employee to be intimated to MHQ-HR department.
- Necessary warning and Memos to be issued to employee in consultation with MHQ-HR department

Shifting of Equipment between departments:

- Employee need to get prior permission from the department In-charge and a notification to Facility Manager.
- Damages caused during shifting / usage of equipment accountability will lie on the employees involved in the process.
- When equipment is allocated to a department the individuals working in that area have primary responsibility for the way they treat the equipment and the condition in which it is left.



6.9 Institution Travel and Relocation

SEF – HRP - ES – HRA - 2014/15– 008

6.9.1 Travel Allowance Policy

Purpose

Employees may be required to travel as part of their occupational requirement. The Travel Reimbursement Policy seeks to ensure that occupational-related travel expenses are aligned with the objectives of the Institution, including revenue generation, cost containment & maximization of shareholder value. It is intended to provide reimbursement of reasonable and appropriate expenses fairly and expeditiously.

Employees must ensure that:

- They understand the provisions of the policy.
- Their occupational related travel expenditures are reasonable and necessary for the conduct of the Institution's growth.
- That such expenditures are in compliance with this policy and any regulatory / compliance requirement.

Respective Unit HR / Finance is responsible for ensuring that reimbursed expenses are in compliance with this policy. All Employees should check with their respective Unit HR / finance colleagues before incurring any expense about which they are in doubt.

Travel reimbursement for receiving a personal award is not eligible to doctors. If there is a presentation as well as receiving awards – it can be allowed.

Provisions

This policy covers following:

1. Local conveyance
2. Domestic Outstation Travel
3. International Travel



6.9.2 Local Conveyance

Objective

To provide for reimbursement of expenses incurred by Employees required traveling outside of their work premises for the business purposes.

- It does not cover travel between work place and residence.
- It applies for travel within the municipal limits / adjacent municipal zones for example for travel within Coimbatore, Bangalore, Mumbai.

Entitlement

Expenses incurred under this head will be reimbursed subject to limits provisions stated below:

- As far as possible the most economical modes of transport must be used eg: two wheeler ,taxi and auto. Use of rented car is prohibited for travel within the municipal limits of the unit location.
- Employees who are using their own personal vehicle for official work will be reimbursed expenses as follows.

| Particulars | Within MHQ/ Unit limits of 25 KM | On Tour |
|-------------------------|----------------------------------|-----------------|
| Own Motor Car - Petrol | Rs.12.00 per KM | Rs.12.00 per KM |
| Own Motor Car - Diesel | Rs.9.00 per KM | Rs.9.00 per KM |
| Own Motor Cycle/Scooter | Rs.6.00 per KM | Rs.6.00 per KM |

- Maximum limit for reimbursement under this head cannot exceed the cost per kilometre specified in the above table.
- If two or more employees travel together in a conveyance belonging to one who would claim the normal mileage allowance for the journey, the others will be not entitled for claiming conveyance charges.
- Prior permission of the Reporting Authority for using own vehicle on tour must be taken and reasons for sanction may be kept on record. No Officer/Employee shall be entrusted to travel by road by his own vehicle where SEF, INDIA's vehicle is available for such work.
- Full details of such journeys giving names of places, employees travelled, mileage and purpose of visit will be given while claiming the payment for each day.



- Expenses incurred on lunch / breakfast, toll tax, parking charges etc. in the course of local travel, should be charged on actual basis with necessary supporting documents.
- **Working Late:** We would like our employees to maintain the right work life balance. However, for business requirements, any employee required to stay in the Institution premises for more than 11 hours on any day, will be eligible to claim reimbursement of auto / taxi fare, actually incurred from place of work to residence. In case if Employees works on weekly off day or paid holiday than he/she will be eligible to claim To & fro reimbursement of auto / taxi fare between home and office. Such an expense should be approved by the concerned Reporting Authority. However, if the employee is consistently/regularly staying at work for longer duration, the expense would require approval from the concerned Unit head / President.

Claim Procedure

- Claims should be made within 30 days after the travel in a prescribed **Monthly Expense Claim Format** with relevant supporting / declarations in case if receipts are not available. In case of expenses on food, receipts are mandatory.
- All such claims will require approval from the Reporting Authority.
- All approved claims will be forwarded to MHQ HR team for reimbursement.
- Claims if not made within 30 days shall stand lapsed.



6.9.3 Domestic Travel

Objective

This policy defines the process and entitlements for travel within India on short business visits.

The Institution expects the employees to travel expeditiously and comfortably to meet the needs of the business. It is also expected that the Associate would be conscious of the cost to the Institution, and would limit the expenses incurred to the minimum necessary.

Definition of Tour

For the purpose of domestic travel, any tour is defined as an authorized journey undertaken for official work to a destination outside their Headquarter town either involving overnight stay or same day return.

Duration of Tour

The duration of a tour is calculated from the date and time on which an employee leaves his/her residence / office for a tour, to the date and time of his/her return to his/her residence / office.

General Guidelines

- All tours must be sanctioned by the concerned Reporting Authority / Unit Head. The Travel Requisition Form duly filled in and authorized by the Reporting Authority / Unit Head should be forwarded to the unit HR responsible for travel reservations.
- Employees are expected to choose the most cost effective class of services (in travel & stay) and whenever possible, take advantage of reduced rate opportunities in air fare, hotel & land transportation arrangements. However, in order to save money, safety shall not be compromised.
- Employees shall plan their travel well in advance wherever practical, so as to secure low cost reservations, and also adhere to the required travel schedule.
- Air tickets are to be booked only through the travel desk based out at MHQ currently or any other location if declared in future due to business exigencies.
- Institution will make direct payment for tickets booked through travel desk. No payment should be made through individual credit cards except in unforeseen circumstances.
- Travel reward points shall be retained by the concerned employee; however, it should not influence the employee in selection of services.



- Tours in congruence with leave are not permitted, unless specifically sanctioned by the Unit head / Functional Head/ respective president.
- Tatkal ticket for train booking can be done only after getting necessary approvals from Reporting Authority and respective Presidents
- Ticket cancellation charges and rescheduling is to be borne by the employee if there is no suitable reason.

Daily Allowance

1. **During Travel:** this allowance is applicable for the time period between the time of departure and the time of arrival at the touring station.

| Daily Travel | | | |
|--------------|----------------|-----------------|---------------|
| Band | Road/ Per Meal | Train/ Per Meal | Air/ Per Meal |
| 0 and 1 | Actuals | | |
| 2 A and B | 85 | 120 | 300 |
| 3 A and B | 75 | 110 | 250 |
| 4 A | 65 | 100 | 200 |
| 4 B | 60 | 95 | 200 |
| 4 C | 50 | 85 | NA |
| 5 | 45 | 75 | NA |

2. **Tour:** An employee shall be said to be on tour when he is absent on duty from his headquarters either within his sphere of duty or with proper sanction. In case of doubt the competent authority may decide whether a particular absence is absence on duty, for the purpose of this rule.



| Daily Travel | | | | |
|-----------------|--------------|------------------|--------------|---------------------|
| BAND | Metro Cities | Selecte d Cities | Other Places | New/Upco ming Units |
| Level 0 and 1 | Actuals | | | |
| Level 2 A and B | 350 | 300 | 275 | 425 |
| Level 3 A and B | 325 | 275 | 260 | 400 |
| Level 4 A | 300 | 270 | 250 | 375 |
| Level 4 B | 275 | 250 | 230 | 350 |
| Level 4 C | 250 | 230 | 220 | 325 |
| Level 5 | 230 | 220 | 210 | 300 |

Metro Cities would include Bangalore, Chennai, Mumbai, Coimbatore, and Kanpur City

Tour Advances and Settlement

- Tour advance, if absolutely necessary, should be drawn just prior to and under no circumstances, exceeding 7 days prior to the commencement of the tour. All such advances shall require approval from the concerned Reporting Authority and Unit Head.
- Amount of advance will be determined after assessing the expenses likely to be incurred during the tour.
- Employees should positively settle the tour advances taken within 15 working days of the completion of the tour.
- Tour expense settlement, irrespective of advances taken or not, should be made within 30 working days of the completion of tour. Proof of expenses such as travel documents, cash memos and receipts, tour report, etc. should be submitted along with the travel expense claim form while settling the accounts.
- Claims if not made within 30 days shall stand lapsed.
- Employees are responsible to inform the travel agency or the lodging facility of a cancellation.
- Other than circumstances completely beyond the employee's control, charges for "**No Show**" shall not be reimbursed by the Institution.
- Amount specified under new/upcoming units is applicable only until inauguration of a new hospitals. On completion of inauguration, rates as per city will be applicable.

Accounting for Joint Expenses

When two or more Employees on Institution's business jointly incur expenses, each employee shall, where feasible, pay and report his/her own expenses. Where this is not feasible, the highest level employee must always settle the invoice / bill and claim reimbursement, listing the name and employee code of the other employees for whom the expense was incurred.

**Honor code for reimbursement of claims and settlement of tour advances:**

The policy guidelines have been laid down with the expectation that the Employees will follow the honor code in ensuring that the expenses claimed and sanctioned are reasonable.

The Reporting Authority sanctioning the reimbursement is empowered and obligated to disallow whole or part of any expenses which, in his opinion, is excessive and not reasonable and his/her decision will be binding on the Associate concerned.

The onus of filling the claim voucher correctly and truthfully rests entirely with the claimant. Any breach of the above will render the Associate liable for strict disciplinary action up to & including termination.

Eligibilities under the different headings of expenditure:**Mode of travel**

The permissible mode / class of travel for Employees in the various levels is as follows:

| Band | Air | Train | Bus |
|-----------------|---|------------------------------|------------------------|
| Band 0 and 1 | Economy Class | AC First Class/ AC Chair car | A/C Sleeper |
| Level 2 A and B | Economy Class | AC 2 tier/ AC Chair car | A/C Sleeper |
| Level 3 A and B | Economy Class/only applicable if the airfare equal to 2 nd AC Tatkal. ** | AC 2 tier/ AC Chair car | A/C Sleeper |
| Level 4 A | Economy Class/only applicable if the airfare equal to 2 nd AC Tatkal. ** | AC 3 tier/ AC Chair car | A/C Sleeper |
| Level 4 B | NA | AC 3 tier/ AC Chair car | A/C Sleeper |
| Level 4 C | NA | Sleeper | Sleeper class (Non-AC) |
| Level 5 | NA | Sleeper | Sleeper class (Non-AC) |

** For level 3A, 3B and 4A Air travel is applicable only if the airfare is equal to 2nd AC in Tatkal charge.

**For Level 2A, 2B Air travel within South to South/North to North is applicable if only the airfare is equal to 2nd AC Tatkal charge.



**All Air travel needs to be approved by respective President vertical.

Expenses on travel from their residence to airport or railway station and vice versa by taxi or auto-rickshaw can be claimed.

All expenses incurred on meals in the course of journey, where not provided, will be reimbursed on actual basis subject to producing relevant supporting.

Boarding and Lodging Expenses

Permissible limits for consolidated boarding & lodging expenses towards hotel stay based on class of city and the internal levels are as below. (boarding and lodging includes food and stay)

| Band | Metros | Selected Cities | Other cities/towns |
|-----------------|---------|-----------------|--------------------|
| Level 0 and 1 | Actuals | | |
| Level 2 A and B | 2000 | 1500 | 1500 |
| Level 3 A and B | 1750 | 1300 | 1200 |
| Level 4 A | 1500 | 1200 | 1100 |
| Level 4 B | 1250 | 1100 | 1000 |
| Level 4 C | 1000 | 900 | 800 |
| Level 5 | 1000 | 800 | 700 |

- Employees shall pay the hotel expenses directly. SEF, INDIA will not pay hotel bills of visiting Employees, except for team meetings / conferences.
- Personal entertainment expenses, alcohol or tobacco products for personal consumption are not eligible for reimbursement.
- While accompanying an important guest, the employee concerned should settle the bill personally. Bill for guest will be paid by the Institution based on authorization from the concerned Unit Head / President. Bill can be claimed from the Institution based on authorization from the concerned Unit Head / President.

Local Conveyance

Employees may incur reasonable expenses on local conveyance while on official tour, using economical and justifiable mode of transport. These expenses will be reimbursed on actual basis for all categories of Employees.

Miscellaneous / Out of Pocket Expenses

Miscellaneous expenses are expenses incurred towards tips, telephone, portage, etc. are not reimbursed.



Laundry

Employees travelling for more than a week have their laundry services reimbursed. Employees are requested not to avail the services within the hospital premises.

