

VISHALKCO CONSULTANCY

HR POLICY MANUAL

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HR Policy Manual

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

The specific policies that follow promote the philosophy of VISHALKCO CONSULTANCY Group 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 Global legislation. However, any changes in policy will be consistent with the Company's approach to:

Employing talented individuals whose creativity and imagination will support and contribute to achieving Company's business objectives;

Communicating Company standards and expectations in all aspects of employment including performance;

Valuing diversity, and assure equal employment opportunity and a work-place 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 Manual applies to all Jurisdictions.

1. GRADE STRUCTURE:

The following table shows the designations and corresponding grade at various levels of organizational hierarchy:

SCALE	DESIGNATION	LEVEL	OPERATION WING
MANAGEMENT LEVEL	EXECUTIVE DIRECTOR	M6	
	SENIOR VICE PRESIDENT	M5	
	VICE PRESIDENT	M4	
	ASSISTANT VICE PRESIDENT	M3	
	CHIEF GENERAL MANAGER	M2	ZONAL MANAGER
	GENERAL MANAGER	M1	GENERAL MANAGER
SR. EXECUTIVE LEVEL	JOINT GENERAL MANAGER	E9	REGIONAL MANAGER
	DEPUTY GENERAL MANAGER	E8	DEPUTY REGIONAL MANAGER
	ASSISTANT GENERAL MANAGER	E7	
	CHIEF MANAGER	E6	CHIEF MARKETING EXECUTIVE
	SENIOR MANAGER	E5	DIVISIONAL MANAGER
EXECUTIVE LEVEL	MANAGER	E4	EXECUTIVE MANAGER
	DEPUTY MANAGER	E3	AREA MANAGER
	ASSISTANT MANAGER	E2	DEVELOPMENT MANAGER
	OFFICER	E1	SR. AREA OFFICER
	OFFICER TRAINEE	E0	AREA OFFICER
JUNIOR LEVEL	JUNIOR OFFICER	J1	JR. AREA OFFICER
	TRAINEE EXECUTIVE	J2	EXECUTIVE- MARKETING
	JUNIOR TRAINEE	J3	TRAINEE - MARKETING

2.0 Hiring & Joining

2.1 Recruitment

Objective

This policy is aimed at having a universal and scientific method to hire the best talent in the industry with optimum skills and aptitude required for the job.

Process

Given below is the procedure that has to be followed while recruiting. Any deviation with this policy has to be approved by the CEO and Group Head HR. Their decision will be final.

i. Eligibility: Basic criteria for candidates.

- Age should be 18 years and above
- Should have completed 15 years of formal education.
- Should have Indian

ii. Hiring approvals: All hiring has to be in line with the pre-approved organization structure and plan by the CEO and Group Head HR. Replacement hiring within the approved manpower budget will also require approval from CEO. However, any hiring in excess of the approved manpower budget will require the approval from the CEO and Group HR Head.

iii. Manpower Requirement form (MRF): All hiring requests have to be channelled through MRF. This would help us track and reconcile the category of hiring under backfill or additional hire. The idea is not be bureaucratic but to have control over the process. The MRF has to be sent to HR with pre-approval from the CEO.

iv. Sourcing of candidates: On receipt of the MRF, HR can make use of any of the below mentioned sources as per the requirement.

- **Job Portals** – Job portals will be made available to the sourcing team. This is a very good and cost-effective source for hiring of middle level positions.

- **Internal referral** – All hiring requirements would be published for the information of all employees of the company (exceptions can be made if the HR decides not to share the requirements internally for confidential reasons). Internal referral should be made a strong source of recruitment. In order to encourage/reward internal referrals the company will pay the below mentioned amounts as incentive to employees who refer candidates which are selected.

- However, the immediate line manager, skip level manager, employees at an AVP level & above and employees in HR department would not be eligible for any such reward.

- **Campus recruitment:** The Company pro-actively will recruit fresh talent from graduate / post graduate campus directly. VISHALKCO shall partner with the VISHALKCO group campus initiative as far as possible.

- **Recruitment advertisement:** In case of a large/mass requirement of similar nature it is advisable to publish recruitment advertisement in local / national newspapers/on **Facebook Jobs**.

- **Job fairs:** HR can also decide to visit job fairs in case of mass requirement.

v. Selection of candidates: Company being an equal opportunity employer, ensures that there is no discrimination against any candidate on basis of gender, religion, ethnicity or age in the process of short listing.

