

Deepshikha

Institute for Child Development and Mental Health
Ranchi



(The picture needs to be changed as per Deepshikha's Suitability and Vision)

HR Policy Manual 2017

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Developed in consultation with Deepshika

By

Synaptic Healthcare Solutions, Ranchi.

Deepshikha HR Policy Manual

This Human Resources Policy Manual is provided as a central reference for all Supervisors, supervisors and employees and applies to staff across all locations where the Deepshikha carries out its work.

The specific policies that follow promote the philosophy of Deepshikha with regard to standards of excellence; terms of employment; employee development; and employee services.

It may be necessary to change these policies from time to time to reflect changes in the workforce, employment trends, economic conditions and Indian Legislations. However, any changes in policy will be consistent with the Deepshikha approach to:

- Employing talented individuals whose creativity and imagination will support and contribute to achieving the Deepshikha's objectives;
- Communicating Deepshikha standards and expectations in all aspects of employment including performance;
- Valuing diversity, and assure equal employment opportunity and a workplace where relationships are based on mutual respect;
- Treating all staff, workers, contractors and customers in a professional, non-discriminatory manner;
- providing safe, effective working conditions, and;
- providing competitive terms and conditions in our workplace market

Any Policy changes will be fully consulted on and communicated to all staff through normal communication channels. This Policy Manual will also be updated as necessary.

This Policy Manual should be read in conjunction with the Deepshikha Staff Handbook.

Signed: _____

** Secretary / Managing Director / Chief Executive

Overview of Deepshikha

Introduction

Deepshikha(Deepshikha Institute for Child Development and Mental Health) is an non-profit organisation working towards advancing life of children and adults with childhood disabilities.

We are one of the premier institutions in the country working towards providing equal opportunities for children and adults with various developmental disabilities. It all started with a commitment with a group of few young ladies of Ranchi on 17th July 1988 with the formation of Purushree, desirous to bring about some change. With lots of dream and aspiration the work started with a capital of Rs. 10,000/- and a handful of few trained professionals. The young women were determined on their path to bring sustainable impact in the life of some of the most neglected and marginalised children. Slowly with sustained efforts now Deepshikha feels proud to be an institution of its kind in the northern part of India. We stand as an inspiration to many others to come forward towards making the change.

Some of the key services we offer are:-

- Outdoor services for children and adults with developmental disabilities.
- Special School for children and Adult training programs
- A team of Professionals skilled in special education and rehabilitation sciences
- A strong team of committed volunteers

Vision

To enlighten, enrich and empower and bring sustainable changes in the Quality of life of children and adults with disabilities.

Mission

Deepshikha aims for bringing sustainable solutions for improvement in the Quality of Life of children and adults with disabilities and their families by evidence based quality rehabilitation, special education services, skills training and being a frontier in the policy advocacy for children and adults with special needs.

Our interventions areas are-

- | | |
|---|--------------|
| 1. Outdoor Clinic/Early Intervention Program | 10. ComDeall |
| 2. Pre-School Program | 11. SPARSH |
| 3. Transition classes | 12. NIOS |
| 4. Special classes | |
| 5. Special School | |
| 6. Adult Skill Training Unit | |
| 7. Capacity building in disability and Rehabilitation | |
| 8. Outreach Programmes | |
| 9. Orientation Awareness Programmes | |

Improving Quality of Life of Children and adults with developmental disabilities is being done with support of a team of highly skilled professionals including Paediatricians, Psychiatrists, Clinical Psychologists, Physiotherapists, Special Educators, Social workers, Speech therapist etc. This change making process requires a lot of compassion, care, love,

patience and dignity and respect for persons with disability. We involve with families and their communities towards learning more on the problems and finding some possible solutions to it. The consistent interaction with community members has brought out positive change in their attitude towards disability with amply reflected in the way they share their concerns, time and investment for the cause. This has also helped Deepshikha in integrating the children and working towards the goal and mainstreaming the disabled. Brining Quality in every work that we do is a concern for us.

Purpose of HR manual

The purpose of this HR policy is to guide the responsibilities of the employer, Deepshikha and the employee. This HR policy aims to provide Deepshikha employees with clear guidelines on employment terms and conditions of service, and general information on employee rights. Deepshikha aims to provide a range of services designed to ensure that employees have good working environment.

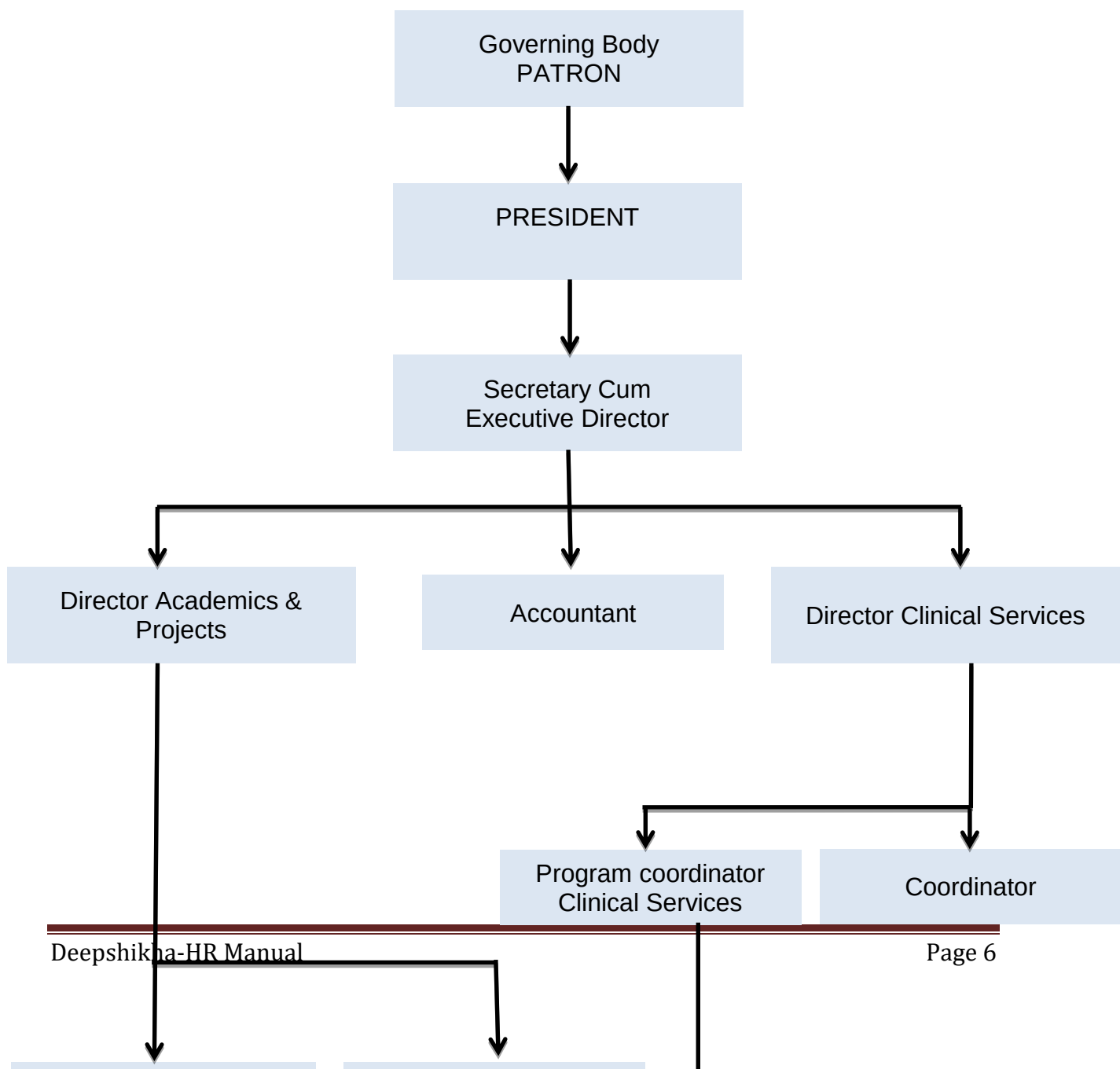
Scope of Policies

These policies are an integral part of each employee's Employment Contracts and apply to all staff equally, unless otherwise specified in individual Employment Contracts. If there is a difference, the conditions defined in the Employment contract will apply.

It's the employees responsibility to make sure that they understand and abide by these policies. Its Deepshikha's responsibility to ensure that these policies are applied equally to all staff.

These policies are subjective to review and revision at any time deemed necessary. Any future changes will be discuss with staff before being put into effect. The board will be responsible for the periodic review of Deepshikha's HR policy and will have final approval of any changes to be made.

Organogram



Index to be prepared after finalisation of the manual

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SECTION 1 – EMPLOYING STAFF: *Employing staff fairly and expertly, ensuring they are properly inducted, and ensuring they are aware of the required standards of conduct including use of email and the internet.*

1. Recruitment and Selection

1. Introduction

- 1.1 Effective recruitment and selection is central and crucial to the successful functioning of Deepshikha. It depends on finding people with the necessary skills, expertise and qualifications to deliver the Deepshikha strategic objectives and the ability to make a positive contribution to the values and aims of the organisation.