Residential Programs

Employees attending residential programs and conference wherein boarding and lodging are provided or paid for by the Institution as part of the course fees, are eligible only for reimbursement of Miscellaneous and Conveyance Expenses incurred, if any.

Excess Baggage Charges

No excess baggage charges will be reimbursed unless there is official equipment or material that has to be carried. In such case the approval of concerned unit Head / President is required.

Other Business Expenses

Reasonable business expenses like courier charges, internet usage or cost of reproduction and graphics can be claimed on actual basis.

Reimbursement for Same day Tours

Employees will be considered to have proceeded on “Same day tours” when they:

- Are required to travel from their place of posting, on official work, to a place which is at least 100 km from their normal place of work.
- Return to their normal place of work or residence on completing the work assigned on the same day.

Expenses for Same Day Tours must be claimed and will be reimbursed as per the following:

- Conveyance
Charges for rental car or in case personal car used then fuel expenses @ Rs.12/- km and Rs. 9/- km respectively.

- Meals

At actuals provided relevant supporting's are attached along with claim.

- Out of pocket expenses
Rs.100/ - per day, to meet incidental expenses.



Exceptions – Authorization Process

- If original receipts are lost / not available: Approval from concerned Reporting Authority on recommendation from the unit head / president required.
- In case of repayment of late payments fees for credit cards, approval from concerned reporting authority will be required.
- Any other exceptions: Approval from concerned reporting authority based on recommendation from Unit Head.

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6.9.4 International Travel

Purpose & Scope

This policy defines the process and entitlements for travel outside India on short business visits. All Employees will be covered under this policy.

The Institution expects the Employees to travel expeditiously and comfortably to meet the needs of the business. It is also expected that the employee would be conscious of the cost to the Company, and would limit the expenses incurred to the minimum necessary.

This policy does not cover the Doctors on International Travel for Conferences / Paper presentation.

Definition of Tour

A foreign tour is defined as an authorized journey undertaken for official work to a destination outside of country.

Duration of Tour

The duration of a tour is calculated from the date and time on which an Associate leaves his residence / office for a tour, to the date and time of his return to his residence / office.

Scope

This policy does not cover Doctor's travelling for International Conferences.

General Guidelines

• Foreign Tour Authorization

For Presidents – Founder & Managing Trustee

For all Doctors – President, Medical Admin & Quality

For unit Heads – President of respective vertical

- Keeping in view the operations of the Trust, only need based foreign tour keeping in view the interest of the Trust will be considered.
- The foreign tour will begin from the time and date of departure from India and terminate from the time and date of arrival to India. The utilization of foreign exchange will be counted from the time of arrival in the destined foreign country up to the time of departure from the foreign country. Foreign exchange will be admissible on per diem basis irrespective of the countries visited in a single day.



- When two or more Employees with different class of travel / entitlements travel together, those with a lower entitlement will not be upgraded to higher class. Deviations, if any require from this provision require approval from the President / Founder & Managing Trustee / CEO - SEF, INDIA.
- Conversion of BUSINESS CLASS tickets to economy class/excursion to obtain any personal benefits such as journey extensions or to get a free ticket for a spouse/partner etc. is not permitted.
- Employees shall plan their travel well in advance wherever practical to avail lower cost seats / reservations, and to ensure that travel happens on the desired dates.
- The complete Travel Requisition Form duly authorized by the concerned reporting authority shall be forwarded to the Travel Desk based at MHQ for purchasing tickets, which will be done only if the Form is duly authorized.
- Ticket/travel documentation such as passport, visa etc. will be handled Institution's appointed Travel Agents.
- Foreign travel requisitions to be received by Travel Agents at least one month in advance of journey to enable provision of preferred arrangements, except in exceptional cases of unforeseen business travel.
- Estimated time required for passport and visas (for each visa) through Institution

Visa processing - 3 to 10 working days depending on country

New passport/renewal of passport- 60 to 90 day

- The Institution will provide assistance for passports issue / renewals only if travel is for business purpose, as authorized by respective approving authorities.
- Institution will bear following costs for official travel:
 - Passport / Visa charge
 - Cost of photographs
 - Conveyance to & from airport in India
 - Airport tax
 - Insurance premiums for mediclaim policy for official stay aboard
- Travel reward points shall be retained by the concerned Employee. However, it should not influence the Employee in selection of services.
- It is recommended that a Manager and not more than 3 direct reports travel on the same flight. Furthermore, not more than 10 Employees should fly in the same aircraft. If it is required for business reasons that more than 10 Employees travel together in the same aircraft, the concerned Leadership Council Member authorizing the tour will examine the list and make such changes as deemed prudent to protect the Management & operating strength of the Institution.



- All expenses incurred on Visa, ticket, Hotel & Mediclaim insurance premium for destinations **other than official ones** will be required to be borne by the concerned Employee. Institution will not reimburse any expenses incurred for family members traveling with the Employee while on official tour.
- Tours in congruence with leave are not permitted, unless specifically sanctioned by the Leadership Council Member.

Tour Advances and Settlements

- The Foreign Exchange (Forex) will be organized by the MHQ - Finance Department. Employees will be provided with appropriate amount of Forex two days before the actual travel date.
- If, for any reason, the journey is to be cancelled or delayed beyond 30 days from date of release of foreign exchange, the Associate must return the exchange drawn to Foreign Exchange Cell immediately.
- Tour expense settlement should be made within 15 working days of the completion of tour. Proof of expenses such as travel documents, cash memos and receipts, tour report, etc. along with duly filled Foreign Expense Claim Settlement form should be submitted while settling the accounts.
- Tour expense claims should be made within 30 days after the travel in a prescribed **Monthly Expense Claim Format** with relevant supporting / declarations in case if receipts are not available. In case of expenses on food, receipts are mandatory.
- Claims if not made within 30days shall stand lapsed
- Employees are responsible to inform the travel agency or the lodging facility of a cancellation.
- Other than circumstances completely beyond the Employee's control, charges for "**No Show**" shall not be reimbursed by the Institution.

If on return from one foreign trip, the employee is likely to travel overseas again within 3 weeks, the unspent foreign exchange from the previous trip need cab be retained with him / her for use on the next trip. This will save on Transaction Costs and losses on account of currency conversion. Additional Foreign Exchange, if needed for the next trip, be procured in line with the policy provisions.

Accounting for Joint Expenses

When two or more Employees on Institution's business jointly incur expenses, each employee shall, where feasible, pay and report his/her own expenses. Where this is not feasible, the highest level Employee must always settle the invoice / bill and claim reimbursement, listing the name and Employee's code of the other Employees for whom the expense was incurred.

Honor code for reimbursement of claims and settlement of tour advances:

The policy guidelines have been laid down with the expectation that the Employees will follow the honor code in ensuring that the expenses claimed and sanctioned are reasonable.



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The Reporting Authority sanctioning the reimbursement is empowered and obligated to disallow whole or part of any expenses which, in his opinion, is excessive and not reasonable and his/her decision will be binding on the Employee concerned.

The onus of filling the claim voucher correctly and truthfully rests entirely with the claimant. Any breach of the above will render the Associate to strict disciplinary action up to and including termination.

Eligibilities under the different headings of Expenditure:

Mode of Travel (Air)

| | |
|---------------|----------------|
| All Employees | Economy Class. |
|---------------|----------------|

Boarding and Lodging Expenses

Actual Expenses to a maximum of the Permissible limits given below for consolidated boarding and lodging expenses (hotel stay and meals) are as follows:

| | |
|------------|--------------------------------|
| Level 1 | USD 150 or equivalent per day. |
| All others | USD 100 or equivalent per day. |

The hotel booking shall be done by the local office in the host country. MHQ – HR team shall coordinate with the contact in the host country to ensure that a reservation, within entitlement, has been made.

Employees shall settle the hotel bills themselves.

An Employee who stays with SEF members, relatives or friends while on tour will not be eligible to claim Lodging and Boarding expenses. However, 75USD shall be paid per day for food and conveyance for level 1 and 50USD shall be paid for all others

Local Conveyance

Employees may incur reasonable expenses on local conveyance while on official tour, using economical and justifiable mode of transport. Only those expenses incurred for business/official purpose, will be reimbursed, provided relevant supporting bills are attached along with the claim. Only in case of certain countries where receipts are not available for conveyance/taxis, Employees may submit details of unsupported expenses up to a reasonable limit for approval by respective approving authorities within 30 days after the travel.

Miscellaneous Expenses

Miscellaneous expenses are expenses incurred towards laundry; tips, telephone, porterage, etc. are reimbursed on actual basis subject to the limits mentioned as follows:

| Category | Eligibility |
|----------|-------------|
|----------|-------------|



| | |
|-----------|---|
| Laundry | No laundry expenses will be reimbursed for any tour of less than 3 continuous day's duration. |
| Telephone | Cost of all official calls will be reimbursed. Recognizing that Employees may need to communicate with their immediate families, a small and reasonable amount will be reimbursed for such calls. Relevant supporting shall be attached along with the expense statement. |

Excess Baggage Charges

No excess baggage charges will be reimbursed unless there is official equipment or material that has to be carried. In such case the approval concerned Manager is required.

Other Business Expenses

Reasonable business expenses like courier charges, internet usage or cost of reproduction and graphics can be claimed on actual basis.



6.9.5 Travel Allowance Policy - Business Development

Call allowance for Business Development Executives:

1. Business Executives while on tour fall under the domestic allowance while on Tour. However, in terms of the nature of work, they are eligible for a consolidated allowance of Rs.2000 per month to cover the cost of fuel expenses to cover the local areas within a radius of 25 KM. For claiming the same, the employee has to submit the call sheet covering the details of areas covered, kilometres covered.
2. The Reporting Authority /Unit HR is empowered to allow a percentage of the above consolidated allowance based on the call sheet data.
3. On the approval of the Reporting Authority/ Unit HR, the accounts section checks the statement and forwards it to the Competent Authority for approval.
4. With respect to Journey by own conveyance within limits of 25KM in radius is not applicable to the employees falling under this category. However, the reimbursement rates for Tour beyond 25KM is applicable as in Local Conveyance Allowance stated below.

| | Within MHQ/ Unit limits of 25 KM | On Tour |
|-------------------------|---|-----------------|
| Own Motor Car - Petrol | Rs.12.00 per KM | Rs.12.00 per KM |
| Own Motor Car - Diesel | Rs.9.00 per KM | Rs.9.00 per KM |
| Own Motor Cycle/Scooter | Rs.6.00 per KM | Rs.6.00 per KM |



Call Out Allowances - amendment

a) Business Development

1. Business Executives are eligible to avail the domestic allowances while on Tour. However, in terms of the nature of work, they are eligible for a consolidated allowance of Rs.2000 per month to cover the cost of fuel expenses while travelling to the local areas within a radius of 25 KM. For claiming the same, the employee has to submit the call sheet covering the details of areas covered, kilometres covered.
2. The Reporting Authority /Unit HR is empowered to allow a percentage of the above-consolidated allowance based on the call sheet data.
3. On the approval of the Reporting Authority/ Unit HR, the accounts section checks the statement and forwards it to the Competent Authority for approval.
4. With respect to Journey by own conveyance within limits of 25KM in radius is not applicable to the employees falling under this category. However, the reimbursement rates for tours beyond 25KM are applicable as in the Local Conveyance Allowance stated below.

| Means of Transport | Within MHQ/ Unit limits of 25 KM | On Tour |
|-------------------------|----------------------------------|-----------------|
| Own Motor Car - Petrol | Rs.12.00 per KM | Rs.12.00 per KM |
| Own Motor Car - Diesel | Rs.9.00 per KM | Rs.9.00 per KM |
| Own Motor Cycle/Scooter | Rs.6.00 per KM | Rs.6.00 per KM |

Note: This Policy Amendment shall apply to Vision Centre staff as well.



6.9.6 Camp Allowance Policy

Purpose

This policy defines the allowance applicable to employees on camp duties and corporate screening under various programs of SEF, INDIA.

Scope

Employees going on camp duty to the fields related to Gift of Vision Programs such as Rainbow Project, Helpage India Project and any such MOU signed from time to time are applicable to this allowance.

