

# HR MANUAL (AMENDED) EFFECTIVE FROM 15-06-2009

## HUMAN RESOURCES MANUAL ©

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India

MPRLP Technical Cooperation Project Support Unit

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## 1 INTRODUCTION

This document has been developed by the Madhya Pradesh Rural Livelihoods Project (also referred to as MPRLP or “The Project” in this document) in order to familiarise its employees with and provide information about working conditions, key policies, procedures, and benefits affecting employment at MPRLP.

The information contained in this Manual applies to all employees of MPRLP. Following the policies described in this Manual is considered a condition of continued employment. However, nothing in this Manual alters an employee’s status. The contents of this Manual shall not constitute nor be construed as a promise of employment or as a contract between MPRLP and any of its employees.

You are responsible for reading, understanding, and complying with the provisions of this Manual. The objective of the Manual is to provide the employees substantial knowledge on work environment that is constructive to both personal and professional growth.

### 1.1 Welcome

Welcome to Madhya Pradesh Rural Livelihoods Project! We are happy to have you as a new member of our family!

We at MPRLP inculcate a value system where all of us strive for:

- integrity,
- team work,
- focus on the poorest, vulnerable and women,
- a sense of urgency,
- sharing, collaboration,
- respect and dignity
- empowerment: capacity building and learning, and
- gender sensitivity: towards colleagues, communities and other stakeholders.

We are committed to creating an environment that attracts, develops and rewards highly effective people and to be recognised as one of the best groups to work for.

I once again welcome you on behalf of MPRLP, and look forward to us working together as part of the team that continuously improves on commitment to create sustainable livelihood among the poorest in rural Madhya Pradesh.

Jitendra Agarwal  
(Project Coordinator)

## 1.2 History

Madhya Pradesh is one of the largest and poorest states of India. More than 37 percent of its population live in poverty. For scheduled tribes (20 percent of the State population) and scheduled castes (15 percent), the poverty levels are higher, at 57 percent and 40 percent respectively. Gender-based discrimination is reflected in the unequal sex ratio (916/1,000, against a national average of 933/1,000 in 2001) and lower human development indices for women. Within the state, there are significant regional inequalities, with extremely high poverty levels in tribal districts, where natural resource endowments are very poor and connectivity is at its worst. Phase Two will target this tribal area, the poorest villages and the people within it.

Decentralisation is seen by the Government of Madhya Pradesh (GoMP) as one of the main mechanisms for empowering rural people and improving service delivery. Tribal areas and villages have been granted specific additional powers through legislation, but in practice, local government institutions are often weak, with limited capacity to implement the provisions.

In order to enhance poor people's livelihood opportunities in tribal dominated districts the GoMP has launched the Madhya Pradesh Rural Livelihoods Project (MPRLP) with support from the Department for International Development (DFID). This project addresses rural poverty and creates sustainable livelihoods in selected villages which is achieved by focusing on regeneration of natural resources and capacity building of local communities.

More detail about the MPRLP project background, approaches, and progress information can be access at [www.mprlp.in](http://www.mprlp.in).

## 1.3 Changes in Policy

This Manual is effective from **15<sup>th</sup> June 2009** and supersedes all previous employee Manuals, circular, memos and any other form of documents related to human resources development issues.

## **2 EMPLOYEE DEFINITION AND STATUS**

An “employee” of MPRLP is a person who works for MPRLP on a wage or salary basis. MPRLP does not discriminate on the basis of caste, community, colour, religion, sex, age or disability.

### **2.1 Employment Classification**

#### **2.1.1 Creation of Posts and Appointment**

The Project has been approved by the MP State Government. All employees to the Project will either be taken on deputation from various Government departments or hired externally. Wherever the services required cannot be provided from the existing staff of various departments, the services of professionals will be taken on contract basis. The Project Coordinator shall have full powers to recruit staff sanctioned by the State Government or the Society.

The State Government has constituted a five member Committee to decide the qualifications and selection procedure for the Project posts.

#### **2.1.2 Service Conditions**

The service condition of the deputation officers will be governed as per the rules of their parent organisation while contract hire professionals will be governed by their contract agreement as laid down by the society.

The MPRLP contracts NGOs (hereby called NGO partner organisations) to undertake specific activities as outlined in the Project. The NGO employees will be governed by the rules of their respective organisations.

In addition to this there are also daily-paid employees working on the Project.

### **2.2 Probationary Period for New Employees**

The probationary period for all regular full-time employees will be for a period of 180 days from date of hire. During this time, employees have the opportunity to evaluate the Project as a place to work whereas the management has its first opportunity to evaluate the employee. During this introductory period, both the employee and the MPRLP have the right to terminate employment by giving one week’s advance notice.

Upon satisfactory completion of the probationary period based on the performance assessment, the employee will receive all benefits from the date of joining as appropriate and outlined in the agreement. All employees, regardless of classification or length of service, are expected to meet and maintain MPRLP standards for job performance and behaviour (See Section 4, Standards of Conduct).

### **3 EMPLOYMENT POLICY STATUS**

#### **3.1 Equal Employment Policy**

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at MPRLP will be based on merit, qualifications, and abilities. In providing employment, MPRLP does not discriminate on the basis of caste, community, colour, religion, sex, age or disability. This policy governs all aspects of employment, including selection, job assignment, compensation, discipline, termination, and access to benefits and training.

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

#### **3.2 Diversity**

MPRLP is committed to affirmative actions that will build on the strengths of our current workforce and continually enhance the diversity of our organisation. Our actions include, but are not limited to, the following:

- providing employment to the marginalised members of society as stated in the GoMP policy. During selection process, weights will be given to applicants having Scheduled Caste and Scheduled Tribes' background, women candidates and candidates with disabilities;
- MPRLP envisions providing employment to 40 percent women at all levels of the Project – there will be gender equality, both in opportunities available and treatment in and by MPRLP (affirmative actions are given in Section 4.2);
- disability and gender will be a key component of staff induction in MPRLP;
- MPRLP will ensure that staff with disabilities receives support in finding house, usage of four wheel during field visits, necessary support during working hours and financial provisions for support in the house; and
- commit and budget infrastructure support to ensure safety and privacy for example, toilets, finding house, medical insurance covering pregnancy and availability of a driver with a four wheel vehicle during traveling to remote areas or when traveling late during the day and support of another women to stay with the women employee.

#### **3.3 Employment Background Check**

Prior to making an offer of employment, MPRLP will conduct a job-related background check. A comprehensive background check will consist of prior employment verification, professional reference checks, education confirmation, and check of salary history.

We rely upon the accuracy of information contained in the employment application and the accuracy of other data presented during the hiring process and employment. Any misrepresentations, falsifications, or material omissions in any of this information or data may result in exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

#### **3.4 Criminal Records**

When appropriate, a criminal record check is performed to protect MPRLP's interest and that of its employees and clients.

### **3.5 Anniversary Date**

The first day an employee reports to work is his or her official anniversary date. This anniversary date is used to compute the following benefits:

- changing employee status from being a probationer to a confirmed employee after 180 days,
- eligibility for employee benefits, and
- seniority in the organisation for promotion or salary increases.

### **3.6 New Employee Induction**

Induction is a formal welcoming process that is designed to make the new employee feel comfortable, informed about the organisation, and prepared for their position. New employee induction is conducted by a senior representative of MPRLP, and includes an overview of the MPRLP history, an explanation of the Project's core values, vision, and mission; and Project's goal and objectives. In addition, the new employee will be given an overview of benefits, tax, and legal issues, and complete any necessary paperwork.

Employees are presented with all procedures needed to navigate within the workplace. The new employee's supervisor then introduces the new hire to staff throughout the Project, reviews their job description and scope of position, explains the Project's evaluation procedures, and helps the new employee get started on specific functions.

In the Districts, the DPO's office is responsible for the induction of staff on an ongoing basis.

### **3.7 Personal Records and Administration**

The task of handling personnel records and related administration functions at MPRLP has been assigned to the State Coordinator – Human Resources and will be kept at the Project head quarter in Bhopal. For PFTs, a copy of the personnel files will be kept at the district level at the DPSU office. Personnel files will be kept confidential at all times and include some or all of the following documents:

- resume of work experience,
- copies of certificates of work experience and educational qualifications,
- permanent address and family details, and
- all medical records, if any, will be kept in a separate confidential file.

Personnel files are the property of MPRLP, and access to the information is restricted.

Employees who wish to review their own file should contact their supervisor. With reasonable advance notice, the employee may review his/her personnel file in Project's office and in the presence of their supervisor.

### **3.8 Change of Personal Data**

Any change in an employee's name, address, telephone number, marital status, dependents, or insurance beneficiaries, or a change in the number of tax withholding exemptions, needs to be reported in writing without delay to the State Coordinator – Human Resources.

It is the responsibility of each employee to promptly notify their supervisor or [State Coordinator - Human Resources] of any changes in this information.

### **3.9 Office Timing, Attendance and Punctuality**

The office timings are from 1030 hours to 1730 hours, with one hour lunch break, six days a week with second and third Saturday's and all Sundays being holidays.

The MPRLP expects that every employee will be regular and punctual in attendance. This means being in the office, ready to work, at their starting time each day and to reasonably complete their

work by the end of assigned work hours. Absenteeism and tardiness places a burden on other employees and on the Project. Should undue tardiness become apparent, disciplinary action will be initiated.

If you are unable to report for work for any reason, notify your supervisor in writing or by telephone before regular starting time. You are responsible for speaking directly with your supervisor about your absence. In case the notification is by telephone, on return to work, the employee should submit a written letter stating the date and purpose of leave of absence.