The interview decision can be based on the following key points

- Key skill sets required to perform the job should be demonstrated by the candidate
- Candidates expectations with the role in line with the actual role
- The company should be able to contain the aspirations of the candidates
- The individual should have scope of growth in the organization
- The candidate should fit the organization culture of the company

It is the responsibility of the interviewer to brief the candidate on the current role available, a brief background of the organization, the culture prevalent in the organization the location at which the role will be based.

Some basic interviewing guidelines that are to be followed:

- Do not make the candidate wait for more than 15 minutes.
- Be punctual and start the interview on time
- Be presentable, greet the candidate and ask for his well-being.
- Begin by talking about things of common interest. Candidates are usually nervous before an interview; this will help break the ice. The candidate will display his/her actual potential only when he/she is calm.
- Ask open ended questions and let the candidate do most of the talking
- Do not intimidate the candidate even if his reply to your question is incorrect
- Take notes during the interview
- Explain the role in terms of expectations and responsibilities.
- Close by thanking the candidate for showing interest towards working in our organization
- Give a realistic time frame by which you can inform the candidate the outcome of the interview

On account of outstation candidate, a VC should be preferred over a telephonic interview.

Post the interview the line manager and HR will need to fill-up the interview assessment sheet – IAS. This is a mandatory requirement for all interviews. It is suggested to complete this activity immediately as experience of the interview is still fresh.

vi. Pre-employment Screening: Once the line manager and HR agree upon the candidate's suitability for selection VISHALKCO HR would take up the following pre-employment checks.

- De-dupe with internal customer database (to check for any default)
- De-dupe with internal negative database (to check for any past history of being interviewed by the company)

Once the results of the above checks are satisfactory VISHALKCO HR will prepare a comparison sheet. After recommendation from the line manager and the interviewers this sheet will be forwarded to the CEO for approval. Post approval of this sheet the offered compensation and grade will be communicated to the candidate.

Before the offer letter is released, HR should be in possession of the following documents:

- Resume of the candidate
- Interview assessment sheet filled by Line manager and HR
- Clearance from the pre-employment checks
- Photo ID proof
- Last 2 months salary slip
- Copy of the last revision letter / appointment letter incase no revision has been done

On acceptance of the offer letter the prospective employee needs to communicate a tentative date of joining to HR. Once the employee joins the company, He/She is to be issued a formal appointment order. The appointment order can be issued by VISHALKCO HR or Group Head HR.

Notice period buy-out: This option has to be exercised sparingly on a case to case basis. The line manager needs to keep in mind the level & criticality of the role before recommending for a buy over. The line manager needs to forward the requisition with the approximate amount to VISHALKCO HR with a justification on urgency of the recruit. VISHALKCO HR will then get this approved by the CEO and Group Head HR. Desirably the tenor of the buyout shall not exceed 30 days. This amount shall be reimbursed to the employee on production of proof of deduction and payment to previous employer. However in case the employee voluntarily terminates his / her employment within 12 months of joining, this amount will have to be recovered with his/her final settlement.

2.2 Joining process

Objective

To ensure that the new member of the VISHALKCO family settle comfortably in the organisation.

Process

Three days before the date the candidate is supposed to join, HR will inform the following concerned.

- Line manager / Vertical head
- Admin department (to ensure seating space / desk-phone / Joining kit)
- IT department for allocation of desktop / laptop

On the date of joining, Line manager should welcome the new entrant in the organisation and communicate the joining intimation to the VISHALKCO HR for initiation of mail Id and employee number.

The candidate is expected to carry the following documents on the date of joining.

- Certificates supporting academic/professional qualifications
 - SSC/10th Class - Certificate along with the mark sheets
 - Intermediate/12th Standard - Certificate along with the mark sheets
 - Bachelors Degree – Certificates along with the semester/year wise mark sheets
 - Masters / Professional Degree - Certificates along with the semester/year wise mark sheets
 - Diploma / PG Diploma – Certificate along with the mark sheets
 - Any other relevant academic certificates
- Latest salary pay slip / Salary Certificate
- Relieving letter from last employer
- Service Certificate / Proof of Employment from present & all previous employers.
- Form 16 (OR) Taxable Income Statement duly certified by the previous employer.
- (Statement showing the deductions & Taxable Income with break-up)
- 6 recent passport colour photographs & 1 stamp size colour photograph
- Valid Passport
 - Photocopy of valid passport inclusive of all blank pages (or)
 - Receipt in proof as issued by the passport office, in case applied for the passport.
- Photocopy of the PAN Card.(if applicable)
- Date of Birth Certificate / Proof of Age
- PF Account No.
- Photocopy of the APPOINTMENT ORDER as issued by VISHALKCO.
- Physical fitness certificate from a civil surgeon/MBBS registered practitioner.