2. Advertisements

- 2.1 Vacancies will generally be advertised in an appropriate newspaper or Online advertisement/ Notice to be updated on Notice board, and will not be confined to those media which, because of their particular source of applicants, provide only or mainly applicants of a particular group.
- 2.3 All vacancies will also be posted on the Deepshikha Internet, and internal notice boards. Deepshikha's keen to facilitate internal promotions wherever possible as development opportunities for its staff.
- 2.4 Deepshikha may, on occasions, decide to restrict advertisement to internal candidates only. Furthermore **junior** posts will always be advertised internally in the first instance, to provide continuous development of existing members of staff unless the Management team agrees that this is not appropriate due to the specialist skills required for the post involved.
- 2.5 Vacancies, which are restricted to internal candidates only will be clearly indicated on the advertisement. All internal candidates will be selected for interview on the same criteria as external candidates.
- 2.6 Employees on maternity leave will receive all advertisements for posts advertised in the Deepshikha during their period of maternity leave.

3. Application Form

- 3.1 In applying for posts, all candidates will be provided with a job description, details of the appropriate conditions of service and details about the Deepshikha. A brief statement about the appointment procedure will also be provided and, if possible, an indication of the date (or week) when interviews will be held. The job description will include a list of the main duties and responsibilities of the post, together with an outline of the qualifications and experience which candidates are expected to possess.

“Effective recruitment and selection is central and crucial to the successful functioning of Deepshikha. It depends on finding people with the necessary skills, expertise and qualifications to deliver the Deepshikha strategic objectives and the ability to make a positive contribution to the values and aims of the

- 3.2 In drawing up the job description and conditions of service the Deepshikha will ensure that no job applicant receives less favourable treatment than another on the grounds of disability, gender, race, religion or belief, age, sexual orientation, marital status, parental status, caring responsibilities or hours of work, and that no applicant is placed at a disadvantage unjustifiably by requirements or conditions which have a disproportionately adverse effect on a particular group.
- 3.3 Applicants will be asked to specify whether they have any disabilities, and whether there are any reasonable adjustments needed for them to attend an interview. All applicants with a disability who meet the essential criteria for a job will be interviewed, and considered on their merits
- 3.4 Applicants will be required to supply the names and addresses of two people from whom references can be obtained, one of which should normally be the applicant's current or most recent employer.
- 3.5 Only references for short listed candidates for interview will be obtained. References will normally be sought prior to interview, unless the candidate indicates otherwise.
- 3.6 References should normally be made in writing or email, but those received by telephone will be accepted, provided that a note of the conversation is recorded and placed on file.
- 3.7 Applicants will also be required to declare if they are related to any member of staff within the Deepshikha. Canvassing of members of the Deepshikha is not permitted. No Supervisor should be put into a position where he or she is asked to interview a person to whom they are related.
- 3.8 It is the Deepshikha policy not to communicate further with applicants other than those who are shortlisted. A note to this effect is included in the details sent out to applicants.
- 3.9 Applicants details will be recorded at the point of receipt. All information relating to the data collected in the equality and diversity recruitment monitoring form will be hidden from all those involved in the recruitment and selection process. The information collected will be solely used for the purposes of equality monitoring.
- 3.10 All completed applications forms are private and confidential and should only be made available to those directly involved in the recruitment and selection process.
- 3.11 All application forms will be collated by Human Resources Department / Deepshikha Administrator and supplied to the appointing Supervisor and interview panel for shortlisting purposes.

- 3.12 A shortlist of candidates will be drawn up for interview, based entirely on merit and suitability for the post but taking account of the Deepshikha's ethos of providing equitable options for all. Other than in exceptional circumstances, reasonable notice will be given to ensure that candidates have sufficient time in order to prepare for and make the necessary arrangements to attend the interview.

4. Selection Methods

- 4.1 Interviews will be held by a panel comprising of ideally three persons, but a minimum of two persons, gender balanced wherever possible. The interviewers will encourage candidates to be at ease during the interview, in order that they can give a fair and accurate impression of themselves.
- 4.2 The selection and appointment of the Chief Executive will be made by members of the Board and the panel will be chaired by the Board Chairman.
- 4.3 A set of questions will be agreed by the interview panel in advance and will be developed from the current job description for the post. The panel will seek to develop questions which ask the candidates to give examples of their previous relevant experience
- 4.4 All candidates will be asked the same questions in the same order, and their responses rated between 1-10. The panel will each have a copy of the questions and will score independently of each other during the interview. Time is allocated between interviews for the panel to discuss each candidate and to award a total points score. Additional notes may be made by the panel during the interview, however it should be noted that candidates will have access to all information should they request it.
- 4.5 It should be remembered that an interview is a two way process, and candidates will be given every opportunity to view the offices where they will work and ask questions about the Deepshikha, to ensure that they have a full understanding of the post for which they are applying and the way the Deepshikha operates.
- 4.6 In addition to interviews, a range of other selection techniques may be used. In such circumstances reasonable notice and relevant information will be given to ensure that candidates have sufficient time and information to prepare.
- 4.7 Candidates attending an interview will not be reimbursed any expenses incurred.
- 4.8 All appointments will be made strictly on merit and related to the requirements of the job.

- 4.9 The Executive Director has delegated powers to make appointments to posts below Director level or equivalent. For Director level posts the Executive Director will consult with the President to determine Board Members' level of involvement.
- 4.10 All interviewed candidates will be notified of the outcome of the selection process as soon as possible, either by telephone or letter.
- 4.11 All unsuccessful candidates' application forms and interview notes will be retained for one year from the date of interviews taking place. After this date they will be destroyed.

5. *Relevant Checks*

- 5.1 All offers of employment will be made conditional upon satisfactory results from the following:
- Merit & Experience
 - two satisfactory references;
 - confirmation of the right to work in this country (if appropriate)
 - Criminal Records Disclosure (if appropriate).

6. *Probationary Period*

- 6.1 All appointments into Deepshikha will be made subject to a probationary period of 6 calendar months. After three months a review meeting will take place between the post holder and their line Supervisor to discuss progress. At the end of the 3 months a review report by the appropriate head of section or line Supervisor will be given. The probationary period can be extended by a further 3 months should the individual's line Supervisor consider this appropriate.

7. *Recruitment Monitoring*

- 7.1 Deepshikha seeks to recruit employees on the basis of their ability and the requirements of the post.
- 7.2 Deepshikha wants to ensure that no applicant receives less favorable treatment than another on the grounds of disability, gender, race, religion or belief, age, sexual orientation, marital status, parental status, caring responsibilities or hours of work.

8. *Exit Interviews*

- 8.1 All employees who leave the employment of Deepshikha voluntarily will have an exit interview with their Supervisor before their last day of employment.

- 8.2 Exit interviews provide the opportunity for departing employees to discuss their reasons for leaving. The information provided is useful in identifying trends, learning and development and evaluating the effectiveness of HR policies and practices.
- 8.3 The appropriate line Supervisor should receive all appropriate information, such as recommendations made for change, or significant issues raised in the questionnaire, whilst bearing in mind confidentiality issues. The exit interview questionnaire will be retained on the employee's personal file.
- 8.4 Proper handing over of all the files, documents and items given by the department should taken place before the exit.
- 8.5 A notice period of 1 month should be served by the employees before their exit.

2. Induction Policy and Checklist

1. General Policy Statement

Deepshikha believes that all new employees MUST be given timely induction training. This training is regarded as a vital part of staff recruitment and integration into the working environment. This policy, associated procedures and guidelines define the Deepshikha commitment to ensure that all staff is supported during the period of induction, to the benefit of the employee and Deepshikha alike.

2. Aim

It is the aim of Deepshikha to ensure that staff induction is dealt with in an organised and consistent manner, to enable staff to be introduced into a new post and working environment quickly, so that they can contribute effectively as soon as possible. This induction policy, associated procedures and guidelines aim to set out general steps for Supervisors and staff to follow during the induction process. It is expected that all Supervisors and staff will adhere to this policy.

Deepshikha expects that the implementation of good induction practice by Supervisors/supervisors will:

- Enable new employees to settle into the Deepshikha quickly and become productive and efficient members of staff within a short period of time.
- Ensure that new entrants are highly motivated and that this motivation is reinforced.
- Assist in reducing staff turnover, lateness, absenteeism and poor performance generally.
- Assist in developing a management style where the emphasis is on leadership.
- Ensure that employees operate in a safe working environment.
- Will reduce costs associated with repeated recruitment, training and lost production.

3. Deepshikha's Commitment

The Human Resources Department / Head Office will:

- Issue guidelines to familiarise Supervisors and staff with the induction process.
- Maintain and update the Induction Policy.
- Provide a checklist for Supervisors and staff to follow during the induction period.
- Ensure there is effective monitoring of the induction process particularly in the first three months.

“ Deepshikha believes its employees are its greatest asset and recognises its responsibility to ensure they are afforded appropriate development throughout their employment. This development begins at the Induction stage when a new employee joins.”

- Deal with any problems promptly providing an efficient service for both Supervisors and staff.
- Review all policy, procedure and guideline documents on a regular basis.
- Provide relevant formal training courses necessary to assist the induction process.

GUIDELINES FOR SUPERVISORS/SUPERVISORS

4. General

Starting a new job is a demanding and often stressful experience. Quite apart from the obvious challenge of tackling new tasks, there is also the need to become accustomed to a new organisation, a new environment and new colleagues. The purpose of induction is to support new employees during this difficult period and to help them become fully integrated into Deepshikha as quickly and as easily as possible.

Induction has benefits for all involved in the process. Employees who settle quickly into Deepshikha will become productive and efficient at an early stage and in turn will experience feelings of worth and satisfaction.

It is generally recognised that new employees are highly motivated and an effective induction process will ensure that this motivation is reinforced.

5. Induction Checklist

The Induction checklist is a very useful way of ensuring that information is imparted to new employees when they are likely to be most receptive. It avoids overloading employees with information during the first weeks whilst ensuring that all areas are covered. Supervisors/supervisors should ensure that these matters have been properly understood whilst the checklist is being completed, perhaps in the form of a weekly chat with the new entrant. Arrangements should also be made for the employee to visit any relevant departments with which they have regular contact in the course of their duties. At the end of the process the induction checklist should be signed by the relevant parties and placed in the member of staff's personnel file.