MPRLP allows for Flexi-Working timings for staff, provided the total working hours per week is the same as that of other employees. If for some reasons, the normal office timing of work cannot be maintained, notify your supervisor and seek his/her approval. However, the employee should revert back to normal working hours as soon as possible.

Absence from work for seven (7) consecutive days without notifying the supervisor or the State Coordinator – Human Resources will be considered a voluntary resignation.

### **3.10 Transfers**

MPRLP recognises that a desire for career growth and other needs may lead an employee to request a transfer to another position/project site. Transfers will be allowed on the following premises:

- when the work demands a particular expertise/experience which is available with the given employee;
- family reasons; and
- improvement of employees' performance.

Transfer within MPRLP will be allowed only once. All transfers need the approval of the Project Coordinator.

### **3.11 Performance Reviews**

The performances of full-time salary employees will be assessed for January to December cycle. The performance appraisal system will have the following:

- Annual goal setting for all individuals – these should be the outcomes (not activities) that they will prioritise in consultation with their supervisor. These goals need to be aligned with the goals of MPRLP and with any other departments or groups whose support is needed.
- Planning – documentation of tasks, activities, timelines, responsibilities, milestones, measures of success etc. are needed to for consistent execution of goals.
- Periodic feedback for all – staff needs to have formal meetings with their supervisor on a regular basis to discuss their progress on their goals, or to make any needed course correction. Making this as a quarterly process is recommended.
- Annual appraisal – this needs to focus on providing a fair assessment of the individual's performance by celebrating successes and exploring modalities of improving performance. The appraisal process is an opportunity for discussion that adds value to the individual.
- Improvement Plans – following the appraisal, it is recommended to have an improvement plan for the appraiser and appraisee to make sustainable improvements in the skills and competencies of employees.

The details about the forms, process and timelines are detailed in the Performance Appraisal System (To be developed). A sample form has been attached in Appendix 3.

### 3.12 Safety and Security

The safety and health of employees is a priority. MPRLP makes every effort to comply with all MP State workplace<sup>1</sup> safety and security requirements. Each employee is expected to obey safety and security rules and exercise caution and common sense in all work activities, either in office or while working with communities. Employees must immediately report any unsafe conditions to their supervisor.

MPRLP's safety and security rules and regulations are the following:

- Offices of MPRLP, at Bhopal and districts, will have fire extinguishers and first aid kits and will be within reach and access of all employees in the office.
- All employees will participate in fire drills and other safety Induction sessions.
- The last employee, or a designated employee, who leaves the office at the end of the day assumes the responsibility to ensure that all doors are securely locked and all appliances and lights are turned off with exception of the lights normally left on for security purposes.
- Due to the nature of work with the communities and in the project villages, it is difficult to adhere to strict office timing. However, keeping in mind the safety and health of the employees, the employees should avoid traveling and or should not be forced to travel during odd hours, like late in the night or very early morning. This is not applicable when employees are traveling by train.
- While visiting communities in project villages, especially remote and difficult terrain, employees should move as a team/group and take personal care. Any unsafe conditions should be immediately reported to the supervisors.
- Employees travelling on a bike/scooter should always wear a helmet.
- Drivers driving MPRLP four wheel vehicles will wear seat belts while driving and is mandatory.
- All meetings/training sessions need to be scheduled and communicated well in advance to enable arrangements for safe travel and accommodation.
- Employees are not allowed to carry firearms and weapons.
- Employees working late or coming to the office on weekends and holidays, should take prior approval from their supervisors head of office.

### 3.13 Visitors in the Workplace

For safety, insurance, and maintaining office decorum, only authorised visitors are allowed in the workplace. When making arrangements for visitors, employees should request that visitors enter through the main reception area and sign in and sign out at the front desk.

### 3.14 Weather-related and Emergency-related Closings

At times, emergencies such as severe weather, fires, civil unrest or power failures can disrupt the operations. In such instances, the decision to close the office will be taken by the Project Coordinator in consultation with representatives from SPMU and the concerned DPO.

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<sup>1</sup> Workplace in MPRLP's context is defined as place, office, communities where project employees either come together or along with stakeholders to contribute to or fulfill project's objectives.

## **4 STANDARDS OF CONDUCT**

### **4.1 General Guideline**

The work rules and standards of conduct for MPRLP are important, and the Project regards them seriously. All employees are urged to become familiar with these rules and standards. In addition, employees are expected to follow the rules and standards faithfully in doing their own jobs and conducting the Project's work. Please note that any employee who deviates from these rules and standards will be subject to corrective action, up to and including termination of employment (see Section 4.16, Corrective Procedure).

While not intended as a list of all the forms of behaviour that are considered unacceptable in the workplace, the following are examples of rule infractions or misconduct that may result in disciplinary action, including termination of employment.

- Theft or inappropriate removal or possession of property.
- Misleading clients or favouring a vendor.
- Falsification of attendance/timekeeping records.
- Possession, distribution, sale, transfer, or use of alcohol or illegal drugs in the workplace (See Section 4.12, Alcohol and Substance Abuse).
- Fighting or threatening violence in the workplace.
- Boisterous or disruptive activity in the workplace.
- Negligence or improper conduct leading to damage of Project-owned or client-owned property.
- Insubordination or other disrespectful conduct.
- Violation of safety or health rules.
- Smoking in the workplace.
- Sexual or other unlawful or unwelcome harassment (See Sections 4.3 and 4.4, Harassment and Sexual Harassment Policies).
- Excessive absenteeism or any absence without notice (See Section 3.9).
- Unauthorised use of telephones, or other Project-owned equipment (See Sections 4.8 to 4.10).
- Using company equipment for purposes other than work (i.e. playing games on computers or personal Internet usage).
- Unauthorised disclosure of Project "secrets" or confidential information.
- Violation of personnel policies.
- Unsatisfactory performance or conduct.

### **4.2 Gender Sensitive Working Environment**

MPRLP envisions being the role model in creating a gender-sensitive workplace, where the special needs of individuals are met and people feel valued for their contribution. MPRLP will:

- mainstream gender in the working of the Project including recruitment and hiring;
- ensure employment to 40 percent women at all levels of the Project;
- provide training programmes to all staff on gender;
- commit and provide budget infrastructure support to ensure safety and privacy (for example: toilets, finding suitable accommodation, medical insurance covering pregnancy and availability of a driver with a four wheel vehicle during traveling to remote areas or when
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- traveling late during the day and support of another women to stay with the women employee);
- recruit women staff, when qualified and experienced, as technical specialists;
- recruit men and women, when qualified and experienced, as gender and social development specialists;
- train women PFTs in technical areas;
- support women staff joining in field to get settled (for example, finding house, safety, social network);
- keep new female employees in PFTs close to the District HQ in early part of their career with MPRLP;
- ensure that women staff gets a reasonable and safe accommodation at the district especially when a DPSU/district level meeting continues beyond 7 pm; and
- not approve unacceptable work place behaviours including unwelcome speech or conduct in the workplace, harassment, hostile or offensive work environment or any actions that demeans the status of women employees.

### **4.3 Harassment**

MPRLP does not tolerate workplace harassment. Workplace harassment can take many forms. It may be, but is not limited to, words, signs, offensive jokes, cartoons, pictures, posters, e-mail jokes or statements, pranks, intimidation, physical assaults or contact, or violence.

### **4.4 Sexual Harassment**

MPRLP does not tolerate sexual harassment. Sexual harassment may include unwelcome sexual advances, requests for sexual favours, or other unwelcome verbal or physical contact of a sexual nature when such conduct creates an offensive, hostile, and intimidating working environment and prevents an individual from effectively performing the duties of their position. MPRLP will follow the Supreme Court Judgment in the case of Vishaka and others vs. State of Rajasthan and others as given in Appendix 1.

### **4.5 Violence in the Workplace**

MPRLP prohibits violence in the workplace. Consistent with this policy, acts or threats of physical violence, including intimidation, harassment, and/or coercion, which involve or affect MPRLP or which occur on MPRLP property, will not be tolerated.

### **4.6 Confidential Information and Nondisclosure**

By continuing employment with MPRLP, employees agree that they will not disclose or use any of MPRLP's confidential information, either during or after their employment.

### **4.7 Ethical Standards**

MPRLP insists on the highest ethical standards in conducting its work. Doing the right thing and acting with integrity are the two driving forces behind MPRLP's great success story. When faced with ethical issues, employees are expected to make the right professional decision consistent with MPRLP's principles and standards.

### **4.8 Use of Equipment**

MPRLP will provide employees with the equipment needed to do their job. None of this equipment should be used for personal use, nor removed from the physical confines of MPRLP – unless it is approved for a job that specifically requires use of Project equipment outside the physical facility.

#### **4.9 Use of Computer, Internet, Phone, and Mail**

MPRLP property, including computers, internet, phones, electronic mail, and voice mail, should be used only for conducting Project's work. Incidental and occasional personal use of project computers, phones, or electronic mail and voice mail systems is permitted.

Employees are responsible for using the Internet in a manner that is ethical and lawful.

#### **4.10 Use of Computer Software**

MPRLP does not condone the illegal duplication of software. The copyright law is clear. The copyright holder is given certain exclusive rights, including the right to make and distribute copies. The only exception is the user's right to make a backup copy for archival purposes.

#### **4.11 Smoking in Office Premises**

No smoking of any kind is permitted inside any MPRLP office. Smoking may take place only in designated smoking areas outside MPRLP facilities.

#### **4.12 Alcohol and Substance Abuse**

It is the policy of MPRLP that the workplace is free of illicit drugs and alcoholic beverages, and free of their use. The rules apply during working hours to all employees of the Project while they are on MPRLP premises or elsewhere on MPRLP work.