Allowance for camps/corporate screening – Day/Stay

| Units | Per diem | Breakfast | Lunch | Dinner |
|-------------------|----------------|-----------|-------|--------|
| Level 0 and 1 | Actuals | | | |
| Level 2 A and B | 350 | 110 | 120 | 120 |
| Level 3 A and B | 325 | 100 | 110 | 115 |
| Level 4 A | 300 | 100 | 100 | 100 |
| Level 4 B | 275 | 90 | 95 | 90 |
| Level 4 C | 250 | 80 | 90 | 80 |
| Level 5 | 225 | 75 | 75 | 75 |
| Novice / Trainees | 225 | 75 | 75 | 75 |

Eligibility for Day camps / Corporate Screening

The Eligibility for Day Camps/Corporate Screening is as under:

- Where the day camp is less than 6 hours, daily allowance is not allowed
- Where day camps cover a period of more than 6 hours, but less than 9 hours, the employee is eligible for 50% of the camp Allowance.
- Where the day camp is more than 9 hours, the employee is eligible for 100% of the camp allowance.
- For the purpose of the computation of time period, the time of departure from the base hospital and the time of arrival at the base hospital are reckoned.
- Pick-up and drop at the employees residence is not allowed unless the employee can be picked up enroute the camp route.
- Where sponsors/SEFI provides food/refreshment, allowances are to be broken up on the basis of Breakfast/Lunch/Dinner and daily allowances are to be claimed.



Eligibility for Stay Camps

The Eligibility for Stay Camps are as under:

- Camps are termed as stay camps when there is an overnight halt at the camped area.
- Allowance allowed for stay camps are as briefed below:
 - Where the camp commences before 7.00 am, the employee is eligible for a full day allowance.
 - Where the camp commences three hours after the schedules working hours, the employee is eligible for 50% of the allowance.
 - Where the camp commences after 1.00 pm, the employee is eligible for 1/3rd of the camp allowance.
 - Where the camp commences after 8.00 pm, no allowance is allowed for that day.
 - For the whole day spent at the camp, the employee is eligible for the per diem allowance, however, where there are sponsors for the camp; the per diem allowance should be broken up into breakfast, Lunch and dinner and claimed. Rs.10 for tea/coffee expenses is included in breakfast and dinner, which allowance should be deducted wherever there is a sponsor for the same.
 - Similarly, where the arrival is on or before 8:00 am, no allowance is allowable.
 - Arrival between 8:01am to 12:00 pm is eligible for 1/3rd of the allowance and reporting to duty for the second half of work.
 - Arrival between 12:01 pm and 7:30 pm is eligible for 2/3rd of the allowance and reporting to duty is not required.
 - Arrival after 7:30 pm is eligible for the per diem allowance, provided there are no sponsors
- Employees are to use the standardised formats for disbursement and claiming of allowance annexure

Eligibility for Stay Corporate Screening

- Employees assigned to carry out corporate screening shall prepare the schedule well in advance. Travel and accommodation shall be arranged by these employees. For incurring the expenses, the employees shall take advance with approval from their Competent Authority.
- The lodging claims shall be within the ambit of Travel Policy



6.9.7 Travel Allowance for Attending Interviews

Travelling allowance for attending interviews within SEF, INDIA:

Any employee of SEF, INDIA called to appear before a selection committee for the purpose of testing his fitness for promotion or for a particular employment will be granted travelling expenses for the journeys to and from the station to which he is called as per the eligibility in his current grade.

Travelling allowance for NON – SEF, INDIA candidates called for Interview:

Candidates called for interview, other than local candidates are eligible for reimbursement of travelling cost. The eligibility conditions for the same are:

- Local Candidates shall mean candidates within 100 km radius.
- The entitlement for other candidates are as under:

| Levels | Air | Train | Bus | Own Vehicle |
|-----------------|---------------|--------|--------------------|-------------|
| Level 0 and 1 | Economy Class | I AC | AC Sleeper | |
| Level 2 A and B | Economy Class | I AC | AC Sleeper | |
| Level 3 A and B | Economy Class | II AC | AC Sleeper | |
| Level 4 A | NA | II AC | AC Executive Class | |
| Level 4 B | NA | III AC | AC Executive Class | |
| Level 4 C | NA | SL | Non AC Buses | |
| Level 5 | NA | SL | Non AC Buses | |

- Wherever possible, in house accommodation will be arranged for the candidate.
- The candidates shall submit the original bills for reimbursement.
- Where the candidates use their own four wheelers, they are eligible for reimbursement of the fuel cost incurred @ Rs.7 per KM for petrol vehicle and @ Rs.5.50 per KM for diesel vehicle. Beyond 400 KM, candidates will be reimbursed with the economic cost of the travel mode entitlement.
- Candidates to be informed of their eligibility criteria well in advance.
- In case of air travel, reimbursement shall be disbursed on receipt of the boarding pass.
- The Competent Authority, with approval in writing shall permit a class of travel above the eligibility.



6.9.8 Conveyance Facility to Work

Wherever in house transport facilities can be arranged, pick-up and drop shall be provided to employees at concessional rates from a common location.

Employees shall pay a subsidised amount of Rs. 1.75 per kilometre if the facility is availed.

However, the management has the power to provide the facility at NIL cost, with reasons in writing. Rates are subject to be revised with increase in petrol / diesel rates.



6.9.9 Deputation and Transfer Allowance

For journeys on transfer, an SEF, INDIA employee shall be entitled to the following:-

- Actual fare for the SEF, INDIA employee and members of his family according to his entitlement to travel while on tour except that the SEF, INDIA employee shall be entitled to travel by air or by Air condition first class by rail.
- One daily allowance for every journey at the ordinary rate mentioned below for the SEF, INDIA employee and one similar daily allowance for each member of his family half daily allowance for children (below twelve years) to cover their expenses.

| Levels | Road/ Per Meal | Train/ Per Meal | Air/ Per Meal |
|-----------------|----------------|-----------------|---------------|
| Level 0 and 1 | Actuals | | |
| Level 2 A and B | 85 | 120 | 300 |
| Level 3 A and B | 75 | 110 | 250 |
| Level 4 A | 65 | 100 | 200 |
| Level 4 B | 60 | 95 | 200 |
| Level 4 C | 50 | 85 | NA |
| Level 5 | 45 | 75 | NA |

- Actual expenses for transportation of car, motorcycle and other means of conveyance.
- If the conveyance is actually carried by rails an employee may draw the actual cost of transporting at owner's risk on the following scale:-
- For transportation of personal effects, the employees may choose road or train for which reimbursement shall be made on production of receipt.
- Employees who apply for and avail transfers are not covered under this category.
- Charges for the transport of personal effects and conveyance of family members of an employee on transfer will be admissible even if they do not for any reason accompany him provided that they followed him by a period not exceeding six months from the date of his relief at his old station. These limits may be extended with the sanction of the Leadership Council in individual cases.



6.9.10 Relocation Allowance for New Recruits

New recruits are given a onetime allowance to handle their relocation expenses.

Scope

All new recruits of needing to relocate to serve Sankara.

Reimbursement Criterion

2. Employee requires to submit a self-declaration letter with approval from reporting authority to the HR department for availing the benefit.
3. Employees would be reimbursed as per the following chart.

| Levels | Relocation Allowance | | |
|------------------------|----------------------|----------------------------|--------------------------------------|
| | Within State | Within South / North India | From South to North / North to South |
| Level 0 and 1 | Rs. 25,000 | Rs. 35,000 | Rs. 50,000 |
| Level 2 A and B | Rs. 25,000 | Rs. 35,000 | Rs. 50,000 |
| Level 3 A and B | Rs. 15,000 | Rs. 20,000 | Rs. 35,000 |
| Level 4 A | Rs. 15,000 | Rs. 20,000 | Rs. 35,000 |
| Level 4 B | Rs. 10,000 | Rs. 10,000 | Rs. 15,000 |
| Level 4 C | Rs. 10,000 | Rs. 10,000 | Rs. 15,000 |



6.10 I T Policy

6.10.1. Information Security Policy

SCOPE:

This Policy is Comprehensive in scope and applies to SEFI and affiliates (collectively, the “Organisation”), and all employees, officers, and agents acting on behalf of the Organisation (collectively, “Organisation Personnel”).

PURPOSE: This document defines the best practices for and behaviour of Organisational Personnel when using Organisation-provided or personally owned Computing Resources for business purposes.

Adherence to this Policy is intended to reduce threats to the security, integrity, availability, privacy, and confidentiality of the Organisation’s Computing and Information Resources by specifying both acceptable and unacceptable practices.

In the event that a provision in any other Organisational policy or a policy governing the same Computing or Information Resources conflicts, the provision affording greater protection to Computing and Information Resources shall apply.

In the event of a perceived conflict, please contact the Organisation’s IT Head.

REFERENCE DOCUMENTS:

Code of Organization Conduct and Ethics Policy

1. DEFINITIONS:

a. Computing Resource:

A device used to access the Organisation’s Information Resources. These include but are not limited to desktops, laptops, tablets, and mobile devices used to access, store, backup, relocate, or retrieve any Information Resources. All Computing Resources are subject to minimum standards as defined and maintained by the Organisation in related policies.

b. Bring Your Own Device (BYOD):

A program that allows Organisation Personnel to use personally owned mobile phones for personal and business purposes. Eligibility for the BYOD program is based on business need and must be approved by management.

c. Personally Managed Personally Owned (PMPO):

Personally Owned Computing Resources managed by the device owner and used for personal and business purposes at the discretion of the user. These devices are subject to minimum standards as defined and maintained by the Organisation in related policies.



d. Organisation-Managed Organisation-Owned (CMCO):

Organisation-owned and leased Computing Resources managed by the Organisation and used for business purposes. These CMCO Computing Resources are managed and supported as Organisation assets using Organisation-issued device management tools installed on the CMCO resource prior to deployment

e. Information Resources:

Data and/or information assets of the Organisation including computer and data communication systems owned, leased, administered, and / or connected (including third-party vendor systems) to the Organisation's networks.

f. Instant Messaging (IM):

Real-time communications (text messages, iMessaging, Microsoft Teams chat, and other communications platforms).

g. Mass Storage Devices:

Fixed and/or portable devices capable of storing data external to a Computing Resource. This includes but is not limited to mechanical, optical, and solid-state drives. USB drives and SD cards are examples of solid-state drives.

h. Multi-Factor Authentication (MFA):

An authentication method where a user is granted access after successfully providing two (2) or more unique credentials.

i. Non-User Accounts:

Accounts where a User ID / password combination is not unique to a single user. Examples include but are not limited to service accounts, some administrative accounts, and manufacturing systems where assignment of unique User ID / password combinations is not technically feasible. Additional controls and monitoring of non-user accounts may be employed.

2. POLICY User Acknowledgment: Users must accept the conditions of use for the Organisation Computing and Information Resources as stated in this Policy and formally acknowledge understanding of their access privileges, responsibilities, expected behaviour, and unacceptable actions. Failure to accept these conditions of use may result in revocation of access to Organisation Computing and Information Resources.

3. Access to Organisation Computing and Information Resources is a privilege, not a right:

Organisation Personnel are assigned Computing and Information Resource access privileges appropriate to fulfil their job responsibilities. Organisation Personnel are not guaranteed the initial or on-going use of any Computing Resource to access Organisation Information Resources.

4. Ownership of Information:

All information that is used, produced, or marketed for or on behalf of the Organisation, regardless of electronic means of transfer, is the property of the Organisation.

5. Expectation of Privacy:

Organisation Computing and Information Resources are provided for the sole purpose of conducting Organisation business. Organisation Personnel agree and acknowledge they do not consider or expect any communications to be private or personal and that all communications are subject to Organisation monitoring in compliance with local laws, regulations, and Organisation Policy.

6. Monitoring of Organisation Computing and Information Resources:



To the extent permitted by local law, the Organisation reserves the right to monitor the use of all Organisation Computing and Information Resources. This includes, but is not limited to, the content of all communications (e.g. email), files, internet usage, network traffic, and Organisation application usage. Logging is maintained in accordance with local laws, regulations, and Organisation policies.

7. Access Control:

- a. Passwords and Multi-Factor Authentication Access is controlled by a combination of User IDs, passwords, and additional authentication factors to ensure a secure computing environment.
- b. User account credentials (e.g. User IDs, passwords, pins, tokens) are uniquely assigned to an individual and are not to be shared.
- c. Non-user accounts may be shared. However, if shared, the password must be reset whenever anyone with knowledge of the password changes roles within or leaves the Organisation.
- d. Additional controls will be applied to accounts with special access and/or elevated privileges (e.g. root or administrator).
- e. Users must take necessary precautions to secure their access credentials and Organisation Computing and Information Resources. Access privileges must be revoked when an authorized user no longer requires access to Information Resources or leaves the Organisation.
- f. Organisation Personnel must ensure physical protection of Computing and Information Resources against loss or theft. This includes onsite, offsite, residential and public areas (e.g. hotels, trains, airports, and internet cafés), and transportation in vehicles.
- g. All Organisation Personnel must return all Organisation Computing and Information Resources upon termination of employment.