6. First Day of Employment

Preparations should be made for the arrival of the new entrant well in advance, for example, arrangements should be made to provide desk, equipment and lockers etc.

Most new employees tend to be concerned primarily with two matters:

- a) Whether they can do the job and
- b) How they will get on with their new colleagues.

It is therefore important to introduce them to their new workplace and colleagues at the earliest opportunity. An introductory talk will be appropriate at this time and can be combined with the provision of general information and exchanging any necessary documentation. This talk should be as brief as possible, because the employee is unlikely to be receptive to detailed information at this stage, and should be conducted by someone who is well prepared and has sufficient time available. Supervisors/supervisors should refer to the Induction Checklist and use it as a basis for discussion thus ensuring all documentation is complete.

A tour of the workplace should be arranged for the new entrant allowing the Deepshikha / Division to be viewed as a whole and the recruit to see where he/she fits into the organisation.

The new entrant will want to get to know his/her colleagues and quickly become part of the team and time should be made for this process. Colleagues should be briefed on the new entrant's arrival. If possible one of the new entrants colleagues should be nominated to ensure that he/she has every assistance in settling in quickly.

7. Induction Programmes

Induction programmes must be geared to the individual's needs. Some of the more obvious new members of staff requiring special attention are as follows:

Supervisors

Whilst many of the points in the checklist apply equally to all new Supervisorial staff, in most cases individual induction programmes will be necessary. These should be drawn up in consultation with new Supervisors, taking into account their backgrounds and experience and the nature of their new roles. Priority should be given to helping new Supervisors establish and maintain relationships with management colleagues and opportunities should be provided for them to spend time in other relevant departments to facilitate this process. This will help Supervisors quickly to gain an understanding of the Deepshikha philosophies, strategic plans and business plans.

Ethnic Minorities

In some cases, it may be necessary to design induction programmes with the special needs of ethnic minorities in mind. Language problems and attitudes amongst existing staff may be areas requiring particular attention. This is preparation that should be completed before any member of staff joins the Deepshikha. The Deepshikha will not tolerate racist or prejudiced behaviour in any form.

Long-term Unemployed

Previously long-term unemployed people who have been recruited may have been absent from the working environment for some time so it will be helpful to recap on some of the issues relating to school leavers. These should, of course, be adapted to suit older workers, who may need to build up confidence and the induction process can be used to update knowledge of basic office technology (photocopiers, fax machines, telephone systems, etc. as well as computers).

Other Groups

Other groups that may need particular consideration include disabled employees and women returning to work after having raised a family.

These groups will also require the induction procedure as women returning to work may, like the long-term unemployed, be out of touch and lacking in confidence. Disabled employees may have all or a combination of induction needs, but these needs may be compounded by their disabilities. Part of the induction process for disabled employees will involve checking such things as wheelchair access to parts of the workplace, toilets and lifts etc. The necessary reasonable adjustments to the workplace required to accommodate the disabled individual should be completed prior to them commencing, and carried out in discussion with the individual or their adviser.

8. Completing the Induction Process

Induction can be said to end when the individual become fully integrated into the organisation. Of course, there is no set timescale within which this will happen and follow up is essential. Giving new employees the opportunity to ask questions several weeks into employment can be useful, and the induction checklist will provide this opportunity. In some areas, such as understanding wider aspects of the organisation, follow up after a number of months may be appropriate.

Deepshikha

9. Induction Programme For New Staff

DEPARTMENT

NAME OF EMPLOYEE

JOB TITLE

DATE COMMENCED

This is a checklist of information for Induction which Supervisors / supervisors should use with new staff as part of their induction programme within the first few days, and certainly within the first two weeks of employment. Health and Safety items should be identified immediately. The new employee should be asked to tick each subject as he/she has been informed about it, and sign the end of the form. The Supervisor / supervisor then sends the form to the Personnel Department / Head Office for inclusion in the employee's personnel file.

Not all the following subjects are applicable to all departments. Should this be the case, record N/A.

Please read the guidance notes below before completing this form.

GUIDANCE NOTES

Certain groups of staff have specific induction needs. The main groups are detailed below, with particular points to take account of, highlighted.

Items Specific to the Following Groups of Staff:

Staff with Disabilities

Disabilities include for example physical handicap, deafness, blindness, mental handicap. Consider the following for discussion:

1. Confirm the nature of the disability.
2. Clarify if the employee has any special needs relating to disability.
3. Check whether employee has any particular concerns regarding the workplace.

Staff Returning to Work after a Period of Absence

This includes staff who were previously unemployed, women returning after starting a family, or after any other prolonged period of non-employment. Discussion should include, for example:

1. The difference between the employee's previous working environment and this new one.
2. Changes in skills required for this area of work.
3. Requirement for training to update skills.

Supervisors and Professional Staff

These staff need a broader induction to put their post in context.

1. Structure and culture of department.
2. Role in relation to Department / Deepshikha as appropriate.
3. Training course in supervisory and management skills, if required.

ITEMS TO COVER WITH EACH NEW EMPLOYEE

<i>The Department</i>	<i>Complete</i>
1. Department function	
2. Introduction to colleagues	
3. New entrant's own job	
4. Supervision	
5. General layout - entrances and exits	
6. Telephone system, bleeps and intercom systems	
<i>Conditions of Employment</i>	
1. Information on hours of work	
2. Time recording, flexi-time	
3. Bonus scheme, allowances	
4. Probationary periods of employment	
5. Reporting in when sick including when on leave	
6. Arrangements for requesting leave: annual leave, unpaid leave, compassionate leave	
7. Issue of uniforms, and uniform policy, protective clothing, replacement, laundry arrangements	
Health and Safety, Security, Fire	
1. Health and safety information relevant to the department	
2. Issuing of fire instructions and procedure	
3. Location of fire-fighting equipment	
4. Accident reporting	
5. First aid facilities	
6. Security of department/building	
7. Arrangement for keys, passes, ID Badges etc.	

8. Violence and aggressive behaviour	
9. Management of Cash/ finance	
10. Major Incident procedures	
Conduct	
1. Personal presentation	
2. Disciplinary procedures	
3. Courtesy to the customer and the public	
4. Confidentiality	
5. Noise Control	
6. Acceptance of gifts	
7. Statements to the Press	
8. Local rules regarding smoking	
9. Private use of telephones	
10. Standards of Business Conduct	

Education, Training, Promotion	
1. Study leave	
2. Means of advancement, promotion opportunities	
3. Employee appraisal, review systems	
Employee Involvement and Communication	
1. Communication arrangements	
2. Information sources, e.g. notice boards, circulars etc.	
3. Handling Complaints	
Items Specific to Department	
1. Pay	
2. Notice of termination of employment	
3. Sick certificates	
4. Waste disposal	
5. Control of infection	
6. Lifting and handling	

3. Standards of Business Conduct

1. Introduction

1.1 **Deepshikha**, expects its staff (including temporary, agency, interim, contractor or consultant staff) to be scrupulously impartial and honest in all affairs relating to the Deepshikha and their job within it. All staff also bear a responsibility as employees to act as ambassadors for the Deepshikha in terms of their general conduct both within and outside the organisation. This policy outlines the responsibilities of staff working for the Deepshikha.

You should not, directly or indirectly, engage in, or have any interest, financial or otherwise, in any other business enterprise which interferes or is likely to interfere with your independent exercise of judgement in Deepshikha's best interest.

1.3 All employees' should follow:

- to be ready and willing to work;
- to offer their services personally: for example must not subcontract the work for which they are employed;
- to take reasonable care in the exercise of that service, including the duty to be competent at work and to take care of the Deepshikha's property;
- to not create any disruption in Deepshikha;
- to obey reasonable orders as to the time, place, nature and method of service;
- to work only for Deepshikha;
- to disclose information to Deepshikha of any other business involvement.
- to hold solely for the benefit of any invention relevant to their role in Deepshikha;
- to respect the Deepshikha Strategic plans;
- in general, to be of good faith and do nothing to destroy the trust and confidence necessary for employment;
- to account for all benefits – monetary or in kind - received in the course of employment;
- to indemnify the employer for loss caused by the employee.

2. Standard of Conduct Required by the Deepshikha

Gifts and Hospitality

2.1 Deepshikha requires its employees to ensure that gifts and hospitality offered by suppliers and potential suppliers of goods and services to the Deepshikha are declined. This applies whether the gifts or hospitality are offered within, or outside normal working hours. All gifts must be politely refused or, if received through the post, returned to the donor with a suitably worded letter signed by the Department Supervisor.

Visits to Conferences, Demonstrations etc

2.2 Deepshikha, intends that when it is necessary for employees to visit conferences, demonstrations and similar occasions, it should bear the travelling and subsistence expenses itself. Exceptions to this general rule will only be permitted with the approval of the Chief Executive.

Attendance at Luncheons, Receptions etc

2.3 Where it is evident that the work of **Deepshikha** will be facilitated, invitations to attend receptions, luncheons may be accepted under the following rules:

- no employee may accept an invitation without first obtaining the approval of the Department Supervisor;
- in exceptional circumstances, where it is not possible to seek prior approval, the facts should be reported immediately afterwards;
- if addressed personally, such an invitation may not be transferred to another employee, except with the consent and approval of a senior Supervisor as above and with the concurrence of the party issuing the invitation;
- invitations involving attendance outside normal working hours may be accepted only on the authority of the Departmental Supervisor;
- as a general rule, any officer who has any doubts about the wisdom of accepting any hospitality should decline the offer.