The new joinee is expected to collate all above documents and send it to VISHALKCO HR. On receipt of all these documents, the original copy of the appointment letter will be dispatched to the employee along with the joining forms. These would include the following:

- Joining report
- Acceptance of Code of Conduct
- Agreement of non disclosure
- Information and data security undertaking
- Authorisation letter for background verification
- Declaration of De-mat/trading account
- Declaration of relatives in VISHALKCO Group
- ESIC form
- Appointment letter
- Personal profile form
- PF Nomination form
- Gratuity Nomination form

The VISHALKCO HR / Administration are also responsible to co-ordinate on the ID card, Visiting card and salary account opening formalities.

2.3 Hiring of relatives

Objective

To ensure that wherever employees related to each other are working in the organisation, they are not in a position to influence the jobs, performance or career progression of one another.

The company's recruitment philosophy is hiring purely on merit. There is not restriction on hiring of relatives till such time it does not create a potential conflict of interest.

In order to avoid potential conflict of interest and to reduce the possibility of favouritism or appearance of favouritism, the following guidelines must be followed:

- No one is assigned to a position where he/she has the opportunity to check, process, review, approve, audit or otherwise affect the work of the other related employee
- No one is assigned to a position where he/she can influence the salary progress or promotion of the related employee.

In case any employee knows of a situation that appears to be an opportunity for one employee to show favouritism to his/her relative, he/she should contact the VISHALKCO HR.

Example of relatives, for the sake of understanding is Parents / In-laws, Spouse, Children, Siblings etc. However, the list is not limited to relations defined above.

Process

The HR department maintains data on related employee and updates is on a monthly basis. This list is to be reviewed by HR/Compliance on a quarterly basis.

All new hires must declare in their joining kit, if they have any relatives working with the VISHALKCO Group to the best of their knowledge.

3.0 Probation and Confirmation

Objective

To provide for a time frame to the organisation to evaluate the “performance and culture fit” factor vis-à-vis the internal set standards. This also gives the individual time to understand his/her compatibility with the organisation.

Scope

All new joinees at all levels will join on probation for a **period of six months** from their date of joining. However, the said period can be extended at the discretion of the management for a further period of six month. **During this period, Salary would consist of Basic, Performance Allowance, Special Allowance and Area Allowance only.**

Process

Step 1. (D-30) On completion of five months HR will send the necessary confirmation appraisal form to the supervisor.

Step 2. (D-20) Within 10 days of receipt of the confirmation appraisal form the supervisor should have a formal discussion with the appraisee. This discussion should revolve around the appraisee’s performance on KRA for the specific period, any limitations he/she has in executing his/her duties etc

Step 3. Post the personal discussion the supervisor and the appraisee should arrive at a consensus on the performance during the last five months. In case they are not able to arrive at a consensus, the matter has to be referred to the skip level supervisor and HR. The decision of the skip level supervisor and HR shall be final.

Step 4. (D-15) Based on discussion the supervisor needs to inform HR either on confirmation of services or extension of probation for the appraisee. Extension can be granted for a span of 1 to 3 months depending on the discussion of the supervisor, skip level manager and HR. In case of extension of probation the supervisor should share a performance improvement plan with the appraisee along with defined timelines for the achievement of the same. Whichever is the case probation extension and confirmations have to be finally approved by the CEO.

Step 5(D-7) Confirmation/ probation extension letter has to be issued to the appraisee. **After Confirmation, Salary would consist of Basic, HRA, Food Allowance, Medical Allowance, Performance Allowance, Cafeteria, Conveyance Allowance, Special Allowance, Area Allowance only.** In case a probation extension letter is issued it has to be accompanied with a copy of the performance improvement plan. The performance improvement plan has to be drafted by the line manager.

Step 6. (Only for probation extension cases) There has to be a fortnightly discussion on the appraisee’s progress on the performance improvement plan. Steps 1 to 5 have to be repeated while nearing the completion of the extended probation period. In case the employee under consideration does not scale up on performance parameters the employee’s services can be terminated post discussion and approval of the immediate line manager, division/region/vertical head, CEO and VISHALKCO HR.

4.0 Notice period

Objective

To protect the interest of the organization during separation of employees.

Scope

All employees on rolls of the company

Plan

The notice period will be as per the grid below

Level	On probation	On Confirmation
J1 TO J3	Nil	7 Days
E0 TO E7	15 days	30 days
E8 & ABOVE	30 days	60 days

The company reserves the right to not accept compensation in lieu of notice period and make the employee serve partial or entire notice period. However, in the event and employee's services are terminated for fraud, theft or withholding of information or for any other form of misconduct, notice period will not be payable.