8. Use of Computing and Information Resources:

- a. Organisation Personnel cannot use Organisation email for personal use. The Organisation's Computing and Information Resources shall be used for business purposes, but limited personal use is allowed to the extent it is legally permissible, does not interfere with Organisation Personnel work duties, and does not violate this or any other Organisation Policy.
- b. Language, terminology, and decorum appropriate for a business environment is expected and required for all methods of communication including email and IM.
- c. The limited and sole purpose of IMs is to provide users with the ability to generate brief, informal conversations on various Organisation-issued devices. These forms of communication must not be used to discuss, generate, or transmit business records, information, or decisions.
- d. Connections to the Organisation's Computing and Information Resources should use encryption where technically possible.
- e. Users must avoid activities and behaviours that potentially compromise the security, integrity, availability, privacy, and confidentiality of the Organisation's Computing and Information Resources.
- f. Posting of Organisation information on social media sites must be authorized and approved per the Organisation's Policy.
- g. Changes to Organisation Computing Resources must follow functional area procedures regarding change management.
- h. Only IT-authorized hardware, tools, and software with the appropriate licenses may be connected to the Organisation network or utilized as Organisation Computing and Information Resources.



- i. Organisation Personnel must use caution when receiving information originating from external sources, opening attachments, and clicking on links.
- j. Personnel must log off or lock Computing Resources when leaving computing devices unattended (e.g. during a meeting, lunch break, or overnight) with exceptions as noted in functional area and other procedural documents. Engaging in activity that is illegal with respect to state and local jurisdictional law is prohibited.
- k. See the Code of Business Conduct and Ethics for further information.

9. Storage and Transmission of Data:

- a. All access, duplication, storage, disclosure, transfer, manipulation, use, approved release, or transmission of confidential or proprietary information in any form must be authorized.
- b. Authorization may be in the form of management-defined standards for a user's role or job function. Confidential or proprietary information must be shared or transmitted only to authorized individuals and third parties with appropriate contractual protections.
- c. Confidential or proprietary information must be encrypted when shared or transferred over public networks using an encryption method approved by the Organisation for its intended use.
- d. The sharing or transfer of confidential or proprietary information must be authorized for transmission. Proprietary information must be sent via a method approved by Legal and Compliance.
- e. Information storage outside the Organisation network must be performed using secure IT approved solutions with legally approved third-party contracts.
- f. Use of personally owned Mass Storage Devices (e.g. USB drives) is prohibited. Organisation Personnel must not use personal online communication or storage solutions (e.g., Drop box, Yahoo Messenger, Gmail, personal Google Drive, etc.) to receive or transmit Organisation information.

10. Computing Resource Usage:

- a. All Computing Resources accessing, storing, or transmitting Organisation information must meet and maintain a minimum standard of functionality and security as defined in Organisation policies, procedures, and standards.
- b. The Organisation, at its sole discretion, reserves the right to terminate connections to Organisation Computing and Information Resources from any device and refuse any device the ability to connect to Organisation Computing and Information Resources if the device is suspected or determined not to be in compliance with the requirements stated above.
- c. Computing Resources must be recorded in an asset management database which contains details about both hardware and software
- d. Tampering with the security configuration of Organisation device management software or applications, including “rooting” and/or “jailbreaking” of mobile devices, is prohibited.
- e. The Organisation is not responsible for the backup of personal files or the accidental or deliberate loss of personal data stored on any Organisation-managed or Organisation owned and / or leased devices.

11. Lost / Stolen Devices:



Sankara Eye Foundation, India

In the event of a lost or stolen device, Organisation Personnel must immediately report the event to the IT Service Centre and other parties as required for rapid mitigation of the risks associated with theft of Organisation information and/or unauthorized access to the Organisation network.

12. Security Breaches:

In the event of a suspected or confirmed security breach, Organisation Personnel must immediately report the event to the IT Service Centre as required for rapid mitigation of the associated risks.

13. Applications:

a. **Access and Availability:** The Organisation, at its sole discretion, reserves the right to restrict access to and/or prohibit installation of applications or other software on devices used for Organisation business.

b. **Organisation Rights:** The Organisation reserves the right to amend or rescind, in whole or part, this Policy at any time and without notice. Neither this Policy, nor its terms or enforcement shall constitute or be construed or relied on as a contract of employment, or as a promise or commitment of benefits or continued employment.

14. Compliance:

Failure to comply with the terms of this Policy may subject the individual to disciplinary action, up to and including termination of employment



6.10.2. Business E-mail Policy

Purpose

Nature of work at SEFI / RJ SEH requires mail communication for employees; hence SEFI / RJ SEH facilitates mail communication by providing SEFI / RJ SEH members with official email id based on the requirement.

Scope:

The email access platform has been segregated based on the usage and requirement of the function that employee handles.

- Employees falling on the cadre 4B and below and department specific email id in units will be provided with Zoho Email ids.
- Employees falling under cadre 4A and above in units and all MHQ employees will be provided with office 365 Email id's.

| Grade | Unit | MHQ |
|--------------|------------|------------|
| 4B and Below | Zoho Email | Office 365 |
| 4A and above | Office 365 | Office 365 |

Format:

Email id's will be provided to the employees based on the nature of job they handle.

- Employees who are handling a specific department in Sankara i.e. (Patient Counsellor, Pharmacy, laboratory etc.,) will be given a department based email id for common use of the staffs working in the department for internal communication. The department email id's will be created in the specified format **Function.loacation@sankaraeye.com**
- Employees falling on the cadre 2B and above ie (Unit Head/CMO) and all MHQ employees will be provided Office 365 email id with their individual name "Employee Name@sankaraeye.com"

| Function | Mail ID Format |
|---|----------------------------------|
| Unit heads / Sr. Administrator/Administrators | Employee Name@sankaraeye.com |
| CMO | Employee Name@sankaraeye.com |
| MHQ | Employee Name@sankaraeye.com |
| Sr. Consultants | Employee Name@sankaraeye.com |
| Other Functions at unit | function.location@sankaraeye.com |

Location Abbreviation:



| Units | Abbreviation |
|-----------------|--------------|
| Anand | and |
| Bangalore | blr |
| Coimbatore | cbe |
| Coimbatore City | cbeicity |
| Guntur | gnt |
| Indore | ind |
| Jaipur | jpr |
| Kanpur | knp |
| Krishnankovil | kkl |
| Ludhiana | ldh |
| Panvel | pvl |
| Shimoga | smg |

Process

- Email is a means of transmitting written communications electronically. The purpose of email is to communicate between individuals and groups and to promote the effective and efficient use of time and resources to carry out Sankara work
- Only Official email accounts shall be used to conduct SEF business related activities
- Unit head, CMO, Function heads and all MHQ Employees are eligible to access the business mail on their mobile

E mail Security

- Every SEF workforce member will be required to use their network password to access their email account and must secure their account with passwords
- Employee should Change their email password every three months

Inappropriate use of Institution email

Employees represent SEF whenever they use their Business email address. They must not:

- Sign up for illegal, unreliable, disreputable or suspect websites and services.
- Send unauthorized marketing content or solicitation emails.
- Register for a competitor's services unless authorized.
- Send insulting or discriminatory messages and content.

SEF has the right to monitor and archive Business E mail

Deactivation of Email

- Any employee who resigns / retires from the Institution his/her Mail will be deactivated and the upcoming mails for deactivated mail will be forwarded to concern reporting authority for a period of 2months.



6.11 Communications

6.11.1 Digital Notice Board Policy

Purpose:

HR Notice boards are ideal for effective communication on the updation of organizational activities, organizational and employee recognitions, celebrations and event posters. With the technological advancements, “DIGI CONNECT TV” – a digital notice board is introduced to enhance the communication. “DIGI CONNECT” will also include live-streaming and streaming of recorded events and talks.

Scope:

Digital notice board policy is applicable to

- To all the SEH units which have DIGI CONNECT TV installed

Guidelines

- **Accountability of Unit HR:** The Unit HR has to make sure that messages, videos, or posters displayed across the DIGI CONNECT TV at their respective units, that includes
 - a. Team photos
 - b. Quote of the day
 - c. Milestone achievements
 - d. Employee awards and recognition
 - e. Employee birthday wishes
 - f. Festival Wishes
 - g. Video Telecasted for Women’s Day, Nurses Day, and Optometrist Day
 - h. Founders video special event messages
 - i. Live streaming of Unit Inauguration
 - j. All Posters for glaucoma awareness, retinoblastoma awareness, world sight day, prevention of blindness, world cancer day, hand hygiene day, and any other awareness day/week observed
- For any technical issues, the respective Unit HR can contact the MHQ, Human Relation Department for solutions.

With the help of Digital notice boards, SEFI can conveniently deliver different messages throughout the day depending on specific times and requirements.



6.12 Security Policy

6.12.1 Guidelines on Night Checking

Purpose:

This SEFI's night duty supervision policy is framed to ensure what are the guidelines to be followed by the night duty supervising office and what measures to be taken in case of any duty inattention is found during that period.

Scope:

The policy is applicable to all night duty supervising officers of the SEFI units

Guidelines:

- **Informing the visit:** The night duty supervising officer has to go for an uninformed visit to all the hospital staff of the respective unit
- **Time of supervision:** The night duty supervision officer will fix the timing as per his/her choice
- **Dress code:** The night checking officer is to fulfil his/her night supervision duties by wearing his/her choice of dress.
- **ID card:** The night duty supervising officer are advised to carry their ID card during the inspection
- **Security Staff Check** - The night duty supervising officer has:
 - To check the presence of security staff in their respective duty place.
 - To check whether the security staff abides the dressing and grooming policy laid down by the organisation that includes - their uniform, haircut, shaving, and wearing of proper shoes
 - To report to the Unit head/Facility Manager of the respective unit, in case if any security staff is found sleeping/dozing on duty that enables the concerned authorities to take necessary actions
- **Places the officer has to supervise -**
 - a) The night checking officer has to check the lock and key of the important place of the hospital i.e. temple, stores, canteen etc.
 - b) In case, if any discrepancy is noticed by the concerned checking officer it should be immediately brought to the notice of Unit head and/or Facility Manager
- **Post-supervision guidelines -**
 - a. On completion of night checking, the officer has to make an entry in a register maintained at Main Gate about his/her observations.
 - b. On completion of night checking, the officer is to submit his/her night report to Unit head and Chief Security Officer for information and further action if any.

Note: This policy is effective from 26th September, 2023



6.13 Laundry Policy

6.13.1 Guidelines on availing the Hospital Laundry

Purpose:

This Hospital Laundry SOP provides the guidelines for washing and pressing the uniform cloth for the MHQ hospital staff on official duty to other SEFI units.

Scope:

All MHQ staff of SEFI

Guidelines:

- The MHQ employees visiting other SEFI units for official duty and intending to stay for more than three days or while visiting multiple units can avail the hospital laundry facility to wash their uniforms and civil clothes and kindly avoid inner garments.
- For availing this facility, there is no requirement for the payment to the laundry staff.

This SOP applies to the staff visiting the other hospital on official duty where their stay exceeds three days in a unit or in multiple units

Note: This policy is effective from 26th September, 2023



7. Employee Transition

Policy Acronym: SEF – HRP – ET - 2014/15

Abbreviation:

| | |
|---------|--------------------------|
| SEF | – Sankara Eye Foundation |
| HRP | – Human Relations Policy |
| ET | – Employee Transition |
| 2014/15 | – Implementation Year |



7.1 Resignation

- a) Any employee who is desirous of leaving the Institution shall give a formal written notice of resignation to their immediate manager. The resignation notice has to be approved by the immediate Reporting Authority/ IN-CHARGES. It should indicate the last date of employment, before submission of the same to HR for further processing. A resignation becomes effective when it is accepted by the IN-CHARGES.
- b) During notice period, employees will not be eligible for any leave. In certain cases, the Management may decide to ask the employee to stay away from work, but complete his notice period.
- c) An employee can request for his/her accumulated Annual leaves against his/her notice period. The approval of the same will be at the sole discretion of the management.
- d) All outstanding expenses must be reconciled by the employee before the last working day and any outstanding balances will be deducted from an employee's final settlement.