Being under the influence of illegal drugs, alcohol, or substances of abuse on MPRLP property is prohibited.

Working while under the influence of prescription drugs that impair performance is prohibited.

#### **4.13 Gifts**

Advance approval from management is required before an employee may accept or solicit a gift of any kind from a client, vendor or service provider. Employees are not permitted to give unauthorised gifts to clients, vendors or service providers.

#### **4.14 Solicitations and Distributions**

Solicitation for any cause during working time and in working/field areas is not permitted. Employees are not permitted to distribute non-project literature (election campaign, promoting products of private companies for example, water pumps, insurance) in work/field areas at any time during working time

#### **4.15 Suspension**

Though committed to a progressive approach to corrective action, MPRLP considers certain rule infractions and violations of standards as grounds for immediate termination of employment. These include but are not limited to: theft in any form, insubordinate behaviour, vandalism or destruction of project property, the use of Project equipment and/or Project vehicles without prior authorisation by the leadership of the locality, untruthfulness about personal work history, skills, or training, divulging MPRLP confidential information, and misrepresentations of MPRLP to a client, a prospective client, the general public, or an employee.

An employee who commits any such serious violation of MPRLP policies, at minimum, will be suspended without pay pending an investigation of the situation. Following the investigation, the employee may be terminated without any previous disciplinary action having been taken.

#### **4.16 Corrective Procedures**

MPRLP holds each of its employees to certain work rules and standards of conduct (see Section 4). When an employee deviates from these rules and standards, MPRLP expects the employee's supervisor to take corrective action. Corrective action at MPRLP is progressive, ie, the action taken in response to a rule infraction or violation of standards typically follows a pattern increasing in seriousness until the infraction or violation is corrected.

MPRLP has laid down detailed steps and procedures to undertake the corrective actions and are given below.

- When an employee is found to have committed an offence / misconduct / fraud / or any actions that creates / or could create a negative image of the organisation, a fact finding / preliminary inquiry is conducted by the immediate supervisor or a deputed committee soon after an offence has been reported to ascertain whether prima facie the staff member is guilty of committing an offence / misconduct. This must be finalised as soon as possible preferably within one working day from the first reporting of the offence to his/her supervisor.
- If after holding a preliminary inquiry by the person's supervisor, a staff member is found to have committed an offence/misconduct he/she will go through the disciplinary procedure as laid down by MPRLP below:
  - Stage One – Counselling by his/her immediate supervisor/State Coordinator – Human Resources. This must be recorded in the staff member's personnel file.
  - Stage Two – Verbal warning by the supervisor/State Coordinator – Human Resources. This must be recorded in the staff member's personnel file.
  - Stage Three – If the supervisor is satisfied that prima facie the employee is guilty of serious misconduct (willful disobedience, insubordination, breach of faith, breach of any criminal law, insulting, riotous and disorderly behaviour on the premises of the establishment) he/she may after consultation with the State Coordinator – Human Resources/PC issue a show cause notice to the staff member concerned.
    - If the staff does not answer the show cause notice in writing within a reasonable period (maximum seven days), the contract of the staff member may be terminated and his or her terminal benefits may be forfeited.
    - Before taking action as suggested above, the supervisor will give a report in writing to the State Coordinator – Human Resources/PC who will review the situation for moderating the decision to verbal warning, written warning or written warning with loss of increment.
  - Stage Four – If the answer of the staff is not found satisfactory by his/her supervisor, regular domestic enquiry will be ordered by PC and the staff will be liable to be dismissed, if the charges against him or her stand. Any punishment lesser than dismissal such as, stoppage of increment, withdrawal of benefits or transfer can be imposed on the staff at the discretion of the PC depending upon the nature and gravity of the misconduct committed by the staff.

These above stages will be recorded and placed on the staff members file.

#### **4.17 Appeal**

If an employee is not satisfied with the fairness or outcome of the action taken, he/she may take recourse to the grievance redressal mechanism. The organisation will continuously strive to create and sustain a grievance free climate, yet when grievances arise, readily accessible machinery is available for prompt redressal of the same.

The procedure to be followed by an aggrieved staff member for presentation of the grievances and process of actual settlement is detailed below:

- Stage One – An aggrieved staff member shall first present his/her grievance, verbally or in writing to his/her supervisor, who shall try to settle his/her grievance within 3 days.
- Stage Two – If the staff member is not satisfied with action taken by his/her supervisor, he/she may submit his/her grievance in writing to the State Coordinator – Human Resources within 15 days from the occurrence of the cause of the grievance. The State Coordinator – Human Resources then investigates the grievance or appoints a delegate to do so and after

making necessary enquiries, reply is sent to the grievant within seven days of completion of the investigation.

- If the staff member is not satisfied with the outcomes of Stage Two, he/she may submit his/her grievance in writing to the PC within 7 days of the receipt of Stage II outcome. If required, the PC may investigate the case or depute somebody to do so. The decision of the PC will be final and binding.

#### **4.18 Outside Employment**

Employees are not allowed to take an outside job, either for pay or as a donation of their personal time, with a provider of services to or competitor of MPRLP; nor are employees allowed to do work on their own if it competes or interferes in any way with the services that MPRLP provides.

#### **4.19 Employment Termination/Resignation**

Termination of employment is an inevitable part of personnel activity within any organisation, and many of the reasons for termination are routine. Below are a few examples of some of the most common circumstances under which employment is terminated:

- resignation – voluntary employment termination initiated by an employee,
- termination – involuntary employment termination initiated by MPRLP, and
- layoff – involuntary employment termination initiated by MPRLP for non-disciplinary reasons.

Employees and MPRLP shall give at least [four (4) weeks] written notice or one month's gross salary, when the employment relationship comes to an end.

Since employment with MPRLP is based on mutual consent, both the employee and MPRLP have the right to terminate employment at will, with or without cause during the Probationary Period for New Employees by giving one week's advance notice.

All dues payable to employer/employee will be settled at the time of termination.

#### **4.20 Exit Interview**

In a voluntary separation situation, MPRLP management would like to conduct an exit interview to discuss the employee's reasons for leaving and any other impressions that the employee may have about Project.

#### **4.21 Return of Company Property**

Any employee who terminates employment with MPRLP shall return all files, records, keys, and any other materials that are property of MPRLP. No final settlement of an employee's pay will be made until all items are returned in appropriate condition. The cost of replacing non-returned items will be deducted from the employee's final pay. Furthermore, any outstanding financial obligations owed to MPRLP will also be deducted from the employee's final pay.

## 5 GRIEVANCE REDRESSAL MECHANISM

MPRLP is committed to being open and accountable. Being “open” is a key organisational value. MPRLP works towards being transparent in all of its operations.

Very occasionally, as in all large organisations, a person or persons working with or for MPRLP may appear to be acting improperly, negligently or criminally. MPRLP encourages individuals and organisations with whom it works in partnership (who act in good faith<sup>2</sup>) to report serious malpractice in accordance with the procedures set out below.

MPRLP will ensure that those who raise concerns of suspected serious malpractice are protected from dismissal, victimisation or any other detrimental treatment by MPRLP, provided that they follow the procedures set out below.

The term serious malpractice would include:

- criminal activity, for example, abuse, fraud, theft,
- illegality, (including: negligence, breach of contract, breach of administrative law),
- miscarriage of justice,
- danger to health and safety or the environment,
- victimisation, harassment including sexual harassment,
- activities against the values of MPRLP, and
- the cover up of any of the above.

This list is not exhaustive.

### 5.1 Staff

In most cases staff should raise any concerns immediately with their supervisor. If for some reason (for example, the supervisor may be implicated) this is not possible, they should speak to a more senior manager.

There may be circumstances when a member of staff feels that he/she is unable to do this, for example when he/she feels that his/her supervisor is involved, or that he/she has previously raised this concern and feels that no action has been taken about his/her concern.

If the member of staff is in such a situation, he/she is encouraged to contact a more senior manager, the State Coordinator – Human Resources or PC.

All staff who raise concerns of serious malpractice will be protected from victimisation or any other detrimental treatment if they come forward with serious concerns, provided that they have followed the procedure and provided that concerns are raised in good faith.

The identity of staff who raise concerns will be kept confidential as far as possible.

### 5.2 Stakeholders

The term “Stakeholders” includes all NGO partners, other government departments, community representatives, panchayat representatives, elected representatives, citizens and others.

- Stakeholders who are concerned that an act of serious malpractice may be taking place should immediately, in the first instance, raise their concerns with the DPO or any member of the DPSU.
- There may be circumstances when stakeholders feel that they are unable to do this, for example when they feel that the DPO/member of DPSU is involved, or that they have previously raised this concern and feel that no action has been taken. In such circumstances
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<sup>2</sup> Good faith. is where a disclosure is made with honest intentions and without malicious reasons or spite.

the stakeholders are encouraged to approach a more senior officer, State Coordinator - Human Resources or PC.

- Stakeholders who raise concerns of serious malpractice will be protected from victimisation or any other detrimental treatment if they come forward, provided that they follow the procedure and provided that concerns are raised in good faith.

The identity of stakeholder who raise concerns will be kept confidential as far as possible.

### **5.3 Management Responsibility**

Where an allegation of serious malpractice has been made the PC will be informed immediately. He/she will appoint an individual not implicated in the complaint (either an independent officer or an appropriate external professional) to carry out an urgent and confidential investigation within 7 days of receipt of the complaint.

Officers have a responsibility to treat concerns raised seriously and will investigate them thoroughly in accordance with MPRLP's values and policies.