NB The important difference between, for example, attendance in an official capacity at a function organised by the Deepshikha or one of its subsidiaries and the acceptance of hospitality from a private individual or firm should be recognised.

Identification

2.4 Employees should wear or carry their identity badges whilst carrying out their duties.

Confidentiality

2.5 At all times confidentiality must be maintained. No information can be released to unauthorised persons or organisations. The Chief Executive or other Senior Supervisors of the Deepshikha will inform employees of those authorised to receive information.

2.6 If doubt exists as to the validity of an organisation or individuals to receive information, this must be checked with a Senior Supervisor.

Personal Relationships

2.7 If a personal relationship between two employees develops within the working environment, the onus is on the senior employee concerned to bring this to the attention of his or her Supervisor to confirm that there is no conflict of interest, nor will a conflict of interest arise. The Deepshikha reserves the right to move one of the employees concerned if it deems it necessary to do so.

Outside Interests and Employment

2.8 Outside interests include directorships, ownership, part ownership or material shareholdings in companies, business or consultancies likely to seek to do business with Deepshikha. These should be declared to the individual's line Supervisor as should the interests of a spouse / partner or close relative.

Political and civic activities

2.9 It is not the intention **Deepshikha** or this policy, to dissuade employees from participating actively in public duties. It is important, however, that by doing so there is no suggestion to a third party that the employee is acting on behalf of, or with the support of, **Deepshikha**. To avoid any misunderstanding, no employee should permit his or her Deepshikha affiliation to be noted in any outside organisation's materials or activities without the express written approval of a member of senior management.

Bribery and Corruption

2.10 A bribe is defined as: giving someone a financial or other advantage to encourage that person to perform their functions or activities improperly or to reward that person for having already done so.

If you bribe (or attempt to bribe) another person, intending either to obtain or retain business for the Deepshikha, or to obtain or retain an advantage in the conduct of the Deepshikha business this will be considered gross misconduct. Similarly accepting or allowing another person to accept a bribe will be considered gross misconduct. In these circumstances you will be subject to formal investigation under the Deepshikha disciplinary procedures, and disciplinary action up to and including dismissal may be applied.

General Conduct

2.11 Employees should at all times conduct themselves in such a way as to enhance the reputation of Deepshikha.

Deepshikha will support employees who become aware of and are willing to report breaches of this policy or who genuinely believe that a breach is occurring, has occurred or is likely to occur within the business. Employees should raise the issue internally with their Supervisor or supervisor or in accordance with the Deepshikha Policy on Disclosing Information ('Whistleblowing').

Staff who fail to comply with the guidance detailed in this Policy could be subject, following full investigation, to disciplinary action up to and including dismissal. If through their actions or omissions staff are found to be in contravention of either this Policy or, indeed, their legal responsibilities then the Deepshikha reserves the right to take legal action if it deems it to be necessary to do so.

4. Internet and Email Usage Policy and Guidelines

1. Introduction

- 1.1 This policy sets out the obligations and expectations on employees of the Deepshikha including contractors and temporary staff, who use the Deepshikha's, internet and email purposes. Internet facilities are provided to assist with day to day work. It is important that they are used responsibly, are not abused, and that individuals understand the legal professional and ethical obligations that apply to them.

1.2 Use of the Internet

Use of the Internet by employees is encouraged where such use is consistent with their work and with the goals and objectives of Deepshikha in mind. Reasonable personal use is permissible subject to the following:

- Users must not participate in any online activities that are likely to bring Deepshikha into disrepute, create or transmit material that might be defamatory or incur liability on the part of Deepshikha, or adversely impact on the image of Deepshikha.
- Users must not visit, view or download any material from an internet site which contains illegal or inappropriate material. This includes, but is not limited to, pornography (including child pornography), obscene matter, race hate material, violence condoning messages, criminal skills, terrorism, cults, gambling and illegal drugs.
- Users must not knowingly introduce any form of computer virus into Deepshikha computer network.
- Personal use of the internet must not cause an increase for significant resource demand, e.g. storage, capacity, speed or degrade system performance.
- Users must not download commercial software or any copyrighted materials belonging to third parties, unless such downloads are covered or permitted under a commercial agreement or other such licence.
- Users must not use the internet for personal financial gain.
- Users must not use the Internet for illegal or criminal activities, such as, but not limited to, software and music piracy, terrorism, fraud, or the sale of illegal drugs.
- Users must not use the internet to send offensive or harassing material to other users.
- Use of the internet for personal reasons (e.g. online banking, shopping, information surfing) must be limited, reasonable and done only during non-work time such as lunch-time.

SECTION 2 – MANAGING EMPLOYEE PERFORMANCE: SETTING OBJECTIVES, ASSESSING AND MANAGING EMPLOYEE PERFORMANCE INCLUDING ABSENCES, MISCONDUCT AND CAPABILITY ISSUES

“The appraisal process aims to improve the effectiveness of the organisation by contributing to achieving a well-motivated and competent workforce”

5. Performance Appraisal Policy

1. Appraisal Policy

Deepshikha is committed to supporting every employee to reach their potential and achieve their personal goals, which in turn will assist the organisation to achieve its objectives.

The performance appraisal policy supports the performance appraisal scheme. The scheme is a formal process centred on an annual meeting of each employee and their line Supervisor to discuss his/her work. The purpose of the meeting is to review the previous year's achievements and to set objectives for the following year. These should align individual employees' goals and objectives with organisational goals and objectives.

2. Core Principles of the Appraisal Policy

1. The appraisal process aims to improve the effectiveness of the organisation by contributing to achieving a well motivated and competent workforce.
2. Appraisal is an ongoing process with an annual formal meeting and a meeting every 6 months to review the progress.
3. The appraisal discussion is a two way communication exercise to ensure that both the needs of the individual, and of the organisation are being met, and will be met in the next year.
4. The appraisal discussion will review the previous year's achievement, and will set an agreed Personal Development Plan for the coming year for each member of staff.
5. All directly employed employees who have completed their probationary period are required to participate in the appraisal process.
6. The appraisal process will be used to identify the individual's development needs and support the objectives of the Training and Development Policy.
7. All staff will receive appraisal training as an appraisee, and where appropriate as an appraiser.
8. The appraisal process will provide management with valuable data to assist succession planning.

9. The appraisal process will be a fair and equitable process in line with our Equality Policy.

3. *Performance Appraisal Implementation*

Performance appraisal discussions will be held over a designated 4 week period on an annual basis. They will be arranged by the appraisee's line Supervisor. Line Supervisors are encouraged to provide the opportunity for an additional **6 month verbal appraisal review**, mid-year and other informal reviews as necessary throughout the year.

The discussion will be held in private. Information shared during the appraisal will be shared only with senior management. The exception is training needs, that will be provided to the HR / administration for action. Confidentiality of appraisal will be respected.

The appraiser (usually the employee's line Supervisor) will be expected to have successfully completed appraiser training, and to be familiar with the appraisee's work.

All appraisal documents should be issued to both parties prior to the discussion, in order to allow time for both parties to reflect and prepare. These will provide a framework and focus for the discussion.

A time and venue for the discussion will be advised at least one week before the meeting takes place.

4. *The Appraisal Discussion*

The appraisal discussion will allow an opportunity for both the appraisee, and the appraiser to reflect and comment on the previous year's achievements. It will praise achievement and encourage the appraisee in his/her role.

The appraiser is accountable for giving the employee constructive, timely and honest appraisals of their performance, which should take into account both the goals of the organisation and of the individual.

The discussion should be a positive dialogue, and will focus on assisting the appraisee to acquire the relevant knowledge, skills and competencies to perform his/her current role to the best of his/her abilities.

The appropriate forms will be completed and signed by both parties. The appraisee will be given the opportunity to note any comments that he/she does not agree with and complete a self assessment.

The appraisee and line Supervisor should agree on a Personal Development plan for the appraisee for the following year. This will reflect the appraisee's aspirations and the organisation's requirements, and should align personal and organisational goals.

The organisation and the line Supervisor will support the individual to achieve these goals during the forthcoming year.

Any training needs, future training requirements, planned qualifications, development opportunities and career planning should be discussed in the light of the Personal Development Plan.

5. Training and Monitoring

Senior Management are responsible for the appraisal process, and he/she shall ensure that appraisers and appraisees are adequately equipped and trained to undertake the performance appraisal.

Deepshikha

6. Performance Appraisal for the year 2023-2024

Name :

Designation :

Department :

Date of Joining:

Qualification :

Taking Initiative 10	Professional Development 10	Work relationship with the colleagues 10	Reporting to the immediate seniors 10	Regularity & Punctuality 10	Attitude towards work and correction 10	Improvement if any from the last year 10	Any remarkable performance of the year 10	Sense of responsibility 10	Output of work 10	percentage	Level

Areas of strength :

Areas need support/improvement :

Goals taken for the year 2024-25

For self development:

For professional/ institutional development:

Achievements of the last session (if any) :

Effort given for self development :

Effort given for professional/ institutional development :

Tasks yet to be accomplished in the last session, (if any) with reasons :

Remarks :

Assessed by

Signature with date:

7. Working hours

Uniform policies in all our work for all employees is one of the key task that we believe in. However, in certain exceptional cases, there may be case to case accommodations made to suit Deepshika's goal and vision and the individual's arena of expertise. As the nature of work of various employees differs at Deepshika, the working hours that is committed by each individual would differ. During working hours the individuals should refrain from all personal work.

Lunch Break for teachers/ staff is for half an hour.