7.2 Termination

- a) It is the right of the Management to terminate services of the employee on account of various reasons and in line with the relevant laws as applicable.
- b) In case of a termination of a confirmed employee, notice in writing should be given by the management as per the notice period applicable for the employee's grade, except in case where termination is for reasons relating to code of conduct, the Institution can terminate an employee without assigning any notice
- c) Termination of service is a conscious act on the part of the Institution. The Institution reserves the right and / or discretion to terminate the services of an employee without notice or compensation in lieu thereof for all or any of the reasons stated below:
 - Violation of Institution's code of conduct.
 - As part of disciplinary action.
 - Termination for unethical practices
 - Rationalization of manpower
 - Business exigencies



7.3 Salary Hold Policy

Purpose:

SEFI aims employees to relieve from services as per Transition policy. SEFI encourages (1) Fellow Doctors to successfully complete their fellowship tenure (2) resigned employees to complete their notice period as per the appointment terms & policy (3) ensure proper handover and knowledge transfer to team members and (4) submission of no dues.

Scope:

This policy and procedure applies to Doctors, Fellow Doctors, all Employees & Students.

Guidelines:

a. Resignation as per policy:

- i. Employees are required to serve a notice period as per the Appointment terms once their resignation is approved by their Unit Head/ Functional Head.
- ii. Unit HRs to keep the salary on hold for employees who are serving their notice period.
- iii. On employee's last working date, Unit HR ensures to release the hold salary in Full & Final Settlement after completing exit formalities as per policy.

b. Improper Resignation:

- i. Employee on long absence without information for more than 7 days, respective salaries to kept on hold with approval of Unit Head/ Functional Head.
- ii. On joining back, the employee requires to submit medical certificate or justification, leaves to be applied and deducted and then the hold amount to be released as per Unit Head/ Functional Head approval.
- iii. If the employee does not report to duty, call letters to be sent to their mail ID / address by Unit HR. If there is no response for 48 hours, employee ID to be deactivated.
- iv. If any salary is on hold it is to be considered as part notice pay as per appointment terms.
- v. With approval of Unit Head, Unit HRs has to communicate through mail to MHQ HR to waive off the notice pay amount within 3 months (90 days).

c. Fellowship Security Deposit:

- i. First month stipend and 50% of 2nd and 3rd month stipend of Fellow Doctors joining for Fellowship will be kept on hold as a security deposit (Rs.70,000/-). The security deposit will be released on successful completion of the fellowship course and on clearance of no due forms.



7.4 Death

In case of death of an employee, HR needs to immediately action on the full and final settlement process.

Also, the respective In charges needs to appoint a representation to ensure smooth transition of work assignment and full & final settlement related procedure.

1. Unit HR needs to immediately inform to respective presidents and functional heads at MHQ through a mail.
2. As a mark of respect 2 mins silence to be observed by the unit.
3. As a representation from the unit, employees associated with the employee at work be allowed to attend the funeral.
4. In case employee is a male, if spouse is unemployed can be given opportunities at Sankara on compassionate grounds based on the qualification



7.5 Retirement

- a. All employees/Consultants will retire at the age of 58 years on the month on which the birthday falls.
- b. HR will keep track of employees/Consultants retiring age and send the intimation of retirement to the concerned employee six months in advance.
- c. The full & final settlement will be processed along with the payroll of that month.
- d. Application for payment of Gratuity, if applicable, will be processed within two weeks from the last working day of the employee.
- e. Where applicable, it will be ensured that Application for withdrawal of Provident Fund will be processed within one week from the last working day of the employee.
- f. Services rendered by higher officials / professionals and Doctors may be extended by the Management as per requirement. Service conditions (including remuneration will be reworked).



8. Handling Full and Final Settlement

Policy Acronym: SEF – HRP – FF - 2014/15

Abbreviation:

SEF – Sankara Eye Foundation
HRP – Human Relations Policy
FF – Full and Final
2014/15 – Implementation Year



8.1 Exit Formalities

Any employee who resigns / retires from the Institution must complete and submit a Clearance Form ([Annexure 17](#)) to ensure that there are no dues outstanding and recoverable from the employee to the Institution or vice versa.

Employees are required to make a complete handover of the documents as mentioned in the Exit Checklist ([Annexure xxx](#)) in order to obtain a ‘Relieving Letter’ from the Institution. The following have to be handed over:

- All Institution’s material.
- Any hardware/software in possession.
- All business related information.
- Any other information as required by the management.
- Complete handover of responsibilities, incomplete work responsibilities, etc.

Resigned employee will have to submit Handover Report ([Annexure 18](#)) mentioning details of assignments finished and pending , detailed information about files and documents.

The HR Department will conduct an exit interview ([Annexure 19](#)) and authorize the full and final settlement.



8.2 Full and Final Settlement

Purpose

To process, settle and pay the dues to a resigned / retiring employee.

Scope

This procedure will cover all employees of SEF, INDIA.

Process

1. Resigned employees

HR department will initiate the full and final settlement process 15 days ahead of last working day of the employee / consultants on receipt of the following

- i. No dues clearance form ([Annexure 17](#))
- ii. Clearance from reporting authority on hand over of duties ([Annexure 18](#))
- iii. Application from the employee for the settlement of dues
 - a. Gratuity (if applicable)
 - b. Provident fund
 - c. Reimbursement
 - d. Any other dues
 - e. Leave encashment

2. Superannuation employees

HR department to intimate employees who are to retire 3 month ahead with a notification on the first week of every month.

HR department will initiate the full and final settlement process 15 days ahead of last working day of the employee on receipt of the following

1. No dues clearance form ([Annexure 17](#))
2. Clearance from reporting authority on hand over of duties ([Annexure 18](#))
3. Application from the employee for the settlement of dues
 - a) Gratuity (if applicable)
 - b) Provident fund
 - c) Reimbursement
 - d) Any other dues
 - e) Leave encashment



Calculation of dues

Full & Final settlement will be disbursed in the next salary cycle of the Institution.

The full and final settlement includes:

- Computation of notice period and pay,
- Unclaimed salary reimbursement,
- Paid leave encashment (if any),
- Professional tax,
- Gratuity (if the employee has completed five years),
- Bonus (if it is a part of his/her salary structure and clauses in reference to the Employment contract),
- Performance incentive (if any),
- Any loan recovery or salary payable
- Any other recoveries from the employee (if any).

Payment of dues

HR department shall arrange separate crossed cheques for payment of Salary Dues, Gratuity and other dues if any, drawn in favor of the employee and hand it over to the resigned / retired employee.

Resigned/ retired employee has to sign a copy of "no dues form" ([Annexure 20](#)) from the Institution on receipt of the cheque.



Sankara Eye Foundation, India



9. ANNEXURES

9. ANNEXURES

Annexure 1

Manpower Requisition Form

SEF – HRP –EP -2014/15 -001



| SANKARA EYE FOUNDATION, INDIA | | | | | | | |
|--|---------------|---|--------------------------|---------------------------------------|--|--|----------------------------------|
| Man Power Requisition Form | | | | | | | |
| Date: | Department: | | Existing Dept Strength : | | Form for only one vacany | | |
| Unit: | Designation : | | Reporting To : | | If Urgent Please Specify | | within |
| <input type="checkbox"/> | New Position | | <input type="checkbox"/> | Replacement | | | |
| Replacement Details - Relieving / Transferring | | | | At the Time of Joining | | At the Time of Relieving / Transferring | |
| EMP ID | Employee Name | DOJ | DOR / DOT | Qualification | Designation | Salary | Designation |
| | | | | | | Salary PM | |
| Terms Of Appointment <input type="checkbox"/> Trainee <input type="checkbox"/> Probation <input type="checkbox"/> Contractual <input type="checkbox"/> Temporary <input type="checkbox"/> Permenant Months | | | | | | | |
| Requirement Specifics: | | | | | | | |
| Education Qualification (If Others Please Specify) : | | | | <input type="checkbox"/> Up to +2 | <input type="checkbox"/> Bachelor's Degree | <input type="checkbox"/> Master's Degree | <input type="checkbox"/> Diploma |
| Should the Candidate have Undergone Training | | | | <input type="checkbox"/> Yes | <input type="checkbox"/> No | Details | |
| Should the candidate have handled Projects | | | | <input type="checkbox"/> Required | <input type="checkbox"/> Not Required | Details | |
| Working Experience in Similar Organisation: | | | | <input type="checkbox"/> Required | <input type="checkbox"/> Not Required | Experience in Yrs: | |
| Education & Working Experience must match : | | | | <input type="checkbox"/> Yes | <input type="checkbox"/> No | | |
| (i.e.,BE/B.Tech in Electrical Engineer,Diploma in Electrical for Electrical Supervisor, BSc.Optom for Optometrist, MHM for Hospital Administrator etc..) | | | | | | | |
| Should the Candidate be a local resident | | | | <input type="checkbox"/> Yes | <input type="checkbox"/> No | | |
| Gender | | | | <input type="checkbox"/> Male | <input type="checkbox"/> Female | <input type="checkbox"/> Either | |
| Languages to be familiar with | | | | | | | |
| English | | | | <input type="checkbox"/> Read | <input type="checkbox"/> Write | <input type="checkbox"/> Speak | |
| Hindi | | | | <input type="checkbox"/> Read | <input type="checkbox"/> Write | <input type="checkbox"/> Speak | |
| Regional Language (Please mention): | | | | <input type="checkbox"/> Read | <input type="checkbox"/> Write | <input type="checkbox"/> Speak | |
| Other Languages (If any Please Specify): | | | | <input type="checkbox"/> Read | <input type="checkbox"/> Write | <input type="checkbox"/> Speak | |
| Technical Skills : | | | | Administrative Skills : | | | |
| | | | | | | | |
| BRIEF DESCRIPTION OF THE JOB | | | | GOALS & TAGETS | | | |
| <input type="checkbox"/> Budgeted | | | | <input type="checkbox"/> Non Budgeted | | | |
| Only for MHQ HR use Only | | | | | | | |
| Budgeted For the Year : | | | | Amendment to the Budget for the year: | | | |
| Total head count : | | | | Increase in total head count | | | |
| Department head count: | | | | Increase in department head count | | | |
| Total cost for the unit: | | | | Increase in cost for the unit | | | |
| Cost for the department: | | | | Increase in cost for the department | | | |
| Signature & Date | | | | Comments | | | |
| IC/Admin/Manager /Supervisor | | | | | | | |
| CMO | | | | | | | |
| Unit Head - SEH / VS | | | | | | | |
| For HR Use Only | | | | | | | |
| Reference No: | | Date | | Salary Range: (Mandatory) | | Comments(If Any) | |
| Source: <input type="checkbox"/> Advertisement <input type="checkbox"/> Internal Reference <input type="checkbox"/> Executive Search Agency <input type="checkbox"/> Existing Data Base | | Agency(If Any) : Action Taken On : | | | | | |
| | | | | | | Signature | Date |
| Head - Human Relations Notes : | | | | | | | |



Annexure 2

Job Description Template

SEF – HRP –EP -2014/15 -001

Job Description

GENERAL INFORMATION

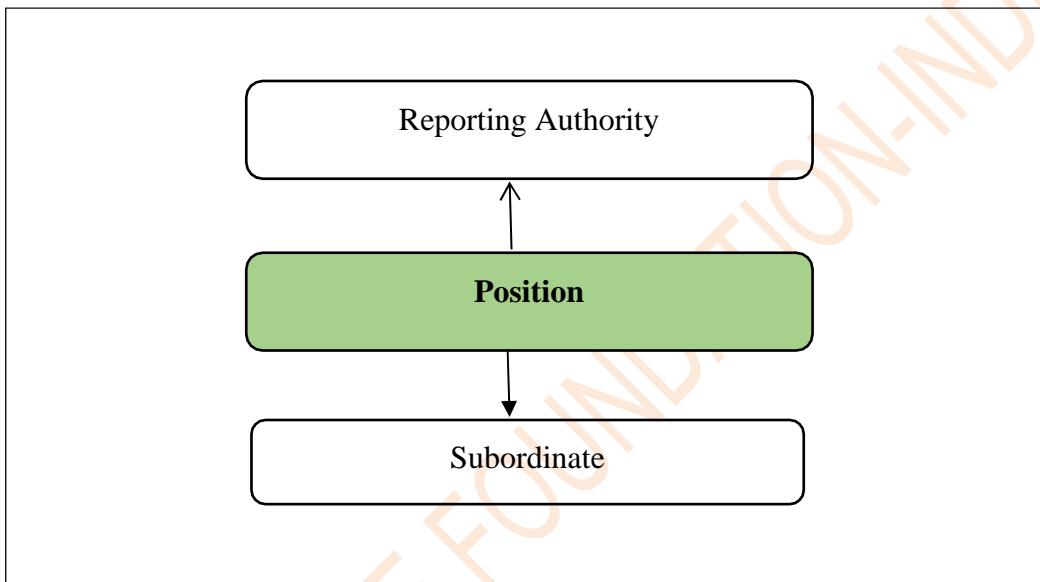
| | | |
|------------------------------|---|------------------|
| Name of Entity: | _____ | |
| Function/Department: | _____ | |
| Position Title: | _____ | |
| Name of Position Holder: | _____ | |
| Reports to (position title): | _____ | |
| No. of Subordinates: | Direct - _____ | Indirect - _____ |
| Geographical Responsibility: | <input checked="" type="checkbox"/> PAN INDIA | |