5.0 DISCIPLINE

1. ACTS OF MISCONDUCT:

Without prejudice to the general meaning of the term “misconduct” it shall be deemed to mean and include those items enumerated in the Standing Orders / Service Rules of the respective Unit.

2. FORMS OF PUNISHMENT:

An employee found guilty of misconduct will be liable to any of the following forms of punishment:

- i) A censure or warning.
- ii) Suspension without pay for a period not exceeding 15/30 days as per the provisions of the standing orders.
- iii) Withholding of grade increment, reduction of pay or demotion.
- iv) Discharge.

3. ISSUE OF CHARGE SHEET / LETTER OF EXPLANATION:

If misconduct is reported against an employee, the competent authority, before taking any disciplinary action against him, will issue a charge sheet or letter of explanation as the case may be. The charge sheet / letter of explanation should be served on the employee within three working days from the date on which the alleged misconduct has come to light.

When for special reasons it is not possible to issue a charge sheet / letter of explanation within three days, the time limit may be extended to seven days from the date the alleged misconduct has come to notice of the competent authority.

4. REFUSAL TO ACCEPT OR DELAY IN REPLY TO CHARGE SHEET:

An employee who refuses to accept a charge sheet / letter of explanation or fails to reply to a charge sheet within the prescribed time limit of 48 hours (unless otherwise extended by the competent authority) from the time of issue, should not be taken on duty till he accepts or replies to the charge sheet / letter of explanation as the case may be. The Pay Roll Section should be intimated of the same.

5. EXONERATION FROM THE CHARGE IF REPLY IS ACCEPTABLE:

If the explanation given by the employee to the charge sheet / letter of explanation is satisfactory and acceptable, the employee should be informed in writing that he has been exonerated from the charges for which he was issued charge sheet / letter of explanation.

6. ENQUIRY:

If the explanation given by the employee to the charge sheet / letter of explanation is not satisfactory, an official enquiry will be held by an officer(s) appointed for the purpose. The employee charged with misconduct will be given a reasonable opportunity for explanation and defending his actions. In case the charged employee gives the names of any employee(s) as witness in his reply to the charge sheet / letter of explanation or at the beginning of the enquiry, the enquiry officer will intimate to such witnesses to be present for the enquiry. It is entirely up to the discretion of such witnesses to appear at the enquiry.

7. SUSPENSION PENDING ENQUIRY:

An employee who has been issued a charge sheet / letter of explanation for a serious act of misconduct or if it is felt that his presence at the job is likely to affect the efficient running of the department or the employee concerned is likely to influence the witnesses or there is fear that he may destroy evidences relevant for the enquiry, the delinquent employee may be suspended pending enquiry.

The order of suspension will be in writing and shall take effect immediately on communication thereof to the employee. The suspended employee shall not enter the plant or Company's premises during the period of suspension unless otherwise permitted by the competent authority. An employee under suspension pending enquiry, during the period of such suspension, will be paid subsistence allowance @ 50% of his salary up to 90 days. If the enquiry gets delayed beyond 90 days due to the employee's non-availability, the subsistence allowance will be reduced to 25% and if the delay is attributed to the management's inability to conclude the enquiry the subsistence allowance will be paid at the rate of 75% of his salary. Payment of subsistence allowance will be made through the employee's bank account to which salary is remitted.

8. ACTION TO BE TAKEN ON THE CONCLUSION OF AN ENQUIRY:

The enquiry into the charge sheet / letter of explanation will be conducted by the enquiry officer appointed for the purpose as per the relevant provision of the Company's Standing Orders / Service Rules.

9. ORDER OF PUNISHMENT:

The letter awarding the punishment will be given to the employee concerned by the HOD in the presence of representative of HR. In case an employee refuses to accept such an order it will be deemed to have been served on him if a copy thereof is fixed on the notice board of the department and signed copies are sent to his local and home addresses by registered post with acknowledgement due.

10. PUNISHMENT:

- i) Caution: If the misconduct is of a minor nature, the employee may be cautioned verbally or in writing.
- ii) Warning in Writing: An employee who is guilty of misconduct of a minor nature but committed more than once may be warned in writing and copy of the warning letter be kept in his service record.
- iii) Fines: An employee guilty of a misconduct may be fined in accordance with the provisions of Payment of Wages Act, 1936
- iv) Suspension: Depending upon the gravity of the misconduct an employee may be suspended without pay as a disciplinary measure for a period not exceeding 15 days.
- v) Withholding of Grade Increment: The grade increment of an employee may be withheld at the discretion of the Management if he is found guilty of misconduct depending upon the gravity of the offence.
- vi) Demotion or Reduction of Pay: An employee who is guilty of a misconduct not grave enough to warrant discharge may be demoted to a lower post or to a lower salary in the same post
- vii) Discharge: An employee who is found guilty of a serious misconduct may be discharged from the services of the company subject to the provisions governing discharge of an employee.