In all cases management will endeavour to give feedback to those who raise concerns on what action/s have been initiated on the complain/issue raised by the complainant. However, there may be circumstances where, given the confidential nature of the allegations or the material covered, it will not always be possible to give feedback on actions taken.

Where feedback is possible this will be given as soon as possible. Some situations may be resolved promptly; others may take longer because they require formal investigation or hearings.

All those who raise concerns will be treated fairly and will not be discriminated or harassed to perform any of his/her official duties.

If someone tries to prevent an individual from making a confidential report or victimises that person for raising their concerns, MPRLP will treat this as a serious disciplinary offence which will be investigated in accordance with MPRLP's disciplinary policy and procedure.

### **5.4 Confidentiality**

The identity of the person/s who raise concerns will be kept confidential as far as possible.

However, due to the nature of some investigation processes like fraud or sexual harassment it may not be possible to retain complete confidentiality.

### **5.5 Decisions and Actions**

Feedback and the progress of any concerns raised will be given as soon as possible. Some situations may be resolved promptly, whilst others may take longer because they require formal investigation or hearings.

Once the investigation is complete, decisions will be made and shared. If the complainant is not happy with the decision made, s/he then can follow the procedures laid down in Section 4.17

## 6 COMPENSATION POLICIES

### 6.1 Base Compensation

It is MPRLP's desire to pay all employees wages or salaries that are competitive with other employers in the marketplace and in a way that will be motivational, fair, and equitable. Compensation may vary based on roles and responsibilities, individual performance, and in compliance with all applicable laws.

### 6.2 PAY RULES

#### 6.2.1 Officers on Deputation

As per the decision taken by the cabinet, the government servants coming to the Project on deputation will be given a 10 percent incentive pay on the basic salary that they were drawing in their parent department.

#### 6.2.2 Contract Employees

As per the decision of the Chairperson of the Society the Project has the following pay scales:

Positions	Current Scale
State Coordinators including Livelihoods Forum Coordinator	12000 – 375 – 16500
District Project Officers	10000 – 325 – 15200
Assistant Manager (Finance and Administration), Assistant Manager (Communication and Documentation), District Finance and Administration Officer, District Monitoring and Learning Officer, District Gender Equity Officer, District Information and Communication Officer	8000 – 275 – 13500
District Training and Capacity Building Officer, Accountants, PFT Coordinator	5000 – 150 – 8000
Office Assistant cum Computer Operators, PFT Members	4000 – 100 – 6000

The Project Coordinator shall have full powers to fix the initial basic pay as per the above pay scales depending on the last gross emoluments drawn by a contract employee.

The details of individual employees, their scale of pay, provident fund and other deductions will be maintained in the Project in the Pay Bill Register.

### 6.3 Telephone Reimbursement

The Project involves extensive travelling by officers and staff and they are required to be in touch with each other and with their district and head offices. Therefore the Project will reimburse telephone/mobile charges other than at office. The limit (excludes Taxes and Surcharges) for the reimbursement will be as follows:

Positions	Reimbursable Amount
Project Coordinator	Rs. 5000 Per Month
State and LFC Coordinator at SPMU level	Rs. 2000 Per Month
DPOs, Manager Finance and Admn and Documentation, Manager of Livelihoods Forum	Rs. 1000 Per Month
Pas, Accountant, DPSU Employees (Excluding DPOs, OACOs)	Rs. 650 Per Month
Private Assistants/Private Secretary	Rs. 650 Per Month
PFT Coordinator and all OACOs	Rs. 300 Per Month
Any other staff Member as per exigency	To be approved by the Project Coordinator

## **6.4 Reimbursement for Newspaper and Periodicals**

Coordinators of SPMU are entitled for reimbursement for purchase of newspaper and periodicals, subject to the maximum of three newspaper and one periodicals per month.

## **6.5 Medical Allowance**

The medical allowance will be applicable to all. An amount of 10 percent of the basic pay shall be paid to the employees of the Project on a monthly basis. Employees on deputation shall have the option to avail of medical rules of their parent organisation or opt for the MPSRLP rules and avail of such allowance.

A uniform group mediclaim policy shall however cover all the employees and their families for indoor hospitalisation

## **6.6 Cash Allowance**

Accountant shall be paid cash allowance of Rs.500/- per month (Five Hundred Only) for handling cash imprest.

Accountant of SPMU shall be paid a cash allowance of Rs.1,000/- (One thousand Only) per month for handling cash imprest.

## **6.7 Travel Allowance**

### **6.7.1 Daily Allowance**

Employee who is required to go out on tour shall be entitled to draw daily allowance of his grade from the time of his departure from headquarter till the time of his arrival to his headquarter. If boarding and lodging arrangements are made by the office/organisation only a quarter of the daily allowance will be permissible. The time spent on journey will also count for daily allowance out of district:

- less than six hours – no daily allowance.,
- between six and twelve hours – half day allowance,
- over twelve hours – full daily allowance.

Employees(PFTs Only) who are required to go out on tour within district shall be entitled to draw daily allowance from time of his departure till the time of his arrival to his headquarter as follow:

- over four hours and upto eight hours – half daily allowance, and
- over eight hours – full daily allowance.

Within the district the DPSU officials (and PFT staff outside their cluster and within the district) shall be entitled to Rs. 100/- per day.

Within the cluster PFT coordinators/ members shall be entitled to a lump-sum amount of Rs.750/- as field conveyance allowance. The DPOs, however in specific cases, can sanction the conveyance allowance above Rs.750/- per month and upto the maximum of Rs.1,500/- per month based on the spread and distance of cluster villages from HQs in which coordinator/ member is posted. Identification and grading of such cluster would be DPOs responsibility. To avail this benefit average travel by coordinators/members should be more than 500 Km per month. Field allowance may be fixed on following slab:

- Rs. 750/- per month being minimum fixed amount,
- Rs. 1,000/- per month, or
- Rs. 1,500/- per month.

Grades	Within State Ordinary rate (Rs.) per day	Bhopal, Indore, Jabalpur, Gwalior	Outside State Special rate (Rs.) per day
	A	Rs. 200/-	Rs.250/-
B	Rs.160/-	Rs.200/-	Rs.240/-
C	Rs.120/-	Rs.150/-	Rs.180/-
D	Rs.60/-	Rs. 75/-	Rs. 90/-

## 6.8 Lodging Charges

Ceiling for lodging charges actually paid by an employee while on tour shall be reimbursed to the extent indicated below on production of actual receipts:

Grades	Within State		Outside State
	Bhopal, Indore, Jabalpur, Gwalior	Others	
A (SPMU, LF)	Actual	Actual	Actual
A (DPSU)	Rs. 890/-	Rs. 690/-	Rs. 1000/-
B and C	Rs. 690/-	Rs. 590/-	Rs. 750/-
D	Rs. 400/-	Rs. 300/-	Rs. 500/-

Note:

- For places where MP Tourism hotel or motels are located, category A (DPSU), B and C employees if staying in an MP Tourism hotel or motel shall be reimbursable to them that can be claimed in their TA bills. In case MP tourism accommodation is not available they shall be entitled to stay in a private hotel subject to the upper limit of MP Tourism non air conditioned single room tariff in that town.
- The above rates indicate maximum limits up to which actual charges incurred shall be reimbursable on the basis of receipts. The claim for lodging charges must be supported by printed receipts, duly serial numbered and dated. The receipts should indicate the date of arrival and departure from the hotel/lodge.
- First preference for lodging should be government/semi government managed accommodation.
- Actual would be reimbursable except accommodation in 5 star luxury hotels for Grade A (SPMU).
- Project Coordinator is the competent authority to authorise/permit an employee to stay in a higher class of accommodation than his eligibility during officials tour.

## 6.9 Conveyance

An employee who while on tour outside the State incurs expenditure on hiring a conveyance for movement within the city of halt, may draw actual charges paid by him for the distance travelled subject to a maximum Rs.1000/- per day, in capital cities and Rs. 750/- per day for other cities.

Local Conveyance to officer/Staff of SPMU shall be paid at flat rate of Rs.1000/- or Rs. 750/- per month.

Local conveyance to employees of DPSU shall be paid at a flat rate of Rs. 500/- per month.

## 6.10 Entitlement to Travel

The eligibility to travel by the various modes while on tour is provided in table 6.6.

**Table 6.6: Travel Entitlements**

Grades	By Air	By Rail	By Bus
A (SPMU and LF)	Economy Class	Any Class	Any Class
A (DPSU) and B	--	AC II	Any Class
C	--	AC III	Exp Bus
D	--	Sleeper Class	Exp Bus

An employee who undertakes journey on tour by his own vehicle will be entitled to road mileage as given in table 6.7.

**Table 6.7: Journey by Own Conveyance**

Mode of Conveyance	Rate per Kilometer
Motor Car	Rs. 7/-
Motor Cycle / Scooter	Rs. 3/-

However prior approval should be obtained from competent authority for using own conveyance on official tour. Tour charges, if levied on roads shall be reimbursable on production of actual receipts. 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 entitled to daily allowance only.

### **6.11 Payroll and Paydays**

Regular full-time salary employees are paid monthly on or by the first working day of each month. All MPRLP employees will be given a salary slip at the time of receiving salary stating the receivables and deductions if any.

The attendance of the daily-paid employees will be tracked everyday and they will be paid at the end of the month for the number of days worked.

### **6.12 Employee Rewards and Recognition Policy**

MPRLP is committed to creating an environment where the effort and achievements of employees are appreciated. The attached document outlines the Employee Rewards and Recognition policy and procedure being adopted at MPRLP. Please refer to Appendix 3.