MISSION

(Why the position exists)

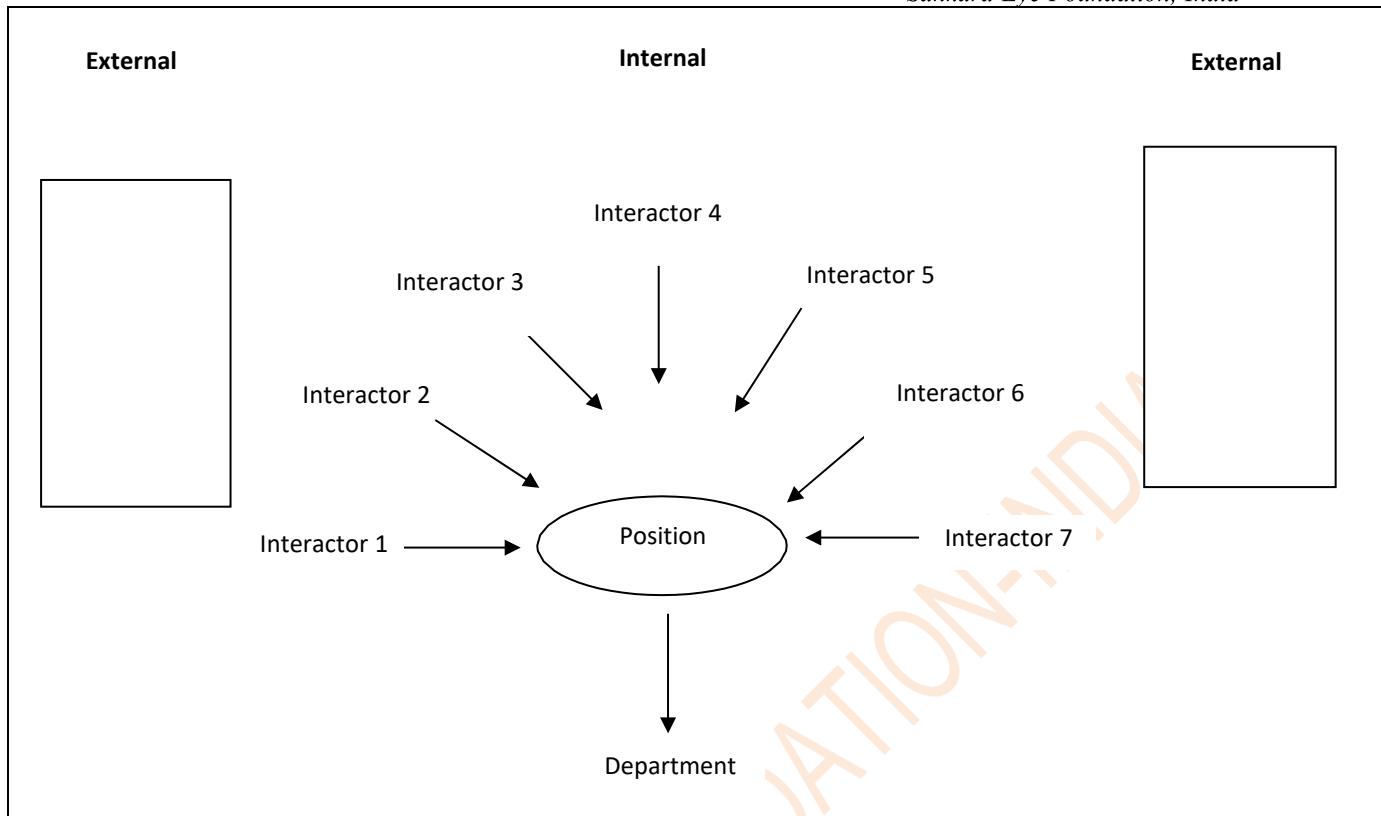


POSITION OF THE JOB IN THE ORGANIZATION



NETWORK OF INTERACTION *Major interaction parties :*

(Internal e.g. colleagues, Sales & Marketing Dep, External e.g. legal advisor, customers, distributors, Clients & etc)



REQUIREMENTS

| |
|-------------------------|
| Education: |
| Job Related Experience: |
| Business Understanding: |
| Others: |

COMPETENCY

Level – 1: Novice; 2 – Basic; 3 – Competent; 4 – Advanced;

| Leadership Competency | Functional Competency | Cross Functional Competency |
|-----------------------|-----------------------|-----------------------------|
| | | |
| | | |
| | | |



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| | |
| | |

AREAS OF RESPONSIBILITY

(Describe the nature, scope, level of improvements to new ideas, etc.)

LEVEL

*(Full,
Partial,
Supportive)

MEASUREMENT

(Quantitative or quality
criteria to achieve
responsibility)

| | | |
|--|--|--|
| | | |
| | | |
| | | |
| | | |

*Full : Fully responsible for the results of the work

Partial : Partially responsible for the results of the work

Supportive : Provide support to the person accountable for the results of the work.

SPECIFIC ISSUES

| |
|--|
| |
|--|



SUPERVISION REQUIRED (*How closely is this Position Supervised*)

Performs routine tasks under general direction

Plans and arranges own work; May receive direction on new work

Acts Independently, Sets policies, budgets and methods

SUPERVISION EXERCISED (*Is this position responsible for the following: Check all that apply*)

Staffing

Project Delegation

Performance Management

Work Planning

Task Delegation

Salary Reviews



Annexure 3

Interview Assessment Sheet

SEF – HRP –EP -2014/15 -001

| SANKARA EYE FOUNDATION, INDIA Interview Evaluation Form | | | | | | |
|---|-------------|-------------------------------|-----------|---|---|----|
| Candidate Name | Designation | Unit | | | | |
| Interviewer Name | Department | Date | | | | |
| Total years of Experience : | | Relevant years of Experience: | | | | |
| <i>This Evaluation is to standardize the recording of information collected during an interview and assist in evaluating and comparing different candidates when interviews are completed. Interviewers/Assessors are encouraged to use the "comments" section to support each candidates rating. This form is to be completed during and/or immediately following the interview.</i> | | | | | | |
| Please choose the appropriate rating using the scale (5)Exceptional (4)Better than Avg (3)Capable/Avg (2)Poor (1)Not Acceptable (NO) Not Observed | | | | | | |
| Relevant Educational Background | 5 | 4 | 3 | 2 | 1 | NO |
| Related Work Experience | 5 | 4 | 3 | 2 | 1 | NO |
| Related Computer Skills | 5 | 4 | 3 | 2 | 1 | NO |
| Verbal Communication Skills | 5 | 4 | 3 | 2 | 1 | NO |
| Written Communication Skills | 5 | 4 | 3 | 2 | 1 | NO |
| Attention to detail | 5 | 4 | 3 | 2 | 1 | NO |
| Takes Initiative | 5 | 4 | 3 | 2 | 1 | NO |
| Integrity | 5 | 4 | 3 | 2 | 1 | NO |
| Cooperation | 5 | 4 | 3 | 2 | 1 | NO |
| Stress Tolerance | 5 | 4 | 3 | 2 | 1 | NO |
| Learning Ability | 5 | 4 | 3 | 2 | 1 | NO |
| Interpersonal Skills | 5 | 4 | 3 | 2 | 1 | NO |
| Attitude towards this position | 5 | 4 | 3 | 2 | 1 | NO |
| Professional demeanor | 5 | 4 | 3 | 2 | 1 | NO |
| (Specify below Additional questions if any) | | | | | | |
| | 5 | 4 | 3 | 2 | 1 | NO |
| | 5 | 4 | 3 | 2 | 1 | NO |
| Conclusive Opinion | 5 | 4 | 3 | 2 | 1 | NO |
| Additional Comments: | | | | | | |
| Source <input type="checkbox"/> Advertisement <input type="checkbox"/> Internal Reference <input type="checkbox"/> Executive Search Agency <input type="checkbox"/> Existing database | | | | | | |
| Recommended Action <input type="checkbox"/> Hire <input type="checkbox"/> Reject <input type="checkbox"/> Refer For Position | | | | | | |
| Date | Place | Name | Signature | | | |
| For HR Use Only | | | | | | |
| Comments | | | | | | |
| DOJ | Salary | Allowance Details | Signature | | | |
| | | Name | Signature | | | |



Annexure 4

Pre-Employment Form

SEF – HRP-EP – 2014/15 -001

Pre-Employment Form

Candidate Details

| | | |
|--|---------------------------------------|--------------------------------------|
| Salutation (Please tick as applicable) | Full Name (in Block letters) : | Applied for (position): |
| <input type="checkbox"/> Mr <input type="checkbox"/> Ms <input type="checkbox"/> Mrs <input type="checkbox"/> Dr | | |
| Address (full address with postcode) : | | Telephone Numbers & Email |
| <hr/> <hr/> <hr/> <hr/> | | Mobile : _____ |
| <hr/> <hr/> <hr/> <hr/> | | Home : _____ |
| <hr/> <hr/> <hr/> <hr/> | | Work : _____ |
| <hr/> <hr/> <hr/> <hr/> | | Email : _____ |

Qualification

| Qualification gained through education | | | | |
|--|-------------|-------------------|---------------|---------------------------|
| (Includes Secondary education, Bachelors degree, Masters Degree, Ph.D. etc.) | | | | |
| Sl no | Institution | Level and subject | Date Obtained | Result (in Percentage) |



| | | | | |
|--|--|--|--|--|
| | | | | |
|--|--|--|--|--|

Record of employment:

(Since leaving full time education-please give current /most recent employment first. Please include period of un-employment with reason)

| Name and Address of employer | Period of Employment | | Job title and salary | Reason for leaving |
|---------------------------------|----------------------|----|----------------------|--------------------|
| | From | To | | |
| | | | | |



Employment details

- ❖ Why would this be the right position for you? Please include details of your key job-related skills relevant to this type of work, and give an indication of how you believe your background, experience and career ambitions will fit this role.

Personal Reference

Application for reference may be made to any previous employer. Please give the name of any TWO persons not relatives to whom we may apply for personal reference

| Sl no | Name | Address | Connection |
|-------|------|---------|------------|
| | | | |
| | | | |
| | | | |

General



Languages (including degree of fluency)"

IT and other:

Leisure interest and activities:

I certify that all the information on this form is true and accurate to best of my knowledge.

Date

Signature

**Annexure 4.1***Sankara Eye Foundation, India***Reference Check Form****SEF – HRP –EP -2014/15 -001****Reference Check Form**

| | |
|-----------------------|-------------------------------|
| Applicant Name: | Date: |
| Position applied for: | Phone: |
| Referee's details: | Reference Check conducted by: |

| | | |
|--|-------|-----|
| What is the nature of your relationship with the applicant? | | |
| In what capacity is/was the applicant employed by your business? | | |
| What was the employment dates of the applicant. | From: | To: |
| What duties and responsibilities does/did the applicant have? | | |
| What was applicant's reason for leaving? | | |
| How would you describe the applicant's overall work performance? | | |
| What would you say are the applicant's strengths? | | |
| What would you say are the applicant's development areas (eg. weaknesses)? | | |
| Have you had any concerns with their performance? If yes, please explain when these issues were identified? When were they discussed with the individual? What work are their doing to improve and what progress has been made? | | |
| Would you re-employ the applicant? Yes/No, if No please specify | | |



How would you rate the following?

| Particulars | Excellent | Good | Fair | Unsatisfactory |
|-----------------|-----------|------|------|----------------|
| Dependable | | | | |
| Professional | | | | |
| Good Attendance | | | | |

How would you rate the following?

| Particulars | Excellent | Good | Fair | Unsatisfactory |
|--------------------------|-----------|------|------|----------------|
| Multitasking Skills | | | | |
| Ability to handle stress | | | | |
| Communication Skills | | | | |

IS THERE ANYTHING ELSE YOU FEEL IS IMPORTANT FOR US TO KNOW ABOUT THIS PERSON?

I assure you, all the information furnished by you would be strictly confidential and shall not be shared. The same is intended to be used for our selection process.

Signature:

Date

Thank you for taking the time to provide feedback. If you wish to provide any further information, you can contact me on.