11. GRADED PUNISHMENT FOR CHRONIC CASES OF MISCONDUCT:

11.1 Unauthorized Absence

An employee who is guilty of absence without information or permission is liable to be punished as follows:-

First offence	-	Warning in writing.
Second offence	-	Suspension for 3 days.
Third offence	-	Suspension for 7 days.
Fourth offence	-	Suspension for 14 days.
Fifth offence	-	Discharge.

If an employee absents unauthorizedly for a period of 15 days at a stretch he will be liable to be discharged from the services of the company.

11.2 Habitual Late Coming & Late Reporting

An employee who is a habitual late comer is liable to be punished as under. A habitual late comer is an employee who comes late for more than three occasions in a month for three consecutive months.

First offence	-	Warning in writing.
Second offence	-	Suspension for 3 days.
Third offence	-	Suspension for 7 days.
Fourth offence	-	Suspension for 14 days.
Fifth offence	-	Discharge

If an employee attends duty punctually for a period of six months, his previous punishment for habitual late coming shall not be taken into account.

11.3 Sleeping On Duty

Sleeping on duty is a misconduct. In the event an employee is found guilty of sleeping on duty punishment will be awarded as follows:

- First offence – Warning in writing.
- Second offence – Suspension for 3 days.
- Third offence – Suspension for 7 days.
- Fourth offence – Suspension for 14 days.
- Fifth offence – Discharge

11.4 Loss of Identity/Attendance Card

For loss of Identity/Attendance Card attributed to negligence or carelessness on the part of an employee the following punishment would be imposed:-

- First offence – Replacement cost and a letter of warning.
- Second offence – Replacement cost and 3 days' suspension.
- Third offence – Replacement cost and 7 days' suspension.
- Fourth offence – Replacement cost and 14 days' suspension.
- Fifth offence – Discharge.

6.0 PERFORMANCE MANAGEMENT SYSTEM

1. **OBJECTIVE:** The Performance Management System aims at setting goals, reviewing and measuring performance and rewarding employees. The dual objectives of the System for the organization and the individual are as follows :

For the organization:

- i) To set goal for individual employees based on business plan of the Company.
- ii) To ensure commitment of employees towards organizational goal.
- iii) To evaluate performance for reward and recognition.
- iv) To identify opportunities for training and development of the individual with reference to job and career demands.
- v) To aid in succession planning.
- vi) To aid in decisions related to job rotation.

For the individual:

- i) To help employees manage (plan, monitor and review) and improve their performance.
- ii) To serve as a basis for coaching and counseling of the individual by the superior.
- iii) To facilitate personal and professional development of the employee
- iv) To act as a motivating factor and encouragement for employees to perform.

2. **PERIOD AND SCOPE OF PERFORMANCE MANAGEMENT SYSTEM:**

The Performance Management System in the Company is a process applicable for a financial year – from 1st April of the year to 31st March of the following year. The system covers all permanent employees, except those in the workers' category, who have worked for a minimum period of three months during the appraisal year. The system has a provision of a mid-year review to give feedback and guidance to employees for enhanced performance.

3. KEY PLAYERS AND THEIR ROLES IN PERFORMANCE MANAGEMENT SYSTEM:

- (i) **Appraisee:** An Appraisee is the person whose performance is being reviewed. He ought to have a clear understanding of what is expected of him, what is the measurement criteria, what he needs to do to achieve the targets and the constraints involved therein. The Appraisee initiates the process by filling in the Self Appraisal Form on scheduled time.
- (ii) **Appraiser:** The Appraiser is the immediate superior of the Appraisee. It is his responsibility to set goals for the Appraisee, provide the necessary support and resources for achieving the targets set, work jointly on how to overcome the constraints, discuss and identify the training and development needs of the Appraisee, give mid-term and annual feedback and explain ratings.
- (iii) **Reviewer:** The Reviewer is the superior of the Appraiser. He is responsible to ensure that fairness and impartiality have been maintained while assessing the Appraisee without the Appraiser being too strict or too liberal while rating the former. It is his rating which prevails. He also takes responsibility for timeliness of the process.

4. INSTRUMENTS OF PERFORMANCE MANAGEMENT SYSTEM:

(i) Balanced Score Card

It applies to employees at the level of Dy. Manager and above. The Balanced Score Card translates organizational strategy into tangible objectives and measures, organized into four perspectives, viz.,

(a) Financial, (b) Customer, (c) Internal Processes and (d) Employees & Learning. The specimen of Balanced Score Card is attached.