Based on the different Skill sets the employees are divided into 8 categories:-

S.No	Designation	Office Hours	Description
1	Office staff	10.00 - 4.00 (6 days a week)	Based on the nature of the work, this working hour has been kept.
2	Teachers	10.00-3.00 (5 days a week)	It is required for all teachers to report to the Ranchi city office/ Namkum Center on every 1 st and 3 rd Saturday from 10.00 – 02.00
3	Teaching assistant	Same as teachers	Same as teachers
4	Professionals/ Teachers posted in out-door clinics	10.00-04.00 (6 days a week)	Need to come on all Saturdays.
5	HRD trainees	10.00- 4.00 (6 days a week)	One Saturday, once in a month one leave is permitted. Half day leave may be taken with permission of the line supervisor in written.
6	Part time Professionals	3 hrs (6 days a week)	Working hours will be as per their nature of job.
7	People appointed under various projects	Minimum 8 hours per day (6 days a week)	Same as above
8	Special Employee	10.00-4.00 (6 days a week)	Same as above
9	Volunteers/Interns	-	As per their time convenience

Work exceeding normal working hours.

Teachers are not entitled for overtime allowance; however teachers are required to work for hours exceeding office hours. Example. During workshops, seminar and annual function. No extra financial support is provided as Deepshika believes this job is a part of the employee's commitment towards the organization. If additional duty is assigned for any particular project apart from office hours (maximum 3 hours) proportionate honorarium may be given to the employee.

Absence from work

- An employee must seek permission for absence from work in written.
- When an employee is unable to attend work, he/she must notify his/her supervisor by telephone (only in urgent cases).

- An employee who is absent from work without permission or reasonable explanation involving extenuating circumstances (E.g. emergency, accident, serious illness) will have salary deducted for the period of absence. **If someone is absent without prior information or permission, the leave will not be counted as casual leave.**
- **Recurring absence without permission is grounds for disciplinary action including dismissal.**
- If an employee is absent from work she/ he must make arrangements to cover her/his absence in such a way that no colleagues or students face difficulties because of the employee's absence. **In case of departmental heads going on leave, they have to make adequate arrangements or replacements in consultation with the concerned directors.**

8. Leave and Holiday policy

Objective: To extend the facility of leave of absence to the employees to attend to their personal exigencies and during times of emergency besides meeting statutory requirements.

Leave Rules

- All leaves have to be approved well in advance from the line Supervisor. The leave may be refused or sanctioned based on the exigency of work.
- Employees on probation shall be eligible for casual leave on pro-rata basis.
- Leave in respect of regular employees will be credited to the employees account retrospectively in the month of April every year.
- Application for any kind of leave shall be in prescribed format.
- Before applying for leave it should be discussed with the immediate Supervisor.
- Leave for more than 3 days should be discussed 1 week in advance.

Casual Leave

- These leaves are meant for special circumstances that cannot be foreseen.
- An employee of casual leave is not treated as absent from duty and pay is not forfeited.
- Casual leave would accrue from the date of joining on Pro-rata basis.
- Casual leaves can be granted subject to:
- **A maximum of 12 days for employees who have completed one year of service.**
- **A maximum of 2 casual leave at any time may be applied for.**
- **Part-time professionals are not entitled for casual leaves.**
- Supervisors have right to refuse any leave based on the current work load and in the best interest of Deepshikha.
- In event of one or more persons applying for casual leave at the same time from the same supervisor, the supervisor. The supervisor may opt for decision based on first come first serve basis keeping the priority of the individual in mind.
- In case an employee doesn't avail the casual leave during the current year; special considerations will be made at the end of the year.
- Casual Leave will be under no circumstances be extended to the next year.

Maternity Leave

- The maternity leave will be granted to women employees as per the Maternity Benefit Act 1962 and rules framed there under.

- Only those employees who have successfully completed one year with Deepshikha would be eligible to avail Maternity Leave.
- In order to avail Maternity Leave the concerned Medical Practitioner stating the probable date of confinement, to the reporting head, at least 2 months before the date of probable confinement.
- Female employees are entitled to 3 months maternity leave, 2 months of which will be paid maternity leave. An additional month of leave without Payment may be taken.
- An employee receiving maternity benefits is not permitted to take employment elsewhere while on paid maternity leave.
- Maternity benefits can be availed only after the employee joins after leave.

Paternity Leave

- An employee may avail a paternity benefit after 1 year of his service.
- The employee seeking paternity leave should apply to the line Supervisor a month or 2 in advance for the leave.
- The leave has to be supported by a medical certificate of delivery of his partner.
- 7 days of paid Paternity leave may be availed by the employee based on the approval from his line Supervisor.

Loss of Pay

- As far as possible the employee should avoid loss of pay.
- In the case of unforeseen circumstances, requiring employee to be away on leave in excess of the available balance, the leave granted shall be accounted as loss of pay.
- In case the immediate supervisor has not sanctioned leave, for whatever reason, and an employee remains absent, then such absence will be treated as “UNAUTHORISED ABSENCE”
- The employee will not be eligible to receive the salary for the day’s of unauthorized absence.
- All employees with over one year of service completion will be entitled for 5 days of loss of pay leave.
- Unauthorized absence shall make an employee liable to disciplinary action under the provision of law.

Special Leave

In any other cases Deepshikha provides 7- 15 days of maximum leave for emergencies like death of an immediate family member defined as spouse, parents, child or siblings and for employees who are getting married. This will not be a paid leave.

All requests for special leave will be decided on a case by case basis by the supervisor and should be given to the supervisor at least one month in advance(except in cases of emergencies). Such leaves to be sanctioned by the power of Director.

Holidays

Deepshikha follows the Holiday rules as per the state government norms.

A list of national holidays approved by Deepshikha would be shared to all team members.

Summer Holidays

Duration : 1 month (for children)

Staff involved in clinical and HRD/ Project work are entitled for 15days leave only on rotation, so that work may be done in smooth manner.

They can earn 10 days as privileged leave in calendar year. **It is not applicable for school teachers.**

Unavailed PL can be encashed on completion of the calendar year. Application for PL should be made in writing to the department head at least 15 days in advance, sanction of leave will be at the discretion of concerned departmental head.

Puja Holiday (Durga Puja)

Duration: 1 week for every employee and teachers.

Winter holiday duration: 1 week for every employee and teachers.

- All team members shall be required to report to the school a day before the school closes and a day earlier when the school is re-opening. This is usually on the Saturday before and after the holiday.

Salary Policy

The salary of every employee is decided upon his professional qualification, past experience, number of hours of work and nature of work. Salaries will be based on Deepshikha's approved staff salary system.

Salary structure for all staff members

All existing staff members will be paid the salary as per the last provisions. Strategies to make uniform norms for all are being developed for uniformity across all team members. The annual increments in the salary may range from 5- 10% based on the individual performance and available funds with the organisation. However, in extra ordinary situations the salary may be increased based on the discretion of the Governing Board.

For new employees

For all new employees they will draw a honorarium for the first 6 months of their probation. Once, Deepshikha is convinced with the individual's performance and feedback from his/her supervisor the extension of the service to regular reemployment may be given as a regular employee.

Special School

S.no	Designation	During Probation (12 months)	After probation
1	Principal		To be finalised by the governing board.
2	Teachers in Special School	Rs.8000-9000	As per qualification PF benefit up to the maximum of Rs.10000.

3	Assistant Teacher	Rs.6000	PF benefit slot maximum Rs.5000/-
4	Teaching assistant- (Special Education) / Vocational Instructor	Rs.5000	PF benefit slot maximum Rs.5000/-
5	Helping staff a. Drivers b. Security Guards c. Peons d. Housekeeping staff	Rs.12000 Rs. 4000 Rs. 4000 Rs. 4000	Fixed salary. Fixed salary. PF benefit slot max Rs. 4000/- Fixed salary. Maximum Rs. 5000/- as per experience. PF benefit slot max Rs. 4000/- Fixed salary. Maximum Rs. 4000/- as per experience. PF benefit slot max Rs. 3000/-

Out Door Clinic -10.00 AM to 4.00 PM

S.no	Job Title	Monthly Fees (during probation)	Description (after probation)
1	Director Clinical Services	Rs.10000	As per Deepshikha Norms
2	Therapist (Full time)	Rs.17000-18000	-
3	Therapist (Part time)	Rs.15000	-
4	Special educators	Rs. 10000-11000	-
5	Office Assistant	Rs. 4000	Rs. 4500 (Maximum Rs.6000 as per experience.) PF Benefit as per slot maximum Rs.5000
6	Housekeeping Staff	Rs.4000	PF benefit slot maximum Rs.3000/-

HRD (Manpower Training)

B. Ed. Special Education/ Bangalore University:

S.no	Job Title	Monthly Fees (during probation)	Description (after probation)
1.	Course Coordinator (part time)		As per university norms.

D.Ed Special Education

S.no	Job Title	Monthly Fees	Description
1	Course Coordinator	15000	PF benefit slot maximum 10000/-
2	Core faculty (Special Education)	10000	PF benefit slot maximum 10000/-
3	Clinical Psychologist	15000	PF benefit slot maximum 10000/-
4	Librarian	6000	PF benefit slot maximum 8000/-
5	Office Assistant	8000	PF benefit slot maximum 6000/-
6	Computer instructor	6000	PF benefit slot maximum 8000/-
PF benefit slot maximum Rs. 10000/- for core faculty only.			

Salary Payments

Salary is paid every first week of the month by Online Transfer only. All new staff members are requested to submit their account details to the office. The documents submitted to the office must include- Copy of Identity proof, address proof, bank account details, PAN Card details, Copy of registration in case of rehabilitation and health professionals.

Salary Adjustments

Salaries will be reviewed annually in the month of April, the beginning of the financial year. Adjustments will consider changes in cost of living as well as available funds.