Email:

Contact NO:



Annexure 5

Medical Fitness Form

SEF – HRP –EP -2014/15 -001

| Medical Fitness Form | | | | | |
|--|-----|-----------------|------------------------------|--|--|
| Personal Details | | | | | |
| Name | : | | | | |
| Date of Birth | : | Age | : | | |
| Address | : | | | | |
| Identification Marks | : | 1) 2) | | | |
| Job applied for | : | Department | : | | |
| Health Record of Near Relatives | | | | | |
| Relation | Age | State of Health | If not alive, Cause of death | | |
| Father | : | | | | |
| Mother | : | | | | |
| Brother | : | | | | |
| Sisters | : | | | | |
| Spouse | : | | | | |
| Is (was) there a history of | | | | | |
| Tuberculosis | : | Heart disease | : | | |
| Asthma | : | Epilepsy | : | | |
| Diabetes | : | Insanity | : | | |
| Among your relatives | | | | | |
| Tuberculosis | : | Heart disease | : | | |
| Asthma | : | Epilepsy | : | | |
| Diabetes | : | Insanity | : | | |



| Previous Health Record of the Candidate | | | |
|---|---|-------------------|----------|
| 1. Were you at any time medically examined for Life Insurance. Civil or Army Service or at College or School? If the answer is "Yes" was there any adverse report about the State of your health? Give such details as you may be aware of: | | | |
| | | | |
| 2. Did you ever suffer from any severe illness or injury requiring Medical or Surgical treatment for more than ten days? Give details: | | | |
| | | | |
| MEDICAL EXAMINATION | | | |
| 1. General | | | |
| Skin : | | | |
| Speech: | | | |
| Gait: | | | |
| Built type: | Thin | Moderate | Heavy |
| Height: | Weight: | BP: | Pulse: |
| Chest on full inspiration: | | Full expiration: | |
| 2. Investigation: | | | |
| Urine : | Albumin: | Sugar : | Deposit: |
| Blood urea : | Sugar : | Serum Creatinine: | |
| Blood Group + Rh Type: | | | |
| TC / DC / ESR : | Lipid Profile - (If Obese / above 35yrs): | | |
| ECG / Echo Cardiogram: | VDRL : | Haemoglobin: | |
| X-Ray Chest PA View : | | | |
| Ultra sound scan abdomen & pelvis: | | | |
| Note: kindly attach the relevant reports | | | |



| | | |
|---|--|-------------------------------|
| 3. Heart | | |
| Position of apex beat: | | |
| Nature of heart sounds: | | In the mitral : Aortic |
| (Pulmonary & tricuspid) | | |
| Pulse: | | |
| Radials, Femoral & Dorsalis pedis: | | |
| <i>Note: Known cardiac patient (IHD/Valvular problem / Congestive). Cardiologist opinion is a must.</i> | | |
| 4. Lungs | | |
| Chest movements: | | |
| Nature of the breath sounds: (if underweight, smoker or chronic cough) | | |
| Adventitious sounds: | | |
| <i>Note: Known lung problem. Pulmonologist opinion is a must.</i> | | |
| 5. Abdomen | | |
| Movements with respiration: | | |
| Liver: | | |
| Spleen: | | |
| Any other mass: | | |
| Hernial orifice: | | |
| hydrocele: | | |
| 6. Special Senses | | |
| With Glasses | | Without Glasses |
| 1. Colour Vision | | Rt. Eye Lt. Eye |
| 2. Hearing | | Rt. Ear Lt. Ear |
| 3. Fundus Oculi | | Rt. Eye Lt. Eye |



| | |
|---|---|
| 7. If female candidate | |
| 1. Menstrual History | |
| | |
| 2. Any breast pathology | |
| | |
| Any abnormalities (please specify): | |
| | |
| 8. Opinion of the Medical Examiner | |
| A (Good) | |
| B (Average) | Remediable defects. Like Hydrocele, Hernia; Hemorrhoids Obesity; Minor skin disease |
| C (Unfit) | Unfit for the following reasons: |
| Date: | |
| Place: | |
| Signature of Medical Officer | |



Annexure 6

Joining Check list Form

SEF – HRP –EP -2014/15 -001

| Sankara Eye Foundation, India Anand *Bangalore *Coimbatore *Guntur *Kanpur *Krishnankoil *Ludhiana *Shimoga *Vijayawada | | | | | | | |
|--|--|-----------------------------|----|----------------------|------------------------|---------------------------------|---------|
| Employee Joining/Resignation Check List | | | | | | | |
| EMP ID: | | | | Designation: | | | |
| Name: | | | | Unit: | | | |
| S:NO | Particulars | Employee Joining Check List | | | Resignation Check List | | |
| | | Provided | NA | Date Completed | Remarks | Date of Return/Deactivation/ NA | Remarks |
| HR Requirements | HR Joining Formalities | | | | | | |
| | About Sankara(Hospital Tour, Video, Senior Leaders) | | | | | | |
| | Brief about Roles and Responsibilities | | | | | | |
| | HRMS | | | | | | |
| | Snap shot of Policy and Procedure & Culture of the work area | | | | | | |
| | Terms and conditions | | | | | | |
| | Introduction to team Sankara | | | | | | |
| IS Requirements | Email ID | | | | | | |
| | Medics | | | | | | |
| | Internet | | | | | | |
| | Corporater | | | | | | |
| | Laptop | | | | | | |
| | Data Card | | | | | | |
| Operational Requirement | Stationary | | | | | | |
| | Id Card | | | | | | |
| | Uniform | | | | | | |
| | Business Card | | | | | | |
| Communication Requirement | SIM card | | | | | | |
| | Mobile Phone | | | | | | |
| | Intercom | | | | | | |
| | Tablet & SIM | | | | | | |
| | Any others | | | | | | |
| | | | | | | | |
| Unit HR Signature: | | | | Unit Head Signature: | | | |
| Employee Signature: | | | | Date: | | | |



Annexure

Code of Conduct Form

SEF – HRP –EP -2014/15 -002

| Employee Declaration on code of conduct | | | |
|--|-----------------|-----------------------------------|----|
| Employee/Student Name : | Designation : | | |
| ID : | Unit Location : | | |
| (Please tick in appropriate box) | | Yes | No |
| 1 Have you been the subject of, a defendant in, or respondent to any investigation, civil litigation, arbitration, or Other action or proceeding in which your professional/Educational conduct? | | | |
| 3 Have you been temporarily or permanently Suspended, barred, banned from your employment/Education? | | | |
| 4 Have you ever been convicted/Prisoned for any crime or any Other dishonest conduct? | | | |
| 5 Are you familiar with and support our institutions code of Ethics? | | | |
| 6 Have you been Oriented Do's and Don'ts of our institution according to policy? | | | |
| <i>Acknowledgement of Receipt of Code of Conduct</i> | | | |
| I (name) Acknowledge that I have received a copy of the Code of Conduct issued on _____ I understand that a breach of the Code of conduct may lead to disciplinary action, including dismissal. | | | |
| Signature of Employee : Date | | Signature of Dept Head: Date : | |
| <i>(HR to Remove this page from code and place original on employee's personal file)</i> | | | |



Annexure

Employee Confirmation Form

SEF – HRP –EP -2014/15 -007

| Employee Confirmation Form | | | |
|---|-------------------------------|---------------------------------|---------------------|
| Name of the Employee: | | Name of the In-Charge | |
| Designation: | | Date of Completion of Contract: | |
| Department: | | Date Of Joining: | |
| Confirmation details: | Casual / Temporary / Contract | | |
| The Column A to be rated by the HR department of the respective unit: | | | |
| A | Functional Discipline | | |
| 1 | Punctuality | | |
| 2 | Leave Availed | | |
| 3 | Dress Code | | |
| The Columns B, C, D & E to be rated by the respective department In charge of the Employment trainee: | | | |
| B | Basic Skills | | |
| 1 | Communication | | |
| 2 | Attitude | | |
| C | Technical skills | | |
| 1 | Technical Knowledge | | |
| 2 | Initiative to learn | | |
| 3 | Relevant skill requirement | | |
| 4 | Grasping capacity | | |
| 5 | Suitability | | |
| D. Areas of Improvement: | | | |
| E. IC/ HOD Recommendation | | | |
| Confirmation/ Discontinue/ Extend Probation | | | |
| Signature of the IC : | | Signature of HR | Signature Unit Head |
| Date: | | Date | Date |
| President: HR/ SEH/ VS/ MAQE: | | | |
| | | Signature: | |



Sankara Eye Foundation, India

Annexure

Health Insurance Form

SEF – HRP –ES -SW -2014/15 -003

SANKARA EYE FOUNDATION-INDIA



Annexure 10

Sankara Eye Foundation, India

Mediclaim Enrolment Form

SEF – HRP –ES -SW -2014/15 -004



SEF – HRP –ES -SW -2014/15 -004

Sankara Eye Foundation-India

Coimbatore-Anand-Ludhiana-Shimoga-Guntur-Banglore-Krishnankoil-Vijayawada

Mediclaim Enrolment Form.

| EMPLOYEE DETAILS | | |
|-------------------------|--------------------------|---------------------|
| Employee ID | : | Name |
| Designation | : | Department |
| Date of Joining | : | Unit Location |
| Type of Employment | : Permanent / Consultant | Years of experience |
| Date of Birth | : | Age: |
| Gender | : | |
| Address | : | |
| Contact Numbers | | |
| Personal | : Mobile | Landline |
| Official | : Mobile | Landline |

**PERSONAL DETAILS**Married : YES NO Spouse Name : Gender : Spouse Date of Birth : Age : **Contact Numbers :**Personal : Mobile Landline : official : Mobile Landline : **NOMINATION DETAILS**

Note: You can have a maximum number of 6 nominees. You are subject to pay the premium amount as per the guidelines.

Please choose your nominees,Nominee 1 : YES NO

If yes,

Nominee Name : Relationship : Date of Birth : Age : Gender : Nominee's address : **Contact Numbers**Personal : Mobile Landline : official : Mobile Landline :

**NOMINATION DETAILS**

Nominee 2 : YES NO

If yes,

Nominee Name : Relationship :

Date of Birth : Age :

Gender :

Nominee's addre :

Contact Numbers

Personal : Mobile Landline :

official : Mobile Landline :

NOMINATION DETAILS

Nominee 3 : YES NO

If yes,

Nominee Name : Relationship :

Date of Birth : Age :

Gender :

Nominee's addre :

Contact Numbers

Personal : Mobile Landline :

official : Mobile Landline :



DECLARATION

I Declare that the above stated details are true to the best of my Knowledge. I also Confirm to pay the Employees share of the premium amount as mentioned in the mediclaim policy
Guidelines-SEF-HRP-ES-SW-2015/16-004

Signature

Date:

SANKARA EYE FOUNDATION



Annexure 11

SPOT AWARD NOMINATION FORM

SEF – HRP –ES - PMS -2014/15 -005

| Spot Award Nomination Form | | |
|--|-----------------------|-------|
| Nominee Name : | Employee ID : | |
| Designation : | Department : | |
| Unit Location : | Years of Experience : | |
| Provide a brief description & specify reason for nomination of the Spot Award. | | |
| Incharge / Manager's Name: | Signature: | Date: |
| Unit Head: | Signature: | Date: |
| HOD Name: | Signature: | Date: |
| For HR Use only: | | |
| Award Approved (copy to be placed in nominee's Personnel File) | | |
| Award Denied (Copy of form to be returned to Nominator) | | |
| Reason for Denial if any: | | |

Spot Award & Letter Given on :

Gift Voucher of Rs. _____ given on:

Signature of HR Personnel:

**Annexure 12****Higher Education Requisition Form****SEF – HRP –ES - PDCA -2014/15 -001**

| Higher Education Requisition form | | | | |
|---|-------------------------------------|--|-----------------|-------------|
| Name of Employee : | Reporting Authority: | | | |
| Employee ID: | Functional Reporting Authority: | | | |
| Designation: | | | | |
| Department: | Unit HR: | | | |
| Unit : | | | | |
| <p>Dear Sir/Madam,</p> <p>I am interested in doing Higher studies to have a progression in my career. I required Sponsorship for my higher education. Education details are mentioned below for your reference.</p> | | | | |
| Qualification | Specialization | University | Course Duration | Course fees |
| | | | | |
| | | | | |
| | | | | |
| Authorized Signatory (Unit HR) | Authorized Signatory (Unit Head) | Authorized Signatory (President - HR) | | |
| ACKNOWLEDGEMENT AND DECLARATION BY EMPLOYEE | | | | |
| I,Ms/Mr..... hereby acknowledge that after my course I will continue my career in Sankara Eye Foundation, India .I hereby assure if I am unable to continue my career in Sankara Eye Foundation, India ,I will bear the penalty according to the organization Policy. | | | | |
| Employee Signature | | | | |
| Other Remarks | | | | |