### **6.13 Opportunities for Advancement – Progression and Promotion**

MPRLP will provide employees with every opportunity for advancing to other positions or opportunities within the Project. Approval of progression moves or promotions depends largely upon vacant positions and or new opportunities that may come up during the life of the Project, work record of employees, performance assessment of the employee's competence and Project's needs. However, MPRLP reserves the right to look outside the Project for potential employees as well.

## **7 GROUP HEALTH AND RELATED BENEFITS**

### **7.1 Benefits Summaries and Eligibility**

MPRLP sponsors a comprehensive benefits program for eligible employees. All full-time employees will enjoy all of the benefits described in this policy.

### **7.2 Employee Requiring Medical Attention/Health-related Issues**

The details of Health/Medical related benefits are explained in the subsequent sections.

Employees, who become aware of any health-related issue, including pregnancy, should notify their supervisor [and Senior representative of MPRLP] of health status. This policy has been instituted strictly to protect the employee.

A written "permission to work" from the employee's doctor is required at the time or shortly after notice has been given. The doctor's note should specify whether the employee is able to perform regular duties as outlined in his/her job description.

Employees should report all work-related injuries and accidents immediately to their supervisor and seek medical attention.

### **7.3 Health Insurance**

MPRLP has a Group Health Insurance Policy with IFFCO-TOKIO which covers the employee, one spouse and their two dependent children. This covers hospitalisation charges of up to Rs. 100,000/-.

As the employee of MPRLP, you will be eligible for reimbursement of medical expenses as mentioned in your appointment letter. This reimbursement will be permitted for medical expenses incurred for treatment of you, your spouse, dependent children, **and dependent parents** as declared by you in the prescribed format.

Doctor's prescription, bills and vouchers must support all claims for medical expenses.

A medical insurance policy will be obtained for you and your family (family could be your spouse and two dependent children). The total sum insured will be Rs.100,000/- per family, which could be used for medical treatment by anyone in the family. The medical insurance scheme is a facility provided over and above your medical reimbursements.

### **7.4 Employee Provident Fund**

When you join MPRLP, you become a member of the Provident Fund Scheme in operation in the Project. As per this scheme, you make a regular contribution, which is deducted, from your monthly salary. The rate of deposit is as per the Provident Funds and Miscellaneous Provisions Act, and presently stands at 12 percent of your basic salary. Your contribution to the Provident Fund is enriched by a matching contribution from MPRLP.

Your Provident Fund is deposited with the Regional Provident Fund Commissioner, Bhopal, Madhya Pradesh. In the event of separation from MPRLP, you are entitled to receive a lump-sum payment, subject to Provident Fund rules. This will comprise:

- regular contribution made from your salary,
- a matching contribution from MPRLP,
- any additional voluntary contributions you might have made, and
- interest on the total amount as applicable under the Act.

Both yours and MPRLP's contribution will begin on the day you join the Project.

## **7.5 Training and Professional Development**

A specific schedule of basic training and induction has been established for job and employment classifications. MPRLP will provide guidance in professional development and whenever possible, project staff would be send to specific training programmes and courses to further enhance their skills and competencies. All such training programmes must be approved by employee's supervisor and the State Coordinator – HR.

## **8. TIME-OFF BENEFITS**

### **8.1 Attendance and Timekeeping Procedures**

By law, MPRLP is required to keep accurate records of the time worked by employees. Each employee must sign in the attendance register at their office every working day. The supervisors are accountable for regular and accurate documentation of attendance and leaves taken by their direct reports.

All employees will mark their attendance in the prescribed manner. Failure to record attendance appropriately may be treated as an absence. Attendance is the legal record of the time an employee is at work. Salary will be prepared based on the attendance record. Employees are responsible for accurately recording the time worked, leave periods, etc.

In all cases of absence, employees must ensure that information about the absence is communicated to their supervisor or to the office at the earliest. Should you remain absent from work, without any reasonable explanation, for more than seven (7) consecutive days, it will be presumed that you are no longer interested in working for the Project and have abandoned its services, thereby terminating your contract of service. In such as case, you will not be entitled to any statutory compensation.

Any matter not specifically covered under the above guidelines shall be referred to the State Coordinator, Human Resources for necessary advice. The interpretation of this policy rests exclusively with the Project Management. The decision of the MPRLP shall be final and binding.

### **8.2 Leave Rules**

- Staff on deputation shall be entitled to Casual Leave/Earned Leave, and any other leave as per their service condition in the parent organisation.
- For private hire – two days for each completed month. Leave shall be accumulated for a calendar year and shall be carried forward for the contract period. Approved leave without pay can be adjusted against credit of leave to the employees account at the end of each calendar year. All leaves have to be approved by employee's supervisor.

### **8.3 Holidays**

All MPRLP employees of regular status are eligible for holidays. MPRLP recognises the holidays approved by the MP State Government.

- Sundays will be observed as weekly offs.
- The office will remain closed on 2nd and 3rd Saturdays of the month.
- The office will remain closed on festivals, like, Diwali, Dusherra etc. and National holidays, like, Republic Day, Independence Day, Gandhi Jayanti and as notified by the Government of Madhya Pradesh.

### **8.4 Family/Medical Leaves of Absence**

Occasionally, for medical, personal, or other reasons, employees may need to be temporarily released from the duties of their job with MPRLP. It is the policy of MPRLP to allow its employees to apply for and be considered for certain specific leaves of absence. All requests for leaves of absence should be submitted in writing to management and the State Coordinator – Human Resources.

#### **8.4.1 Maternity Leave (Suggested text)**

As per M.P. Government Rules.

#### **8.4.2 Paternity Leave**

Paternity leave entitlement is 15 days on full pay within three months of childbirth and confined to two children only.

9 EXPENSES

**7.6 Introduction**

The following is a comprehensive guide to the MPRLP expense policy and procedures for the reporting and reimbursement of expenses. Any manager who approves expense reports should be familiar with this policy – authorising an expense report indicates to MPRLP that the expenses reported are legitimate, reasonable, and comply with this policy. For details please refer to the Financial and Administrative Rules in the attached document.

## **10. EMPLOYEE COMMUNICATIONS**

### **10.1. Open Communication**

At MPRLP, we encourage open and honest communications between and among employees at all times. The objective is to improve individual awareness and productivity and increase the effectiveness of employees as “ambassadors” on and off the job by keeping employees informed and engaged. Employees are expected to be active in the communication process and are individually accountable for getting the information they need to do their jobs and ask questions when they do not understand information that is available to them.

MPRLP encourages employees to discuss any issues they may have with a co-worker directly with that person. If a resolution is not reached, employees should arrange a meeting with their direct supervisor. If the concern, problem, or issue is not properly addressed, employees should contact the State Coordinator – Human Resources. Any information discussed in an Open Communication meeting is considered confidential, to the extent possible while still allowing management to respond to the problem. Retaliation against any employee for appropriate usage of Open Communication channels is unacceptable.

The following channels of communications are currently in use in MPRLP.

- e-mail,
- MPRLP intranet,
- face to face meetings,
- field visits,
- Remote Access System (RAS),
- teleconferences and web casts, and
- print and online publications and newsletters.

The PC is the final authority while developing and communicating policies related to communication. Other communication roles and responsibilities are defined in this document.

### **10.2. Roles and Responsibilities**

The PC (or his / her delegation) leads the investigation and advancement of new media formats for employee communications (for example, message boards, forums, usage of SMS etc) and ensuring the material is consistent with the Project’s policies, philosophy, and priorities. All requests to establish new channels of communication with employees must be reviewed and approved by the PC.

With the exception of day to day specific operational memos, PC is responsible for coordinating the development, approval, and delivery of the following materials:

- communication to build and sustain focus on the Project’s vision, strategy, and goals,
- changes in the Project’s scope of work or organisational structure,
- changes in Government policies that may positively or negatively impact the Project,
- the launch of new services that impact the unit and/or Project’s performance,
- media coverage that promotes the interests of the Project, and
- crisis communications.

#### **10.2.1. Publications and Newsletters**

PC (or his/her delegation) is responsible for the content, development, production, review, and distribution of the following to employees:

- Aajivika Darpan – A Bulletin for Rural Livelihoods Initiatives: A quarterly publication to MPRLP employees that informs and educates them about initiatives in support of the MPRLP strategy.
- Gram Sabha evam Gram Panchayat – Ek Parichay: An introduction to the public administration structure and processes at the village level.
- Madhya Pradesh Grameen Aajivika Pariyojna – Pariyojna Parichay: An orientation document about the Project.
- People Take Charge: An overview of the Project's activities and accomplishment across various locations.

#### **10.2.2. MPRLP intranet**

PC (or his / her delegation) is responsible for overall governance of the design and change control process of the MPRLP intranet, and coordination with the content owners to ensure overall consistency and quality of the MPRLP intranet. Once approved, the addition of content to the MPRLP intranet must be approved by PC or an authorised designate prior to posting.

#### **10.2.3. Human Resources Policy**

State Coordinator – HR is responsible for coordinating the development and delivery of communications to MPRLP employees regarding MPRLP's Human Resources Policy.

Online or print newsletters produced by any employee are strongly discouraged, unless they serve a purpose not covered by the publications noted in this policy document and do not repeat content found in publications mentioned above, or in emails from PC or SPMU State Coordinators

#### **10.3. Meetings**

Staff meetings are crucial in informing staff about important developments, progress made and lessons learned in the Project. They are also an important platform to disseminate and communicate key messages. All formal meetings should be recorded in the form of a minute and shared with the participants of the meeting.

#### **10.4. Field Visits and Reports**

All project staff who undertakes field visit will prepare Field Visit Report within 7 days of returning from the field. The field visit report among others will include projects / villages visited, key observations and recommendations made. A copy of the report should be send to all SPMU State Coordinators, concerned DPO / PFT Coordinator and PC.