Salary adjustments will be determined by the Director of Finance in consultation with the employee's supervisor. Staff salary will include all the benefits provided by Deepshikha.

(Salary+ PF+TA+ Classess+ Practical allowances and others)

Salary Advance

Advance of Salary may be given in extenuating circumstances at the discretion of the Director of Finance. Request of salary in advance must be in written and should include the amount and reason for request. All requests for advance salary will be decided on a case to case basis by the director.

Insurance (Employee Benefit)

Deepshikha will withhold 12% of the fees for health, pension, unemployment, injury and social benefit insurance to be paid to the PPF (Public Provident Fund) in accordance with Indian Law.

Whenever required, in consultation with the employees supervisor, this money can be released. Regular staff of Deepshikha will be eligible to get PF benefits after the probation period.

“The procedure is intended to be positive rather than punitive but takes cognisance of the fact that sanctions may have to be applied in some circumstances.”

All regular full time employees may avail ESIC (Employee’s state Insurance Corporation) benefits. The changes in the ESIC benefit may be subject to any change in the legislations of the ESIC benefit of the government.

Penalty

Deepshikha may impose a penalty for misconduct and absence with information from the work place. The penalty amount may differ as per the approval of the management of Deepshikha and guidance of the advisory board.

Long Leave Policy

In condition of long leave, it is expected that the staff should leave Deepshikha on the date when the leave is being declared and should return back to back on the notified day. Delay in returning back to work without pre information before the notified holiday period would bring action to the employee.

Controlling Absence Policy

1. Policy

It is recognised by Deepshikha that from time to time staff may require to be absent from their place of work due to illness. The length of time lost by employees through illness must however be monitored to ensure that each member of staff is able to do their job, effectively and without putting themselves or others at risk. It is not the intention of the Deepshikha to penalise the genuinely sick, however it must be recognised that an employee who is medically unfit to carry out his/her contractual duties may not be able continue in that employment.

Employees who become aware that they have an illness problem are encouraged to inform their Supervisor at the earliest opportunity. All such requests will be dealt with as speedily and compassionately as possible.

Deepshikha values good attendance at work and is committed to improving the general wellbeing of its employees to achieve this. Although we aim to secure regular attendance, we do not expect employees to attend when they are unwell."

7. Disciplinary Procedure

1. Scope

Deepshikha's Disciplinary Procedure will be used only when necessary and as a last resort. Where possible, informal and/or formal counselling or other good management practice will be used to resolve matters prior to any disciplinary action being taken. The procedure is intended to be positive rather than punitive but takes cognisance of the fact that sanctions may have to be applied in some circumstances.

Every individual has the right to representation at any point during the disciplinary process.

2. Suspension

Suspension is not disciplinary action. The purpose of suspension is manifold and can be used when it is necessary to remove a member of staff from the workplace pending an investigation for example, to allow time for a 'cooling down period' for both parties, for their own or others protection, to prevent them influencing or being influenced by others or to prevent possible interference with evidence. Only the Supervisor in charge of that individual, at that time or their superior, have the authority to suspend an individual.

An employee suspended from duty will receive written confirmation within three days of:

- the reason for the suspension
- the date and time from which the suspension will operate.
- the timescale of the ongoing investigation.
- the right of appeal to the immediate Supervisor of the suspending should the suspension last more than 7 days

3. Counselling

Counselling is an attempt to correct a situation and prevent it from getting worse without having to use the disciplinary procedure. Where improvement is required, the employee must be given clear guidelines as to:

- what is expected in terms of improving shortcomings in conduct or performance
- the time scales for improvement
- when this will be reviewed
- the employee must also be told, where appropriate, that failure to improve may result in formal disciplinary action.

4. Warnings

Examples of Minor Misconduct

Below are listed examples of misconduct which may warrant either a Verbal Warning or a First Written Warning. It is stressed however that this list is not exhaustive and that on all occasions a full and proper investigation must take place prior to the issue of a warning.

- Persistent lateness and poor time-keeping.
- Absence from work, including going absent during work, without valid reason, notification or authorisation.
- Smoking within unauthorised areas.
- Failure to work in accordance with prescribed procedures.
- Incompetence.
- Unreasonable standards of dress or personal hygiene.
- Failure to observe Deepshikha regulations and procedures.

Verbal Warning

A Verbal Warning is appropriate when it is necessary for the Supervisor in charge to take action against an employee for any minor failing or minor misconduct.

First Written Warning

A First Written Warning is appropriate when:

- a verbal warning has not been heeded and the misconduct is either repeated or performance has not improved as previously agreed.
- an offence is of a more serious nature for which a written warning is more appropriate.
- the recurrence or accumulation of an offence/offences, if left, will lead to more severe disciplinary action.

Examples of Gross – Misconduct

Listed below are examples of misconduct which may be considered to be Gross Misconduct and may warrant a Final Warning, Demotion or Dismissal. It is stressed however that this list is not exhaustive and that on all occasions a full and proper investigation must take place prior to the issuing of a Final Warning, Demotion or Dismissal.

- Theft, including unauthorised possession of Deepshikha property.
- Breaches of confidentiality, prejudicial to the interest of the Deepshikha,
- Being unfit for duty because of the misuse/consumption of drugs or alcohol.
- Refusal to carry out a management instruction which is within the individuals capabilities and which would be seen to be in the interests of the Deepshikha.
- Breach of confidentiality / security procedures.
- Physical assault, breach of the peace or verbal abuse.
- False declaration of qualifications or professional registration.
- Failure to observe Deepshikha rules, regulations or procedures.
- Wilful damage of property at work.
- Incompetence or failure to apply sound professional judgement.

Final Written Warning

A Final Written Warning is appropriate when:

- an employee's offence is of a serious nature falling just short of one justifying dismissal.
- an employee persists in the misconduct which previously warranted a lesser warning.

Downgrading or Transfer to another Post

This action is appropriate when:

- previous attempts, via the disciplinary procedure, to rectify a problem have failed and this is a final attempt to solve a problem without having to dismiss an employee.
- an employee is considered by the Supervisor of the department to be incompetent or otherwise unfit to fulfil the duties for which he is employed but where dismissal is not thought to be appropriate.

Dismissal

Dismissal is appropriate when

- An employee's behaviour is considered to be Gross Misconduct.
- An employee's misconduct has persisted, exhausting all other lines of disciplinary procedure.

Time Scales for the expiry of Warnings

Warnings issued to employees shall be deemed to have expired after the following periods of time.

- Verbal Warnings: 6 months
- First Written Warnings: 12 months
- Final Written Warnings: 18 months (or as agreed and recorded at the hearing)

These time scales remain provided that during that period, no further warnings have been issued in respect of the employee's conduct.

5. Letter of Warning

All Warnings must contain the following information

- The letter must be issued within 7 days of the date of the disciplinary hearing.
- The nature of the offence and where appropriate, that if further misconduct occurs, more severe disciplinary action will be taken.
- The period of time given to the employee for improvement.
- The employees right to appeal to the Supervisor directly above that of the one issuing the warning.
- A copy of the warning and any supporting documentation must be attached to the individuals personnel file.
- The employee must also receive a copy of the warning which in the case of any written warning will be sent to their home address by recorded delivery if not handed to them in person.
- In the case of a final written warning, reference must be made to the fact that any further misconduct will lead to dismissal, and that the employee has the right of appeal, and to who they can make that appeal.

The letter confirming dismissal will contain the following information:

- The reason for dismissal and any administrative matter arising from the termination of their employment.
- The employees right of appeal and to whom they should make that appeal

6. Appeals

Every employee has the right to appeal against the outcome of a disciplinary hearing. The basis of an appeal should normally relate to one of the following areas:

- that the Deepshikha' Procedure had not been followed correctly.
- that the resulting disciplinary action was inappropriate.
- that the need for disciplinary action was not warranted.
- that new information regarding disciplinary action has arisen

An appeal should be put in writing to the HR Department / Head Office. The letter of appeal may be constructed by the employee or their representative. The letter should contain the grounds for appeal and should be lodged within 10 days of receipt of the warning / dismissal letter.

An appeal will be arranged within 20 working days of receipt of the appeal letter.

Appeals against Verbal and First Warnings

In the case of verbal and first warnings, the appeal will be heard by the Supervisor next in line to the one who issued the warning.

Appeals against Downgrading, Final Warnings and Dismissal

The hearing and determining of appeals against final warnings and dismissal will be heard by the appropriate Director or Chief Executive. They may also involve another senior Supervisor / Director not previously involved with the case.

When dealing with an appeal against a Final Warning or Dismissal written statements of case may be submitted no later than 2 days prior to the date of Appeal Hearing. No additional written evidence will be admitted by the Appeal Committee on the date of the Hearing.

Witnesses may be required by either party at an appeal hearing, dependent upon the circumstances and nature of the case. However, there is no specific obligation on either party to produce a witness. Either party must give 5 days prior notice that they intend to call specific persons involved or associated with the case under consideration.

It is the responsibility of the management representative and for the appellant to each arrange for the availability and attendance of any witness they wish to call.

SECTION 3 - DEALING WITH EMPLOYEE CONCERNS: *Hearing Grievances, Dealing with Bullying & Harassment, and making provisions for “Whistleblowing”*

9. Grievance Procedure

The grievance procedure is intended as the tool by which a member of staff may formally have a grievance, regarding any condition of their employment, heard by the management of the Deepshikha. The aggrieved employee has the right to representation by a Trade Union Representative or a work colleague

In the event of a member of staff wishing to raise a grievance, it is preferable for the grievance to be satisfactorily resolved as close to the individual and their line Supervisor as possible. It is understood however that this is not always possible and that a formal procedure is required to ensure the swift and fair resolution of matters which aggrieve the Deepshikha's employees.

Time scales have been fixed to ensure that grievances are dealt with quickly, however these may be extended if it is agreed upon by both parties.

This procedure is not intended to deal with:

1. Dismissal or disciplinary matters which are dealt with in a separate procedure.
2. Disputes, which are of a collective nature and which are dealt with in a separate procedure.

10. Prevention of Bullying and Harassment at Work

1. Statement of Policy

1. Deepshikha is committed to encouraging and maintaining good employee relations within a working environment which fosters team working and encourages employees to give of their best. Everyone in the Deepshikha and those who have dealings with the Deepshikha has a responsibility to maintain good working relationships and not use words or deeds that may harm the wellbeing of others. In addition to the obligations placed upon both employers and employees by the Equality and Human Rights legislation, everyone has the right to be treated with consideration, fairness, dignity and respect. This contributes to a workplace environment in which individuals feel safe and can work effectively competently and confidently.
2. The Deepshikha policy applies to all staff working within the organisation and to all employees working off the premises. It extends to include non-

The Deepshikha believes that the working environment should at all times be supportive of the dignity and respect of individuals. If a complaint of harassment is brought to the attention of management, it will be investigated promptly and appropriate action will be taken.

permanent workers such as secondees, contractors, agency, temporary staff, consultants and any other workers. The policy, in addition, covers the behaviour of staff outside working hours which may impact upon work or working relationships.

3. Deepshikha has a “zero tolerance” policy and will investigate vigorously any allegations of bullying or harassment, regardless of whether the matter has been raised formally or informally.

2. Key Principles

4. Deepshikha, will provide and sustain a safe working environment in which everyone is treated fairly and with respect. Those working or dealing with the Deepshikha must not encounter harassment, intimidation or victimisation on the basis of gender, race, colour, ethnic or national origin, sexual orientation, marital status, religion or belief, age, trade union membership, disability, offending background or any other personal characteristic.
5. Everyone carries a personal responsibility for their own behaviour and for ensuring that their conduct is in accordance with the principles set out in this policy. In addition, each person has a responsibility to report any instance of bullying or harassment which they witness or which comes to their attention. Employees have a responsibility to act as role models, pro-actively addressing instances of bullying and harassment. Supervisors should also make themselves aware of their responsibility.
6. Harassment may be defined as any conduct which is :-
 - unwanted by the recipient
 - is considered objectionable
 - causes humiliation, offence, distress or other detrimental effect.
7. Harassment may be an isolated occurrence or repetitive: it may occur against one or more individuals. Harassment may be, but is not limited to:
 - Physical contact – ranging from touching to serious assault, gestures, intimidation, aggressive behaviour.
 - Verbal – unwelcome remarks, suggestions and propositions, malicious gossip, jokes and banter, offensive language.
 - Non-verbal – offensive literature or pictures, graffiti and computer imagery, isolation or non-co-operation and exclusion or isolation from social activities.
8. Bullying is unlikely to be a single or isolated instance. It is usually, but not exclusively repeated and persistent behaviour which is offensive, abusive, intimidating, malicious or insulting. Bullying includes but is not limited to :

- Conduct which is intimidating, physically abusive or threatening
- Conduct that denigrates, ridicules or humiliates an individual, especially in front of colleagues
- Humiliating an individual in front of colleagues
- Picking on one person when there is a common problem
- Shouting at an individual to get things done
- Consistently undermining someone and their ability to do the job
- Setting unrealistic targets or excessive workloads
- “cyber bullying” i.e. bullying via e-mail. (This should be borne in mind where employees are working remotely and are managed by e-mail. Care and sensitivity should be practised with regard to the choice of context and language).
- Setting an individual up to fail e.g. by giving inadequate instructions or unreasonable deadlines.

Harassment and Bullying may be summarised as any behaviour that is unwanted by the person to whom it is directed. It is the impact of the behaviour rather than the intent of the perpetrator that is the determinant as to whether harassment or bullying has occurred.

9. Any employee who wishes to make a complaint of harassment or bullying is encouraged to first discuss matters informally with their line Supervisor or with Human Resources, provided that they feel able to do so. Should the issues not be resolved at this stage, or the employee feels unable to raise the issue informally, then a formal resolution should be sought.
10. When a complaint of Harassment or Bullying is brought to the attention of a Supervisor at any level, whether informally or formally, prompt action must be taken to investigate the matter. Corrective action must be taken where appropriate and this may require an investigation under the Deepshikha Disciplinary Policy and Procedure.
11. If it is considered that one of the parties concerned in a harassment or bullying case should be moved from their current workplace, then as a matter of principle the Deepshikha will normally remove the alleged perpetrator rather than the complainant. However, the final decision on who should be moved should reflect the particular circumstances of the case and advice from Human Resources to the relevant Supervisor. It should be noted and explained to those concerned that the moving of either party is not an implication of guilt or culpability and no detriment to either party will be construed as a consequence.
12. All matters relating to the investigation of complaints of harassment or bullying will be treated in strict confidence. Any breach of confidentiality in this regard may render those responsible liable to disciplinary actions. However, it will be necessary that any alleged perpetrator is made aware of the allegations against them and the name(s) of those making the allegations together with the name(s) of any witnesses.

13. No employee will be victimised or suffer detriment for making a complaint of harassment or bullying and no Supervisor shall threaten either explicitly or implicitly that an employee's complaint will be used as the basis for decisions affecting that employee. Such conduct will be treated as a very serious disciplinary offence. Similarly, Supervisors are required to act on any complaint of harassment or bullying. Failure to do so will be regarded as misconduct which if proven, will result in disciplinary action.
14. All complaints of harassment or bullying whether raised formally or informally must be notified by the recipient of the complaint to Human Resources for recording in accordance with the requirements of the Equality and Human Rights legislation. This legislation requires such records to be maintained and the incidence of bullying and harassment to be monitored.
15. This policy and procedure will be reviewed periodically giving due consideration to legislative changes.
 - If the complaint is upheld at the disciplinary stage, there are a number of possible outcomes for the harasser, depending on the evidence presented and the circumstances. These could include, but are not limited to:-
 - Dismissal
 - A formal warning
 - A recommendation of redeployment of the harasser, either on a temporary or a permanent basis. This will not be on any less favourable terms and conditions of employment.
 - Implementation of other sanctions as detailed in the Deepshikha Disciplinary Policy.
 - Making arrangements for both parties to work as separately as possible within the same workplace.
 - In addition to the above, the harasser may be required to attend any training courses as deemed necessary by the Deepshikha.
 - It should also be noted that the complainant may wish to move Department/section depending upon the nature of the complaint and the people involved. Appropriate consideration should be given to this request and the outcome with reasons provided to the complainant.
 - With any allegation, the need for a thorough and objective investigation is paramount. Consequently, if through the course of the investigation evidence demonstrates that the allegation has been made frivolously, maliciously, or for personal gain, then the individual making the complaint will be subject to Disciplinary proceedings as outlined in the Deepshikha Disciplinary Policy.

SECTION 4 – SUPPORTING OUR STAFF IN THE WORKPLACE: *By ensuring Equality and Fairness in all aspects of Employment; dealing with Alcohol and Drug issues, and ensuring their Health & Safety is properly guarded.*

12. Equality Policy

1. Policy Statement

1. Deepshikha, recognises that discrimination and victimisation is unacceptable and that it is in the interests of the Deepshikha and its employees to utilise the skills of the total workforce. It is the aim of the Deepshikha to ensure that no employee or job applicant receives less favourable facilities or treatment (either directly or indirectly) in recruitment or employment on grounds of age, disability, gender / gender reassignment, marriage / civil partnership, pregnancy / maternity, race, religion or belief, sex, or sexual orientation (the **protected characteristics**).
2. Our aim is that our workforce will be truly representative of all sections of society and each employee feels respected and able to give of their best.
3. We oppose all forms of unlawful and unfair discrimination or victimisation. To that end the purpose of this policy is to provide equality and fairness for all in our employment.
4. All employees, whether part-time, full-time or temporary, will be treated fairly and with respect. Selection for employment, promotion, training or any other benefit will be on the basis of aptitude and ability. All employees will be helped and encouraged to develop their full potential and the talents and resources of the workforce will be fully utilised to maximise the efficiency of the organisation.
5. Our staff will not discriminate directly or indirectly, or harass customers or clients because of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation in the provision of the Deepshikha goods and services.
6. This policy and the associated arrangements shall operate in accordance with statutory requirements. In addition, full account will be taken of any guidance or Codes of Practice issued by the Equality and Human Rights Commission, any Government Departments, and any other statutory bodies.

“Our aim is that our workforce will be truly representative of all sections of society and each employee feels respected and able to give of their best.”

2. Our Commitment

- To create an environment in which individual differences and the contributions of all our staff are recognised and valued.

- Every employee is entitled to a working environment that promotes dignity and respect to all. No form of intimidation, bullying or harassment will be tolerated.
- Training, development and progression opportunities are available to all staff.
- To promote equality in the workplace which we believe is good management practice and makes sound business sense.
- We will review all our employment practices and procedures to ensure fairness.
- Breaches of our equality policy will be regarded as misconduct and could lead to disciplinary proceedings.
- This policy is fully supported by senior management and has been agreed with trade unions and/or employee representatives.
- The policy will be monitored and reviewed annually

3. *Responsibilities of Management*

Responsibility for ensuring the effective implementation and operation of the arrangements will rest with the Chief Executive. Directors / Supervisors will ensure that they and their staff operate within this policy and arrangements, and that all reasonable and practical steps are taken to avoid discrimination. Each Supervisor will ensure that:

- all their staff are aware of the policy and the arrangements, and the reasons for the policy;
- grievances concerning discrimination are dealt with properly, fairly and as quickly as possible;
- proper records are maintained.