(ii) KRA based Appraisal System

It applies to employees at the level of Asst. Manager (M3) to Executive (M1). The KRA based system provides employees the role clarity and gives them a sense of direction. It outlines the key accountabilities / responsibilities of the employees and defines focus area of their role in a particular year. The performance measures under this exercise encompass the major areas of the employee's job and are aligned to department goals. The Appraisee and the Appraiser have to agree upon the performance measures and targets. The specimen of the Form used is attached.

(iii) Appraisal Rating Sheet

It applies to employees at the level of Supervisory & Office Staff (O&S). The HR Manager prepares a detailed list of employees department-wise, eligible for Appraisal during the financial year and discusses with the immediate superior and the head of the department concerned for their performance rating in the Rating Sheet on a 5-point scale (5 being highest and 1 being lowest).

The entire Performance Management System is administered on-line through e- PMS module in the e-HR portal.

5. RATING SCALE OF PMS:

Performance of the employee assessed through any of the three instruments is determined on a five point scale as given below. Rating Level	Rating Title	Description
5	<i>Outstanding</i>	<i>Performance that sets new standards</i>
4	<i>Very Good</i>	<i>Performance that is significantly better than what we expect</i>
3	<i>Good</i>	<i>Performance that is exactly what we are looking for</i>
2	<i>Average</i>	<i>Performance that is below expectations</i>
1	<i>Below Average</i>	<i>Performance that is much below standard</i>

The principle of Bell Curve is followed as a normalization process of the ratings given to employees. This means that the performance of the majority of a given population will tend to gravitate towards the center that is the "average" while the extremes would comprise of either the "Below Average" performers or "Outstanding" ones. The curve is primarily used as a control mechanism.

The ratings given to employees through a particular instrument for a given section/ department should, by and large, conform to the following ratio:

Rating	1	2	3	4	5
% Distribution	5	15	50	22	8

6. PROCEDURE OF PMS:

The process begins with goal setting with focus on key deliverables. The business plan for the year determines the objectives for all the business units and the departments. The targets for all the business heads and functional heads are driven down from the business plan. Subsequently, the objectives are cascaded down for the employees in all divisions and functions.

<i>Goal-setting</i>	<i>Timeline</i>	<i>Responsibility</i>
Business Plan of the Year ↓	October - November	MD, Directors,
Unit/Organization-wide Goal ↓	November-December	CEOs/ Unit Head, ED
Departmental Goals ↓	December-January	HODs
Sectional Goals ↓	January - February	Sectional Head
Individual Goals	February - March	Individual employee <i>upto Dy. Mgr level</i>

Process	Activity	Completion target	Responsibility
Goal Setting & Performance Planning	1. Setting up Targets/ Goals Organizational, Departmental, sectional and Individual Goals. 2. Documentation of Targets & Filling up PMS Forms/formats 3.Submission to HR	1. October – January 2. October – February 3. March 2 nd – 4 th week	1. Appraisee, appraiser & reviewer 2.Individual employees 3. Appraiser
Midyear performance review	1. Filling up PMS Forms/ formats for Mid-year Review 2.Mid year review 3.Submission to HR	1. September 1 st week 2. October 3 rd week 3. October 4 th week	1. Individual employees 2.Apprisee, appraiser & reviewer 3.Reviewer
Feedback & Coaching	1.Feedback on performance and updation of targets 2.Coaching and mentoring for improvement	1.November 2 nd week 2. Continuous process	1. Appraiser (Facilitation by HR) 2. Appraiser (Facilitation by HR)
*Annual performance assessment	1. Filling up PMS Forms/formats for annual Assessment 2.Annual assessment	1.March 1 st week 2. April 3 rd week	1. HR deptt. 2.Apprisee, Appraiser &

	3.Submission to HR	3.April 4th week	Re viewer 3.Reviewer
Normalizatio n	1.Normalisation 2. Preparation of A ppraisal analysis report 3.Finalization of appraisal sheet and increment	1. May 1st week 2. May 1st week 3. May 1st week	1. Performance Management Co mmittee 2. HR deptt. 3. Final Accepting Authority
Acting on appraisal findings	1.Rewards and reco gnition (distribution of Increment & promotion letters) 2. T & D activities etc.	1. May 3 rd week 2. Continuous process	1. HR deptt. 2. HR deptt. & T&D deptt.

7.0 INCREMENT & PROMOTION POLICY:

i) Increment Policy:

Objective: To better overall performance through recognition of individual's contribution, bringing in accountability for individuals, promote teamwork and bring in focus on Company's success as a whole.