#### **10.5. Intranet**

MPRLP has the Project intranet where employees can find announcements, news/events, and discussions about specific topics. The employee is responsible for reading necessary information posted on the bulletin boards.

#### **10.6. Suggestions**

MPRLP encourages all employees to bring forward their suggestions and good ideas about making MPRLP a better place to work and enhancing service to MPRLP clients. Any employee who sees an opportunity for improvement is encouraged to talk it over with management. Management can help bring ideas to the attention of the people in the Project who will be responsible for possibly implementing them. All suggestions are valued.

#### **10.7. Closing Statement**

Successful working conditions and relationships depend upon successful communication. It is important that employees stay aware of changes in procedures, policies, and general information. It is also important to communicate ideas, suggestions, personal goals, or problems as they affect work at MPRLP.

## 11. ACKNOWLEDGMENT

I acknowledge that I have received a copy of the MPRLP Employment Policies, and I do commit to read and follow these policies.

I am aware that if, at any time, I have questions regarding MPRLP's policies I should direct them to my manager or the State Coordinator – Human Resources.

I know that MPRLP policies and other related documents do not form a contract of employment and are not a guarantee by MPRLP of the conditions and benefits that are described within them. Nevertheless, the provisions of such MPRLP policies are incorporated into the acknowledgment, and I agree that I shall abide by its provisions.

I also am aware that MPRLP, at any time, may on reasonable notice, change, add to, or delete from the provisions of the policies.

\_\_\_\_\_  
Employee's Printed Name

\_\_\_\_\_  
Position

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

## **1. SUPREMENT COURT JUDGEMENT – VISHAKA AND OTHERS VS STATE OF RAJASTHAN AND OTHERS.**

Directive on amendment in the Conduct, Discipline and Appeal Rules and Standard Orders pertaining to the Supreme Court judgement in the case of Vishaka and others Vs. State of Rajasthan and Others.

The undersigned is directed to say that in the case of Vishaka and Others Vs. State of Rajasthan and Others (JT 1997(7) SC 384), the Hon'ble Supreme Court has laid down guidelines and norms to be observed to prevent sexual harassment of working women.

It has been laid down in the above mentioned judgement that it is the duty of the employer or other responsible persons in working places or other institutions to prevent or deter the commission of acts of sexual harassment and to provide the procedure for the resolution, settlement or prosecution of acts of sexual harassment by taking all steps required. For this purpose, sexual harassment 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,
- showing pornography, and
- any other unwelcome physical, verbal or non-verbal conduct of sexual nature.

Any act of sexual harassment of women employees is definitely unbecoming of a PSU employee and amounts to a misconduct. Appropriate disciplinary action should be initiated in such cases against the delinquent PSU employee in accordance with the rules.

Where such conduct amounts to a specific offence under the Indian Penal Code or under any other law, the concerned authorities shall initiate appropriate action in accordance with law by making a complaint with the appropriate authority.

In particular, it should be ensured that victims, or witnesses are not victimized or discriminated against while dealing with complaints of sexual harassment. The victims of sexual harassment should have the option to seek transfer of the perpetrator or their own transfer.

Complaint Mechanism:- Whether or not such conduct constitutes an offence under law or a breach of the service rules, an appropriate complaint mechanism, should be created in every organisation for redressal of the complaint made by the victim. Such complaint mechanism should ensure time bound treatment of complaints. Wherever such machineries for redressal of grievance already exist, they may be made more effective and in particular women officers should preferably handle such complaints.

Awareness:- Awareness of the right of female employees in this regard should be created in particular by prominently notifying the guidelines (copy enclosed) in a suitable manner.

All the Ministries/Departments are requested to direct the public sector undertakings under their administrative control to make necessary amendments in the CDA Rules of such PSUs on the line of the guidelines laid down by the Supreme Court. For guidance, a copy of the notification issued by DOPT amending the CCS (Conduct) Rules, 1964 is enclosed.

### **1.1 (DPE O.M.No.DPE/15(4)/98(GL-004)/GM dated 29<sup>th</sup> May, 1998)**

Copy of DOPT's O.M.No.11013/10/97-Estt.(A) dated 13<sup>th</sup> February, 1998 regarding CCS (Conduct ) Rules, 1964 – Supreme court Judgement in the case of Vishaka Vs. State of Rajasthan regarding sexual harassment of working women.

The undersigned is directed to say that in the case of Vishaka and Others Vs. State of Rajasthan and Others (JT 1997 (7) SC 384), the Hon'ble Supreme Court has laid down guidelines and norms to be observed to prevent sexual harassment of working women.

It has been laid down in the judgement above-mentioned that it is the duty of the employer or other responsible persons in work places or other institutions to prevent or deter the commission of acts of sexual harassment and to provide the procedure for the resolution, settlement or prosecution of acts of sexual harassment by taking all steps required. For this purpose, sexual harassment 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,
- showing pornography, and
- any other unwelcome physical, verbal or non-verbal conduct of sexual nature

Attention in this connection is invited to Rule 3 (i) (iii) of the CCS (Conduct) Rules, 1964, which provides that every Government servant shall at all times do nothing which is unbecoming of a Government servant. Any act of sexual harassment of women employees is definitely unbecoming of a Government servant and amounts to a misconduct. Appropriate disciplinary action should be initiated in such cases against the delinquent Government servant in accordance with the rules.

Where such conduct amounts to a specific offence under the Indian Penal Code or under any other law, the concerned authorities shall initiate appropriate action in accordance with law by making a complaint with the appropriate authority.

In particular, it should be ensured that victim or witnesses are not victimized or discriminated against while dealing with complaints of sexual harassment. The victims of sexual harassment should have the option to seek transfer of the perpetrator or their own transfer.

Complaint Mechanism :- Whether or not such conduct constitutes an offence under law or a breach of the service rules, an appropriate complaint mechanism, should be created in every organisation for redress of the complaint made by the victim. Such complaint mechanism should ensure time bound treatment of complaints. Wherever such machineries for redressal of grievance already exist, they may be made more effective and in particular women officers should preferably handle such complaints.

Awareness :- Awareness of the rights of female employees in this regard should be created in particular by prominently notifying the guidelines (copy enclosed) in a suitable manner.

A specific provision is, however, being made in the CCS (Conduct) Rules, 1964, prohibiting sexual harassment of women by Government servants, in compliance of the Judgement of the Hon'ble Supreme Court.

The Ministries/Departments are requested to bring these instructions to the notice of all concerned for strict compliance.

In so far as persons serving in the Indian Audit and Accounts Department are concerned, these instructions issue after consultation with the Comptroller and Auditor General of India.

## **1.2 Copy of DOPT's Notification No.11013/10/97-Estt(A) dated 13.2.1998**

G.S.R..... In exercise of the powers conferred by the proviso to article 309 and clause (5) of article 148 of the constitution and after consultation with the Comptroller and Auditor General of India in relation to persons serving in the Indian Audit and Accounts Department, the President hereby makes the following rules further to amend the Central Civil Services (Conduct) Rules, 1964, namely:-

- These rules may be called the Central Civil Services (Conduct) Amendment Rules, 1998.
- They shall come into force on the date of their publication in the official Gazette.

In the Central Civil Services (Conduct) Rules, 1964, after rule 3B, the following rule shall be inserted, namely:

“3C – Prohibition of sexual harassment of working women

- no Government servant shall indulge in any act of sexual harassment of any woman at her work place;
- every Government servant who is in-charge of a work place shall take appropriate steps to prevent sexual harassment to any woman at such work place; and
- explanation – For the purpose of this rule, “sexual harassment” includes such unwelcome sexually determined behaviour, whether directly or otherwise, as:
  - physical contact and advances,
  - demand or request for sexual favours,
  - sexually coloured remarks,
  - showing any pornography, or
  - any other unwelcome physical, verbal or non-verbal conduct of a sexual nature”.

**NOTE :** The Principal Rules were published in the Gazette of India vide Ministry of Home Affairs Notification No.15/4/63-Estt.(A) dated 30<sup>th</sup> November, 1964, [S.O. No.4177 dated the 12<sup>th</sup> December 1964, Part II, Section 3, Sub-section (ii)] and subsequently amended vide :

S.No.	Notification No.	Date	Published in the Gazette of India Part II Section 3 Sub Section (ii)	S.O.No.	Date
1.	25/23/68-Estt.(A)	03.02.70	482		14.02.70
2.	25/11/72-Estt.(A)	24.10.72	3643		04.11.72
3.	25/57/64-Estt.(A)	05.01.73	83		13.01.73
4.	11013/12/75-Estt.(A)	13.02.76	846		28.02.76
5.	25/19/74-Estt.(A)	30.06.76	2563		17.07.76
6.	11013/19/75-Estt.(A)	06.07.76	2691		24.07.76
7.	11013/06/75-Estt.(A)	24.11.76	4663		11.12.76
8.	11013/4/76-Estt.(A)	24.08.77	2859		17.09.77
9.	11013/03/78-Estt.(A)	22.09.78	2859		30.09.78
10.	11013/12/78-Estt.(A)	22.12.78	3		06.01.80
11.	11013/3/80-Estt.(A)	24.04.88	1270		10.06.80
12.	11013/21/85-Estt.(A)	03.10.85	4812		19.10.85
13.	11013/6/85-Estt.(A)	21.02.86	935		08.03.86
14.	11013/11/85-Estt.(A)	07.03.86	1124		22.03.86
15.	11013/5/86-Estt.(A)	04.09.86	3159		20.09.86
16.	11013/16/85-Estt.(A)	10.09.86	3280		27.09.86
17.	11013/1/87-Estt.(A)	27.07.87	1965		08.08.87
18.	11013/19/87-Estt.(A)	19.04.88	1454		14.05.88
19.	11013/18/87-Estt.(A)	18.09.90	2582		06.10.90
20.	11013/20/91-Estt.(A)	09.12.92	3132		26.12.92
21.	11013/4/93-Estt.(A)	12.07.95	GSR 355		29.07.95
22.	11013/4/93-Estt.(A)	16.08.96	GSR 367		31.08.96

### 1.3 Copy of Guidelines and norms laid down by the Hon'ble Supreme Court in Vishaka and Others Vs. State of Rajasthan and Others (JT 1997 (7) SC 384)

HAVING REGARD to the definition of 'human rights' in Section 2 (d) of the Protection of Human Rights Act, 1993, TAKING NOTE of the fact that the present civil and penal laws in India do not adequately provide for specific protection of women from sexual harassment in work places and that enactment of such legislation will take considerable time.