Annexure

Conference Requisition Form

SEF – HRP –ES -PDCA -2014/15 -002

Participation in the Conferences, Paper Presentation, and Paper Publications

| Employee details | | | |
|--|--|---|--|
| Employee ID : | Employee Name : | Date of Joining : | |
| Designation : | Specialization : | Unit : | |
| Conference details | | | |
| Name of conference : | | Duration Of conference | Start Date End Date |
| Paper presentation title: | | Brief detail on paper presentation title: | |
| Sponsorship required: <input type="checkbox"/> Yes <input type="checkbox"/> No | | Scope of conference | <input type="checkbox"/> International Conference <input type="checkbox"/> National Conference <input type="checkbox"/> State/CME Conference |
| State /CME Conference | Number of CME/ State Conferences participated in the current financial year | | Number of paper presentations/invited Guest lectures in CME/ State Conferences in the current financial year |
| | | | |
| National conference | Number of National Conferences participated in the current financial year | | Number of paper presentations/invited guest lectures in National Conferences in the current financial year |
| | | | |
| International Conference | Number of International Conferences participated in the current financial year | | Number of paper presentations/invited guest lectures in International Conferences in the current financial year |
| | | | |
| Eligibility as per guidelines : (To be filled by unit HR) | | | |

Unit CMO Authorization:

Signature of Applicant

Signature of Sanctioning Authority:

Date



Sankara Eye Foundation, India

Annexure 14

Job Rotation Form

SEF – HRP –ES - PDCA -2014/15 -004

SANKARA EYE FOUNDATION-INDIA



Sankara Eye Foundation, India

SANKARA EYE FOUNDATION-INDIA



Annexure 15

Sankara Eye Foundation, India

Asset Hand over Form

SEF – HRP –ES -HRA-2015/15 -001

ASSET HANDOVER FORM

| Name of Employee : | Asset : | | | |
|--|------------------------------------|--|-----|---------|
| Employee ID: | Handover Date : | | | |
| Designation: | Handover By: | | | |
| Department: | | | | |
| Unit : | | | | |
| Dear <Employee Name>, We Congratulate you for joining Sankara Family! Please find the below as the assets handed over to you, to support you in carrying out your assignment in a most proficient Manner. | | | | |
| Sl.No | Particulars | Asset Code | Qty | Remarks |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| Authorized Signatory (Person Requesting) | Authorized Signatory (Approver) | Authorized Signatory (Person responsible for hand-over) | | |
| ACKNOWLEDGEMENT AND DECLARATION BY EMPLOYEE I,Ms/Mr.....hereby acknowledge that I have received the above mentioned assets . I understand that this asset belong to Sankara Eye Hospital and is under my possession for carrying out my office work. I hereby assure that I will take care of the assets of the company to the best possible extend. | | | | |
| Employee Signature | | | | |
| Other Remarks: | | | | |



Annexure 16

Sankara Eye Foundation, India

Asset Requisition Form

SEF – HRP –ES -HRA-2015/15 -001

| | | | |
|---|--|--------------------|---------|
| Sankara Eye Foundation, India Asset Request Form – Non Budgeted | | SEF/ASS/13-14 | |
| | | No: CBE/NB/ | |
| Unit Name/Location :- SANKARA / MHQ | | | |
| Requestor Name | | | |
| Department | | | |
| Name of the Asset / Model required (choice of 3) | 1. | | |
| | 2. | | |
| Cost (Rs.): | | | |
| Whether we possesses another asset/equipment. If so, why do we need another one? | | | |
| Type of usage | | | |
| Average number of times this asset/equipment will be used per month | | | |
| Whether patients on whom this asset/equipment is used will be charged for usage | | | |
| If sanctioned, by when would you require this asset/equipment (month and year): | | | |
| Short note on why you need this asset/equipment and in what way it will improve the ophthalmic services rendered by your hospital | | | |
| In-charge /Unit Head/ CMO/ Signature and date | Yes | No | REMARKS |
| Finance Head Remarks | | | |
| Technical Team Approval Signature & Date | Signature Founder & Managing Trustee/ Finance President | | |



Annexure 17

Clearance & No Dues Form

SEF – HRP –ET -2014/15

| Name: | Designation: |
|---|----------------------|
| Employee ID: | Date of Resignation: |
| Unit: | |
| To be filled by the Manager / Supervisor | |
| Particulars | Yes / No / NA |
| Resignation submitted | |
| No Dues pending with respect to the department (Floats etc) | |
| Handed over the office documents to the immediate subordinate or supervisor | |
| Handover Note | |
| Submission of Mobile | |
| Submission of Stationary (Cards, Letters etc) | |
| Remarks: | |
| Name and Initials of Manager /Supervisor | |
| To be filled by Accounts Department | |
| Particulars | Yes / No / NA |
| Loans settled, if any | |
| No Salary advances taken | |
| No other Dues / Floats pending | |
| Petty Cash Recovered | |
| Name & Initials of Accounts Representative | |
| To be filled by IT Department | |
| Particulars | Yes / No / NA |
| Desktop / Laptop | |
| Data | |
| Mails Backup/ Address Book | |
| Pen drive / External Data Storage | |
| Others (Please Specify) | |
| Name & Initials of IT Representative | |
| To be filled by HR Department | |
| Particulars | Yes / No / NA |
| Resignation Accepted Copy | |
| Submitted the Identity card, Visiting Cards, & Desk locker key | |
| Exit Interview Form | |
| Email Id Sent to IT Dept for Deactivation | |
| Bills Collected from Employee for Taxation purposes | |
| Salary Account Deactivate | |
| Communicated Lead time for Full & Final Settlement | |
| Transfer of PF Form and other statutory forms | |
| Mediclaim Premium deductions, if benefit availed (Rs. /-) | |
| Recd Permanent address to courier Experience Letter / Relieving Letter/ Other Documents | |
| Other Departments | |
| Particulars | |
| Name & Initials of Canteen Representative | |
| Name & Initials of Library Representative | |
| Name & Initials of Stores Representative | |
| Initials of HR Representative | |

**Handover Note**

SEF – HRP –FF -2014/15

Handover Note

| | | |
|---|---------------------|------------------|
| Employee Name: | Employee ID: | |
| Date of Handover: | Job Title | |
| Duration of Working | From (Date) | To (Date) |
| | | |
| Brief Description of Duties: This section may be kept brief when up-to-date terms of reference (TOR) are attached. <ul style="list-style-type: none">•• | | |
| Supervisor and reporting procedures: | | |
| Regular/re-occurring meetings, reports or procedures: <ul style="list-style-type: none">•• | | |
| Key Documents/reference material to read (attach when possible): <ul style="list-style-type: none">•• | | |
| Status of recent and current projects/reports/meetings: <ol style="list-style-type: none">1. Name of project/report/meeting <div style="border: 1px solid black; height: 40px; width: 100%;"></div> | | |



Status : _____

Action needed : _____

Partners : _____

Budget (if applicable) : _____

Critical issues/ priorities : _____

2. Repeat as many times as necessary. Indicate priority projects.

Where to find files (hardcopy and electronic):

Calendar of major activities and/or events (optional):

Contacts (internal and external):

| Name | Organization | Phone | E-mail | Comments |
|------|--------------|-------|--------|----------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |

Your contact information after departure:

- Phone : _____
- E-mail : _____
- Fax : _____

Suggested attachments:

- TOR/Job description
- Mission/Office staffing table, division of labour
- Key documents relevant for the position

Signature of unit HR

Date :

Signature of employee

Date :



Annexure 19

Exit Interview Form

SEF – HRP –ET -2014/15

Exit Interview Form

Your opinion is important to us.

| | |
|----------------------------------|---------------------------|
| Name: _____ | Designation: _____ |
| Department: _____ | Functional Manager: _____ |
| Date of Joining: _____ | Date of Separation: _____ |
| Year of Experience in SEF: _____ | HR Panel: _____ |

| Why are you leaving the company? | Personal Reasons | Better Opportunity | Work Life Balance | Work Environment | Felt Undervalued | Other Rea |
|----------------------------------|------------------|--------------------|-------------------|------------------|------------------|-----------|
|----------------------------------|------------------|--------------------|-------------------|------------------|------------------|-----------|

Please explain your reason(s) for leaving in detail.

Did dissatisfaction with any of the following factors influence your decision to leave?

| Work item | Yes | No |
|---|-----|----|
| Type / Nature of Work | | |
| Working conditions (setting, schedule, travel, flexibility) | | |
| Compensation | | |
| Manager / Supervisor | | |
| Location | | |
| Brand | | |
| Reward / Recognition | | |





Please rate the following aspects of the job You were performing. Use the 1 – 5 scale below.

| Work Item | 1 (Very Poor) | 2 (Poor) | 3 (Average) | 4 (Above Average) | 5 (Excellent) |
|---|---------------|----------|-------------|-------------------|---------------|
| Type of Work | | | | | |
| Fairness of Workload | | | | | |
| Compensation | | | | | |
| Working Conditions | | | | | |
| Tools and Equipment Provided | | | | | |
| Training Received | | | | | |
| Co- Workers | | | | | |
| Supervision Received | | | | | |
| Level of input in decisions that affected you | | | | | |

What can you say about the processes and procedures or systems that have contributed to the problem(s)/Your decision to leave?

What specific suggestions would You have for how the organization could manage this situation/these issues be future?

How do You feel about Your Tenure in SECI?

What could you have done better or more for us had we given you the opportunity

What training would You have liked or needed that you did not get, and what effect would this have had?

How well do think Your training and Individual development needs were assessed and met?



How could the organization reduce stress levels among employees where stress is an issue?

Have you anything to say about your treatment from a discrimination or harassment perspective?

Was your career path and future with our organization made clear to you?

What do you consider to be the biggest challenge this organization now faces and needs to overcome?

What would you suggest to the management to make our organization a better place to work?

What were the positive aspects about your job, manager, and/or the organization that caused you to stay as long as you did?

What, if anything, could have been done to prevent you from leaving?

What Suggestions or Improvements do You have for Us?

If we implemented these suggestions would You return to work here?

Would You recommend SECI to Your friends as a Good / Great place to work?



| In this section, please rate the following statements: | Strongly Agree | Somewhat Agree | Somewhat Disagree | Strongly Disagree |
|--|----------------|----------------|-------------------|-------------------|
| I believe that I was treated like a valuable member of the company. | | | | |
| My immediate Manager /Supervisor let me know when I was doing a good job. | | | | |
| I felt free to suggest to my Manager / supervisor changes that would improve my department. | | | | |
| My job duties and responsibilities were clearly defined. | | | | |
| I received the proper training in order to perform my job effectively. | | | | |
| Employee problems and complaints were resolved fairly and promptly in my department. | | | | |
| If I had questions or concerns, I felt comfortable speaking with: | | | | |
| In this section, please rate the following statements: | Strongly Agree | Somewhat Agree | Somewhat Disagree | Strongly Disagree |
| My immediate supervisor | | | | |
| Upper management | | | | |
| Human Resources | | | | |
| I was kept well informed about SECI, its policies and procedures, and other important information. | | | | |
| I felt that SECI provided me with job security. | | | | |

Use the space provided below for any additional comments.

Authorized Signatory: _____

Date: _____

Location: _____



Annexure 20

Sankara Eye Foundation, India

Full and Final Declaration form

SEF – HRP -FF -2014/15-002

Full and final Declaration form

<Date>

M/S Sankara Eye Foundation,,
<Unit Name>,
<Location>.

Sub: Full and Final Settlement on resignation

Dear Sir/Madam,

I have herewith received a cheque bearing No: 0000000 dated <Date> drawn and **deposited** in <Bank Name and branch> Branch in my savings bank account for Rs. 000000 towards <Particulars> and salary for my service at Sankara till <Date of resignation> as full and final settlement of all my dues.

1. Ch No.00000 dated <Date> for Rs.000000/- (<Workings>)

I Confirm that i have no further claims to make from Sankara Eye Hospital <Unit Name>.

Thanks & Regards,

Revenue Stamp

<Employee Signature>

<Employee Name>

<Date>



Sankara Eye Foundation, India



Sankara Eye Foundation, India



Sankara Eye Foundation, India



Sankara Eye Foundation, India



Sankara Eye Foundation, India



Sankara Eye Foundation, India



Sankara Eye Foundation, India



Sankara Eye Foundation, India



Sankara Eye Foundation, India



Sankara Eye Foundation, India



Sankara Eye Foundation, India



Sankara Eye Foundation, India