Human Resources / Head Office will be responsible for monitoring the operation of the policy in respect of employees and job applicants, including periodic departmental audits.

4. *Responsibilities of Staff*

Responsibility for ensuring that there is no unlawful discrimination rests with all staff and the attitudes of staff are crucial to the successful operation of fair employment practices. In particular, all members of staff should:

- comply with the policy and arrangements;
- not discriminate in their day to day activities or induce others to do so;
- not victimise, harass or intimidate other staff or groups who have, or are perceived to have one of the protected characteristics.
- ensure no individual is discriminated against or harassed because of their association with another individual who has a protected characteristic.
- inform their Supervisor if they become aware of any discriminatory practice.

6. *Related Policies and Arrangements*

All employment policies and arrangements have a bearing on equality of opportunity. Deepshikha's policies will be reviewed regularly and any discriminatory elements removed.

7. *Rights of Disabled People*

Deepshikha attaches particular importance to the needs of disabled people.

Under the terms of this policy, Supervisors are required to:

- make reasonable adjustment to maintain the services of an employee who becomes disabled, for example, training, provision of special equipment, reduced working hours. (NB: Supervisors are expected to seek advice on the availability of advice and guidance from external agencies to maintain disabled people in employment);
- include disabled people in training/development programmes;
- give full and proper consideration to disabled people who apply for jobs, having regard to making reasonable adjustments for their particular aptitudes and abilities to allow them to be able to do the job.

8. *Equality Training*

A series of regular briefing sessions will be held for staff on equality issues. These will be repeated as necessary. Equality information is also included in induction programmes.

Training will be provided for Supervisors on this policy and the associated arrangements. All Supervisors who have an involvement in the recruitment and selection process will receive specialist training.

9. *Monitoring*

- Deepshikha, deems it appropriate to state its intention not to discriminate and assumes that this will be translated into practice consistently across the organisation as a whole. Accordingly, a monitoring system will be introduced to measure the effectiveness of the policy and arrangements.
- The system will involve the routine collection and analysis of information on employees by gender, marital status, ethnic origin, sexual orientation, religion / beliefs, grade and length of service in current grade. Information regarding the number of staff who declare themselves as disabled will also be maintained.

- There will also be regular assessments to measure the extent to which recruitment to first appointment, internal promotion and access to training/development opportunities affect equal opportunities for all groups.
- We will maintain information on staff who have been involved in certain key policies: Disciplinary, Grievance and Bullying & Harassment.
- Where appropriate **equality impact assessments** will be carried out on the results of monitoring to ascertain the effect of the Deepshikha policies and our services / products may have on those who experience them.
- The information collected for monitoring purposes will be treated as confidential and it will not be used for any other purpose.
- If monitoring shows that the Deepshikha, or areas within it, are not representative, or that sections of our workforce are not progressing properly within the Deepshikha, then an action plan will be developed to address these issues. This will include a review of recruitment and selection procedures, Deepshikha policies and practices as well as consideration of taking legal Positive Action.

10. Grievances/Discipline

Employees have a right to pursue a complaint concerning discrimination or victimisation via the Deepshikha Grievance or Harassment Procedures.

Discrimination and victimisation will be treated as disciplinary offences and they will be dealt with under the Deepshikha Disciplinary Procedure.

11. Review

The effectiveness of this policy and associated arrangements will be reviewed annually under the direct supervision of the Deepshikha Chief Executive.

13. Drug and Alcohol Abuse Policy

1. Introduction

1. Deepshikha recognises that alcohol and drug abuse related problems are an area of health and social concern. It also recognises that a member of staff with such problems needs help and support from his / her employer.
2. Deepshikha also recognises that alcohol and drug abuse problems can have a detrimental effect on work performance and behaviour. The Deepshikha has a responsibility to its employees and customers to ensure that this risk is minimised.
3. Accordingly, Deepshikha policy involves two approaches
 - Providing reasonable assistance to the member of staff with an alcohol or drug abuse problem who is willing to co-operate in treatment for that problem.
 - Disciplinary rules, enforced through disciplinary procedures, where use of alcohol or drugs (other than on prescription) affects performance or behaviour at work, and where either (1) an alcohol or drug dependency problem does not exist or (2) where treatment is not possible or has not succeeded.

“The Deepshikha recognises that alcohol and drug abuse problems can have a detrimental effect on work performance and behaviour. Deepshikha, has a responsibility to its employees and customers to ensure that this risk is minimised.”

2. Assistance for a Member of Staff

1. Deepshikha will, where possible, provide the following assistance to a member of staff:
 - Helping the member of staff to recognise the nature of the problem, through referral to a qualified diagnostic or counselling service.
 - Support during a period of treatment. This may include a period of sick leave or approved other leave, continuation in post or transfer to other work, depending upon what is appropriate in terms of the staff member's condition and needs of Deepshikha.
 - The opportunity to remain or return to work following the completion of a course of treatment, as far as is practicable, in either the employee's own post or an alternative post.
2. The Deepshikha and its employees must recognise the following limits to the assistance the Deepshikha can provide:
 - Where a member of staff fails to co-operate in referral or treatment arrangements, no special assistance will be given and any failure in work performance and behaviour will be

dealt with through the Disciplinary Procedure.

- If the process of referral and treatment is completed but is not successful, and failure in work performance or behaviour occurs, these will be dealt with through the Disciplinary Procedure.
- A member of staff's continuation in his/her post or an alternative post during or after treatment will depend upon the needs of the Deepshikha at that time.

3. ***Disciplinary Action***

1. In line with the Deepshikha disciplinary rules, the following will be regarded as serious misconduct:
 - a) Attending work and/or carrying out duties under the influence of alcohol or drugs.
 - b) Consumption of alcohol or drugs whilst on duty (other than where prescribed or approval has been given).

Breach of these rules will normally result in summary dismissal, and only in exceptional cases will either notice or the reduced disciplinary action of a final written warning be applied.

2. Where a breach of these rules occurs, but it is established that an alcohol or drug abuse related problem exists, and the member of staff is willing to co-operate in referral to an appropriate service and subsequent treatment, the Deepshikha will suspend application of the Disciplinary Procedure and provide assistance as described above. Staff who do not comply with the treatment suggested or continue to abuse alcohol or drugs will be subjected to the application of the Disciplinary Policy.

Employee Self-Appraisal

Name _____ Date of Review _____

Job Title _____ Department _____

Date Appointed to this Position _____ Review Period _____

Supervisors Name and Title _____

Section I—Major Areas of Responsibility

Major Areas of Responsibility/Goals— These typically relate to the major activities that you perform on your job and/or the goals that have been established by your manager and discussed with you. This is also an opportunity to describe noteworthy accomplishments.

Primary Performance Expectations: Responsibilities/Goals	Notes/Comments on Achievements & Areas for Improvement

Section II—Performance Competencies (Skills and behaviours)

These skills and behaviours have been identified as important for most employees. Other skills and behaviours may be added if needed. Please review and consider how you have demonstrated these in your job and how you might improve on these going forward.

Competency Area	Notes/Comments on Competency Areas and Suggestions for Improvement
Taking Responsibility: Completes assignments in a thorough, accurate, and timely manner that achieves expected outcomes; exhibits concern for the goals and needs of the department and others that depend on services or work products; handles multiple responsibilities in an effective manner; uses work time productively.	
Customer Focus: Is dedicated to meeting the expectations and requirements of internal and external customers; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect; goes above and beyond to anticipate customer needs and respond accordingly.	
Problem Solving/Creativity: Identifies and analyzes problems; formulates alternative solutions; takes or recommends appropriate actions; follows up to ensure problems are resolved.	
Collaboration/Teamwork: Uses diplomacy and tact to maintain harmonious and effective work relationships with co-workers and constituents; adapts to changing priorities and demands; shares information and resources with others to promote positive and collaborative work relationships; supports diversity initiatives by demonstrating respect for all individuals.	
Communication/Interpersonal Skills: Is able to effectively communicate and to influence others in order to meet organizational goals; shares information openly; relates well to all kinds of people; is able to speak well and write effectively.	

Section III—Growth and Development Plan

Employee: Describe two or three of your top strengths and one or two growth/development opportunities. Provide this to your manager for discussion and review.

Strengths:	
Growth/Development Opportunities:	
What will you (employee) do? (This can be as simple as reading a book, serving on a team, observing someone who does it well, asking for feedback on a behaviour that you're trying to change, etc.)	
What can the Supervisor do to support this?	

Verification of Review

By signing this form, you confirm that you have discussed this review in detail with your supervisor. Signing this form does not necessarily indicate that you agree with this evaluation. The employee may choose not to sign and may submit an evaluation rebuttal to Human Resources at any time.

Employee Name		Signature		Date	
Supervisors Name		Signature		Date	

EMPLOYEE PERFORMANCE SHOULD BE RATED BASED ON THE FOLLOWING DEFINITIONS:

EXCEPTIONAL	Exceptional job performance. Uses creativity and analysis to improve services and methods. An innovator in the realization of Deepshika's goals.
EXCEED EXPECTATIONS	Exceeds requirements of position, working independently and effectively, meets individual and department goals.
SATISFACTORY	Meets all requirements of the position, working with minimal supervision.
NEEDS IMPROVEMENT	Employee has not yet demonstrated proficiency in all aspects of the job. Immediate supervisors will work with employees on proficiency improvement plans. Continued lack of improvement can lead to corrective action.

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