It is necessary and expedient for employers in work places as well as other responsible persons or institutions to observe certain guidelines to ensure the prevention of sexual harassment of women.

#### **1.4 Duty of the Employer or Other Responsible Persons in Work Places and Other Institutions**

It shall be the duty of the employer or other responsible persons in work places or other institutions to prevent or deter the commission of acts of sexual harassment and to provide the procedures for the resolution, settlement or prosecution of acts, of sexual harassment by taking all steps required.

#### **1.5 Definition**

For this purpose, sexual harassment 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,
- showing pornography, and
- any other unwelcome physical, verbal or non-verbal conduct of sexual nature.

Where any of these acts is committed in circumstances where-under the victim of such conduct has a reasonable apprehension that in relation to the victim's employment or work whether she is drawing salary, or honorarium or voluntary, whether in government, public or private enterprise such conduct can be humiliating and may constitute a health and safety problem. It is discriminatory for instance when the woman has reasonable grounds to believe that her objection would disadvantage her in connection with her employment or work including recruiting or promotion or when it creates a hostile work environment. Adverse consequences might be visited if the victim does not consent to the conduct in question or raises any objection thereto.

#### **1.6 Preventive Steps**

All employers or persons in charge of work place whether in public or private sector should take appropriate steps to prevent sexual harassment. Without prejudice to the generality of this obligation they should take the following steps:

- express prohibition of sexual harassment as defined above at the work place should be notified, published and circulated in appropriate ways;
- the Rules/Regulations of Government and Public Sector bodies relating to conduct and discipline should include rules/regulations prohibiting sexual harassment and provide for appropriate penalties in such rules against the offender;
- as regards private employers, steps should be taken to include the aforesaid prohibitions in the standing orders under the Industrial Employment (Standing Orders) Act, 1946; and
- appropriate work conditions should be provided in respect of work, leisure, health and hygiene to further ensure that there is no hostile environment towards women at work places and no employee woman should have reasonable grounds to believe that she is disadvantaged in connection with her employment.

#### **1.7 Criminal Proceedings**

Where such conduct amounts to a specific offence under the Indian Penal Code or under any other law, the employer shall initiate appropriate action in accordance with law by making a complaint with the appropriate authority.

In particular, it should ensure that victims, or witnesses are not victimized or discriminated against while dealing with complaints of sexual harassment. The victims of sexual harassment should have the option to seek transfer of the perpetrator or their own transfer.

## **1.8 Disciplinary Action**

Where such conduct amounts to misconduct in employment as defined by the relevant service rules, appropriate disciplinary action should be initiated by the employer in accordance with those rules.

## **1.9 Complaint Mechanism**

Whether or not such conduct constitutes an offence under law or a breach of the service rules, an appropriate complaint mechanism should be created in the employer's organisation for redress of the complaint made by the victim. Such complaint mechanism should ensure time bound treatment of complaints.

## **1.10 Complaints Committee**

The complaint mechanism, referred to in (1.6) above, should be adequate to provide, where necessary, a Complaints Committee, a special counsellor or other support service, including the maintenance of confidentiality.

The Complaints Committee should be headed by a woman and not less than half of its member should be women. Further, to prevent the possibility of any undue pressure or influence from senior levels, such Complaints Committee should involve a third party, either NGO or other body who is familiar with the issue of sexual harassment.

The Complaints Committee must make an annual report to the Government department concerned of the complaints and action taken by them.

The employers and person in charge will also report on the compliance with the aforesaid guidelines including on the reports of the Complaints Committee to the Government department.

## **1.11 Worker's Initiative**

Employees should be allowed to raise issues of sexual harassment at workers' meeting and in other appropriate forum and it should be affirmatively discussed in Employer-Employee Meetings.

## **1.12 Awareness**

Awareness of the rights of female employees in this regard should be created in particular by prominently notifying the guidelines (and appropriate legislation when enacted on the subject) in a suitable manner.

## **1.13 Third Party Harassment**

Where sexual harassment occurs as a result of an act or omission by any third party or outsider, the employer and person in charge will take all steps necessary and reasonable to assist the affected person in terms of support and preventive action.

The Central/State Governments are requested to consider adopting suitable measures including legislation to ensure that the guidelines laid down by this order are also observed by the employers in Private Sector.

These guidelines will not prejudice any rights available under the Protection of Human Rights Act, 1993.

## **2 SEXUAL HARASSMENT POLICY**

MPRLP believes that you should be afforded the opportunity to work in an environment free of sexual harassment. Sexual harassment is a form of misconduct that undermines the employment relationship. No employee, either male or female, should be subjected verbally or physically to unsolicited and unwelcome sexual overtures or conduct.

Sexual harassment refers to behavior that is not welcome, that is personally offensive, that debilitates morale and, therefore, interferes with work effectiveness. Behaviour that amounts to sexual harassment may result in disciplinary action, up to and including dismissal.

### **2.1 Definition**

MPRLP has adopted, and its policy is based on, the definition of sexual harassment set forth by the Equal Employment Opportunity Commission (EEOC). The EEOC defines sexual harassment as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- submission to such conduct is made either explicitly or implicitly a term or condition of your employment;
- submission to or rejection of such conduct by you is used as the basis for employment decisions affecting you; and
- such conduct has the purpose or effect of unreasonably interfering with your work performance or creating an intimidating, hostile or offensive working environment.

### **2.2 Employer's Responsibility**

MPRLP wants you to have a work environment free of sexual harassment by management personnel, by your coworkers and by others with whom you must interact in the course of your work as a MPRLP employee. Sexual harassment is specifically prohibited as unlawful and as a violation of MPRLP's policy. MPRLP is responsible for preventing sexual harassment in the workplace, for taking immediate corrective action to stop sexual harassment in the workplace and for promptly investigating any allegation of work-related sexual harassment.

### **2.3 Complaint Procedure**

If you experience or witness sexual harassment in the workplace, report it immediately to your supervisor. You may also report harassment to any other member of MPRLP's management. All allegations of sexual harassment will be quickly investigated. To the extent possible, your confidentiality and that of any witnesses and the alleged harasser will be protected against unnecessary disclosure. When the investigation is completed, you will be informed of the outcome of that investigation.

### **2.4 Retaliation Prohibited**

MPRLP will permit no employment-based retaliation against anyone who brings a complaint of sexual harassment or who speaks as a witness in the investigation of a complaint of sexual harassment.

### **2.5 Written Policy**

You will receive a copy of MPRLP's sexual harassment policy when you begin working for MPRLP. If at any time you would like another copy of that policy, please contact **Mr Rajiv Saxena**. If MPRLP should amend or modify its sexual harassment policy, you will receive an individual copy of the amended or modified policy.

## 2.6 Penalties

Sexual harassment will not be tolerated at MPRLP. If an investigation of any allegation of sexual harassment shows that harassing behavior has taken place, the harasser will be subject to disciplinary action, up to and including dismissal.

## 2.7 Harassment Investigation Guide

### 10 Getting the employee to describe the claim:

- Listen to the charge. Don't make comments like, "You're overreacting."
- Acknowledge that bringing a harassment complaint is a difficult thing to do
- Maintain a professional attitude
- Gather the facts; don't be judgmental
- Ask who, what, when, where, why, and how. Find out if the employee is afraid of retaliation. How does the employee want the problem resolved?

### 11 Conducting an investigation of the claim—general rules to follow:

- Investigate immediately. Delaying or extending an investigation can make witness testimony increasingly unreliable.
- Remember that the manner in which the investigation is handled can itself furnish grounds for a hostile environment claim, so carefully document every step.
- Treat all claims seriously—even those that seem frivolous—until you have reason to do otherwise.
- Keep the investigation confidential. Emphasize to those involved that your discussions are not to be shared with uninterested parties. Warn of possible disciplinary action, if necessary.
- Limit the number of persons who have access to the information. Communicate strictly on a "need to know" basis.
- Ask questions so that information is not unnecessarily disclosed. For example, instead of asking, "Did you see Paul touch Joan?" ask "Have you seen anyone touch Joan at work in a way that made her uncomfortable?" Remember—the purpose of the investigation is to gather facts, not disseminate allegations.
- If there is more than one allegation, treat each separately.
- To avoid defamation liability, never broadcast the facts of a given situation or the results as an example to others or as a training tool.

### 12 Interviewing the complainant (Can be done when employee first reports charge):

- Find out whether there was a pattern of previous episodes or similar behavior toward another employee.
- Get the specific context in which the conduct occurred. Where? What time?
- Determine the effect of the conduct on the complainant. Was it economic, non-economic and/or psychological?
- Determine the time relationship between the occurrence of the conduct, its effect on the complainant, and the time when the complainant made the report.
- Prepare a detailed chronology.
- Analyze whether there might have been certain events that triggered the complaint, i.e., promotion, pay or transfer denial.
- Determine whether there were any possible motives on the part of the complainant.
- Find out what the complainant wants.