Excellent performance needs to be recognized and appropriately rewarded. Simultaneously, for non-performers areas of improvement need to be identified and necessary corrective action initiated.

Annual Increment is based on the following parameters:

- a) Individual performance
- b) Company's performance
- c) Last year's increment trends
- d) Industry trend

Increment is based on percentage increase in CTC and is disbursed once in a year. The range of percentage increase is decided taking the above factors into account. .

In cases of exceptional performance or where the Management feels it necessary, increase in CTC beyond the range may be considered.

ii) Promotion Policy:

Objective: To reward potential of individuals.

Process: A promotion is a career opportunity for an employee that involves greater responsibilities and may also involve an increase in salary. Promotions of employees generally take place within their own Unit. However, depending upon business requirement an employee may be transferred and promoted to a position outside his own Unit provided the employee possesses the requisite qualification and experience for the post. An employee has to complete at least one year's service except J2, J3 level in his existing designation to be considered eligible for promotion to a higher position. Promotions will generally take place from 1st April along with grant of annual increments.

In cases of exceptional performance or where the Management feels it necessary, promotion out of turn may be considered.

PROMOTION AVENUES IN EXECUTIVE CADRE					
SL. NO.	LEVEL	DESIGNATION	PAR-OUTSTANDING	PAR-VERY GOOD	PAR-GOOD
7	E9	JOINT GENERAL MANAGER	2 YEAR	4 YEAR	6 YEAR
8	E8	DEPUTY GENERAL MANAGER	2 YEAR	3 YEAR	5 YEAR
9	E7	ASSISTANT GENERAL MANAGER	3 YEAR	4 YEAR	5 YEAR
10	E6	CHIEF MANAGER	3 YEAR	4 YEAR	5 YEAR
11	E5	SENIOR MANAGER*	3 YEAR	4 YEAR	5 YEAR
12	E4	MANAGER	2 YEAR	3 YEAR	5 YEAR
13	E3	DEPUTY MANAGER*	2 YEAR	3 YEAR	4 YEAR
14	E2	ASSISTANT MANAGER	1 YEAR	2 YEAR	4 YEAR
16	E1	OFFICER	1 YEAR	3 YEAR	4 YEAR
17	E0	OFFICER TRAINEE*	1 YEAR	2 YEAR	4 YEAR
18	J1	JUNIOR OFFICER	1 YEAR	2 YEAR	3 YEAR
19	J2	TRAINEE EXECUTIVE	0.5 YEAR	1 YEAR	3 YEAR
20	J3	JUNIOR TRAINEE	0.5 YEAR	1 YEAR	2 YEAR

8.0 PAY AND ALLOWANCE

SCALE	DESIGNATION	LEVEL	BASIC	HRA	PROJ. ALLOW	MEDI. ALLOW	PERFORM. ALLOW.	CAFETERIA	CONV. ALLOW.	SPECIAL ALLOW.	AREA ALLOW.	GROSS
A	B	C	D	$E=D6*40\%$	$F=D6*20\%$	$G=D6*25\%$	$H=D6*100\%*100\%$	$I=(D6+H6)*50\%$	$J=H6*20\%$	$L=H6*10\%$	K, $H6*15\%$, $H6*10\%$, $H6*5\%$	$M=D+E+F+G+H+I+J+K+L$
SUPPORT LEVEL	JUNIOR TRAINEE	J3	5200	2080	1040	1300	5200				260	15080
	TRAINEE EXECUTIVE	J2	7500	3000	1500	1875	7500			750	375	22500
	JUNIOR OFFICER	J1	9300	3720	1860	2325	9300		1860	930	465	29760
EXECUTIVE LEVEL	OFFICER TRAINEE	E0	9300	3720	1860	2325	9300	9300	1860	930	930	39525
	OFFICER	E1	11500	4600	2300	2875	11500	11500	2300	1150	1150	48875
	ASSISTANT MANAGER	E2	12600	5040	2520	3150	12600	12600	2520	1260	1260	53550
	DEPUTY MANAGER	E3	14700	5880	2940	3675	14700	14700	2940	1470	1470	62475
	MANAGER	E4	16400	6560	3280	4100	16400	16400	3280	1640	1640	69700
SR. EXECUTIVE LEVEL	SENIOR MANAGER	E5	20600	8240	4120	5150	20600	20600	4120	2060	3090	88580
	CHIEF MANAGER	E6	24900	9960	4980	6225	24900	24900	4980	2490	3735	107070
	ASSISTANT GENERAL MANAGER	E7	29100	11640	5820	7275	29100	29100	5820	2910	4365	125130
	DEPUTY GENERAL MANAGER	E8	32200	12880	6440	8050	32200	32200	6440	3220	4830	138460
	JOINT GENERAL MANAGER	E9	36600	14640	7320	9150	36600	36600	7320	3660	5490	157380

SALARY COMPONENT (DURING PROBATION)

BASIC
PERFORMANCE ALLOWANCE
SPECIAL ALLOWANCE
AREA ALLOWANCE

SALARY COMPONENT (After Probation)

BASIC
HRA
PROJECT ALLOWANCE
MEDICAL ALLOWANCE
PERFORMANCE ALLOWANCE
CAFETERIA
CONVEYANCE ALLOWANCE
SPECIAL ALLOWANCE
AREA ALLOWANCE

8.1 SALRY DURING PROBATION

During Probation Period, Salary would consist of Basic Salary, Performance Allowance, Special Allowance and Area Allowance only.

Other allowance like House Rent Allowance, Project Allowance, Medical Allowance, Cafeteria and Conveyance Allowance would be paid after confirmation of services.

8.1.1. Basic Salary

Basic Salary is fixed, to the extent. However, it depends upon the variability of implementation of **Key Performance Area (KPA)**.

“Key Performance Areas” (KPAs) refer to general areas of outcomes or outputs for which a role, or a combination of roles, is responsible.

One has to complete the assignment of KPA by 35% (Thirty Five percent) to get the Basic Salary as fixed component part.

Employee, who fails to achieve the minimum assignment of 35% (Thirty Five percent) of KPA, Basic Salary would become variable component in proportion to achievement of KPA.

8.1.2. Performance Allowance

Performance Allowance is fixed, to the extent. However, it depends upon the variability of implementation of **Key Performance Area (KPA)**.

“Key Performance Areas” (KPAs) refer to general areas of outcomes or outputs for which a role, or a combination of roles, is responsible.

One has to complete the assignment of KPA by 60% (Sixty Percent) to get the Performance Allowance as fixed component part of Salary.

Employee, who fails to achieve the minimum assignment of 60% (Sixty Percent) of KPA, Performance Allowance would become variable component in proportion to achievement of KPA.

8.1.3. Special Allowance

It 10% of Performance Allowance. It is not being paid to Junior Trainee (J -3) level employee.

8.1.4. Area Allowance

It is 5%, 10% and 15% of Performance Allowance for Support Level/ Junior Level, Executive Level and Senior Executive Level Employee, respectively.

8.2 SALRY AFTER CONFIRMATION

8.2.1. Basic Salary

Basic Salary is fixed, to the extent. However, it depends upon the variability of implementation of **Key Performance Area (KPA)**.

“Key Performance Areas” (KPAs) refer to general areas of outcomes or outputs for which a role, or a combination of roles, is responsible.

One has to complete the assignment of KPA by 40% (Forty Percent) to get the Basic Salary as fixed component part.

Employee, who fails to achieve the minimum assignment of 40% (Forty Percent) of KPA, Basic Salary would become variable component in proportion to achievement of KPA.

8.2.2. House Rent Allowance

It is fixed component of 40%, 30% and 20% of Basic Salary depending upon the Job location.

Job Location	HRA
Corporate Office/ State Level Office	40%
District Level	30%
Other Location	20%

8.2.3. Project Allowance

It is fixed component of 20% of Basic Salary.

8.2.4. Medical Allowance

It is fixed component of 25% of Basic Salary.

8.2.5. Performance Allowance

Performance Allowance is fixed, to the extent. However, it depends upon the variability of implementation of **Key Performance Area (KPA)**.

“Key Performance Areas” (KPAs) refer to general areas of outcomes or outputs for which a role, or a combination of roles, is responsible.

One has to complete the assignment of KPA by 70% (Seventy Percent) to get the Performance Allowance as fixed component part of Salary.

Employee, who fails to achieve the minimum assignment of 70% (Seventy Percent) of KPA, Performance Allowance would become variable component in proportion to achievement of KPA.

8.2.6. Cafeteria

It is 50% of Basic Salary and Performance Allowance. It is being paid to the Executive category employee only.

8.2.7. Conveyance Allowance

It is 20% of Performance Allowance. It is being paid to the Officer category employee including Junior Officer Level (J1 Level).

8.2.8. Special Allowance

It is 10% of Performance Allowance. It is not being paid to Junior Trainee (J -3) level employee.

8.2.9. Area Allowance

It is fixed component of 5%, 10% and 15% of Performance Allowance for Support Level/ Junior Level, Executive Level and Senior Executive Level Employee, respectively.