Explain to the complainant that the charges are serious, that you will conduct a thorough investigation before reaching any conclusion, and that he or she will not be retaliated against for making the complaint.

Don't make any statements about the accused employee's character, job performance, or family life.

**13 Interviewing the accused:**

Obtain a statement from the accused.

Identify the relationship of the accused to the complainant.

Was there any prior consensual relationship between the parties? How long have they known each other? Is there a history of group or individual socializing?

If the individual was a supervisor, indicate the individual's job title, obtain a copy of the individual's job description, and determine the individual's specific duties at the time of the alleged harassment.

Determine whether the accused directed, or had responsibility for the work of other employees or the complainant, had authority to recommend employment decisions affecting others or was responsible for the maintenance or administration of the records of others.

You can expect the accused to deny the charges. Observe the reaction. Note whether there is surprise, anger, or disbelief. Describe the details of the allegation and note the areas of disagreement between the testimony of both parties. If the accused denies the allegations, probe further to determine with the accused the background, reasons, and motivation that could possibly trigger the complaint.

**14 Interviewing witnesses:**

Obtain statements from any witnesses who support or deny any of the complainant's allegations. Be aware that witnesses are often reluctant to come forward out of fear of reprisal.

Assure all witnesses that their cooperation is important, that their testimony is confidential and that they will not be retaliated against for testifying.

**15 Resolving the complaint:**

Apologize for the incident occurring, if that is appropriate.

When attempting to remedy the conduct, avoid requiring the claimant to work less desirable hours or in a less desirable location. If you offer to transfer the complainant, try to get the complainant's consent and make sure the transfer position is substantially similar to the complainant's prior position. This helps ensure that the complainant is not being illegally punished for reporting discrimination or harassment.

Consider the severity, frequency and pervasiveness of the conduct when imposing discipline on the harasser. There are several disciplinary options available, including:

- oral and written warning
- reprimand
- suspension
- probation
- transfer
- demotion
- discharge

When imposing discipline on the accused, any forms of discipline short of discharge should be accompanied by a warning that similar misconduct in the future may result in immediate discharge. If no discipline is imposed, document the reasons why.

Provide remedial counseling and training on sexual harassment, if appropriate. Also take the opportunity to re-communicate your policy.

Carefully and fully document the investigation, the discipline imposed, and any remedial steps taken.

Conduct follow-up interviews with the parties to inform them of the company's actions.

### 3 PERFORMANCE EVALUATION FORM

#### REVIEW INFORMATION

<b>EMPLOYEE NAME</b>		<b>MANAGER/SUPERVISOR</b>	
<b>JOB TITLE</b>		<b>DEPARTMENT</b>	
<b>REVIEW PERIOD</b>	<b>FROM</b>	<b>TO</b>	

#### Productivity

	EXCEPTIO	EXCEEDS	MEETS	GETS E	NEEDS W
		REQUIREME	REQUIREME		
MAKES REALISTIC GOALS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEETS DEADLINES	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WORKS SMARTER, NOT HARDER	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Looks for efficiencies</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Completes tasks</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Shows good judgments</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### Communication

	EXCEPTIO	EXCEEDS	MEETS	GETS E	NEEDS W
		REQUIREME	REQUIREME		
PROCESSES RECEIVED INFORMATI	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LISTENS TO OTHERS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>VERBAL COMMUNICATIONS</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>WRITTEN COMMUNICATIONS</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>SUCH AS REPORTS, DOCUMENT</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>E-MAIL ETIQUETTE</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>TELEPHONE ETIQUETTE</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### Leadership

	EXCEPTIO	EXCEEDS	MEETS	GETS E	NEEDS W
		REQUIREMEN	REQUIREME		
LEADS BY EXAMPLE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINDS REALISTIC SOLUTIONS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTS DECISIVELY; MEETS PROBLE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HEAD-ON	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BRINGS OUT THE BEST IN TEAM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEMBERS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RESOLVES CONFLICTS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ESTABLISHES CLEAR EXPECTATION	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Provides necessary resources</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Delegates clearly</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### Personal Development

	EXCEPTIO	EXCEEDS	MEETS	GETS E	NEEDS W
		REQUIREMEN	REQUIREME		
EVEN-TEMPERED UNDER PRESSUR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SETS HIGH STANDARDS FOR SELF	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Sets challenging goals</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Relationships					
	EXCEPTIO	EXCEEDS	MEETS	GETS E	NEEDS W
		REQUIREMEN	REQUIREME		
STRONG CUSTOMER ADVOCATE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SETS ASIDE PERSONAL BIASES AND WANTS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
GIVES GOOD, PRACTICAL ADVICE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Fosters loyalty in employees</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Management					
	EXCEPTIO	EXCEEDS	MEETS	GETS E	NEEDS W
		REQUIREMEN	REQUIREME		
PRIORITIZES TASKS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RESPONDS QUICKLY AND WELL TO PROBLEMS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MANAGES COSTS EFFECTIVELY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DEVELOPS NEW STRATEGIES	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Organizes tasks</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**GOALS FOR NEXT REVIEW PERIOD**

INDICATE THE AGREED UPON GOALS AND STANDARDS OF PERFORMANCE WHICH ARE APPROPRIATE ESTABLISH FOR THE NEXT REVIEW PERIOD. CONSIDER ACTIONS, ACTIVITIES OR PROGRAMS DESIGNED TO MEET JOB OBJECTIVES AND FUNCTIONS OVER THE NEXT REVIEW PERIOD.

**EMPLOYEE COMMENTS**

**SIGNATURES**

**EMPLOYEE** **DATE**  
 (THE EMPLOYEE'S SIGNATURE INDICATED THAT HE/SHE WAS GIVEN THE OPPORTUNITY TO READ THE REVIEW AND ADD COMMENTS; IT DOES NOT NECESSARILY SIGNIFY TOTAL AGREEMENT.)

**MANAGER/ SUPERVISOR** **DATE**

## **4 EMPLOYEE REWARD AND RECOGNITION POLICY**

### **4.1 Purpose**

To enhance job satisfaction and encourage exemplary performance in the Project through employee recognition

### **4.2 Scope**

All employees are eligible for consideration, including members of the support staff.

### **4.3 Eligibility**

Candidates for the awards must have at least 90 days tenure with MPRLP, and be an employee in good standing. There are no limits on the number of times employees can be nominated or selected to receive the award.

### **4.4 Procedure**

#### **4.4.1 MPRLP Champion**

This is an employee-to-employee recognition program centered in our MPRLP Core Values. Each employee is given a MPRLP Champion package - and encouraged to look for values based opportunities to recognize one another. We track the recognition by inputting the coupons on the bottom of the card. Once our records indicate that an employee has received six cards or given 12 cards, that employee becomes a MPRLP Champion, for that quarter.

Employees who become MPRLP Champions being a recipient of six MPRLP Champion cards will have their names displayed on a plaque in a prominent place within the District Office. And all MPRLP Champions will also receive a personalized letter from The Principle Coordinator, as well as a personalized MPRLP Champion certificate, suitable for wall display.

#### **4.4.2 Performers of the Month and Quarter**

##### **4.4.2.1 The Process**

The District Head will send the nomination to the Human Resources. Based on the recommendations, Head HR and Project Coordinator will decide on the Star of the Month.

- STAR OF THE MONTH
- QUARTERLY CHAMPION
  - Star of the Month: Each month one PFT member from each district will be selected based on the performance scorecard and manager's nomination. The selected PFT Member will receive a cash award of Rs.500/- and a certificate from the Project Coordinator.
  - Quarterly Champion: Each Quarter the Top PFT (entire team) from the District will be selected. The basis for the nomination will be top performance/scorecard for three months running and DPO's nomination. The selected PFT will receive a cash award of Rs.3, 000/- and a certificate from the Project Coordinator.
  - The photographs of the star of the month and the Quarterly Champion will be displayed on the MPRLP Intranet and the Aajivika Darpan.

##### **4.4.2.2 The Process**

- The DPO will send the nominations by the 7th of each month to Human Resources.
- Human Resources will consolidate the nominations by the 10th of the month for Project Coordinator for final selection.

#### 4.5 Manager of the Quarter

- This award is a quarterly recognition programme for DPO & DPSU staff. It will be open to all Management staff with a minimum of 6 months service in the Project as on date except the following:
  - Project Coordinator, and
  - SPMU Staff.
- The award will be given once a quarter from across the 8 Districts. The selection will be made on basis of rating on the following qualities:
  - planning and organization skills,
  - initiative,
  - leadership,
  - personal bearing,
  - personal integrity and honesty,
  - reliability and dependability, and
  - pursuit of excellence in work.
- The SPMU staff will nominate the contenders, who will be short-listed by State Coordinator Human Resources will make his recommendation in the shape of a profile covering the above and any other traits which the Department Head may like to dwell upon, in respect of his nominees. In consultation with the Project Coordinator, the Manager of the Quarter will be selected.
- The Manager of the Quarter will be awarded with a certificate and a cash award of Rs.2,000/- together with a letter of recognition from the Project Coordinator.
- The photograph of the 'Manager of the Quarter' will be displayed in the Staff MPRLP Intranet and in Aajivika Darpan.

The award distribution(s) will be done by the Project Coordinator or his representative on the last Wednesday of each month.

#### **4.6 Star of the Month Nomination Form**

ATTN: HEAD OF HUMAN RESOURCES      FROM: