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HUMAN RESOURCE POLICY
AND
PROCEDURES

**BHEEMABHAI MAHILA MANDALI
TALLAREVU (Post and Mandal), Kakinada District,
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1. DEFINITIONS

1.1 Organizational Structure: This depicts the various posts, departments and their units in the organization and their functional as well as administrative relationship.

1.2 Salary year: 12 months period starting from 1st April to 31st March.

1.3 Consultant: Consultants are professional/Subject experts hired for specific task contracts on a set of specific result areas defined by specific period of time.

2. HUMAN RESOURCE MANAGEMENT in Bheemabhai Mahila Mandali

Human resource plays a crucial role in the development process of development of society and its economy. It is said that all development comes from the human mind. One of the fundamental areas of management is the management of human resources. Thus, in the management of four Ms- Money, Materials, Machines and Men. The management of men is not only fundamental but also dynamic and challenging.

BMM working as a nonprofit Organization, based at Tallarevu Village in Tallarevu Mandal of Kakinada District, Andhra Pradesh State in India. It is a Rights based women organization and for that it requires the best committed, talented employees to reach its vision without any pitfalls. An employee can contribute his/her best only when if she/he is happy to be associated with the organization. For that it has to develop and utilize human resources for the maintenance of rich quality of work. It needs loyal, creative and hardworking people, who are equally willing to work for the poorest of the poor Dalith Bahujan communities in rural areas where the employee works for his/her own satisfaction and will deliver the best outcome.

The organization has to take care of its employee, by providing with certain basic minimum requirements by which the employees does not get demoralized, that may not hamper the success of the project and the organizational image as well. Therefore, BMM needs to have proper HR Policy system, which will enhance the high morale and values of employees and help to contribute their best to the success of BMM. HR policies/procedures are to be upgraded continuously to meet the challenges emerging from time to time.

2.1 PURPOSE:

- To build the enthusiasm, loyalty in the employee towards organization.
- To facilitate the implementation of HR policies and practices in a sensitive and crystal clear to enable the achievement of the vision.

2.2 PRINCIPLES:

- Place the right person in the right place and in right time.
- Every one should be trained for the job.
- A coordinated team in the organization.
- Provide security with opportunity, incentives and recognition.
- Equal work opportunity and wages irrespective of Gender.



3. RECRUITMENT IN BMM

The primary objective of recruitment and selection in BMM is to ensure required standards of competence, by providing equal opportunities for all the applicants and equal consideration for promotions to all of its employees and follow the doctrine of non-discrimination in employment.

3.1 RECRUITMENT:

Recruitment will be done by BMM only under the following circumstances.

1. Expansion of operations in new area.
2. Implementation of New projects.
3. When there is a vacancy of post due to resignation and termination of employee.

Vacancies will be made known internally and also externally. When the suitable internal candidates are not available for a particular vacancy then the organization opt for external appointments. The vacancies will be announced by Project Director after the approval of the Governing Body.

3.2 RECRUITMENT SOURCES:

Advertisement through the Media:

Advertisement for the vacancies is done through notices and print media.

3.3 RECRUITMENT AND SELECTION PROCESS:

Recruitment needs will be identified by the chief functionary of the Organization and put before the Governing Body. HR projections will be prepared (as a part of organization's overall projections) on the basis of outreach and expansion plans.

3.4 ADVERTISEMENT IN NEWS PAPERS

Advertisement consists a few introductory lines about the organization with type of vacant positions followed by the eligibility criteria.

3.5 RESUMES SCRUTINY BY THE RECRUITMENT COMMITTEE AS PER THE ELIGIBILITY CRITERIA.

Eligibility criteria vary by position. Direct recruitment pattern is followed for all entry level positions and Middle level positions. But in the case of field operations all positions will be filled by performance based internal promotions, except entry level.

All the received resumes will be enrolled in the Bio – data register and screening format. The received resumes will be scrutinized as per the eligibility criteria mentioned above against each position by the recruitment committee. The scrutinized applications are selected in 1:4 ratios on the basis of their merit, age, additional qualification, marital status and are sent call letters. Recruitment committee consist three members of which Chief functionary and one Governing body member are permanent members. The third one will be an external from NGO/Development sector.

3.6 CALL LETTERS TO SCRUTINISED CANDIDATES -HR

Call letters to the scrutinized candidates will be sent before one week to the interview date asking to attend with all original certificates, SSC marks list for Age proof, Aadhar card and two recent passport size photos.

3.7 PUBLIC SPEAKING TEST FOR FIELD POSITIONS & GROUP DISCUSSION FOR OTHER POSITIONS

To know the level of oral communication skills, all the candidates appeared for field level entry positions will be asked to speak one by one on a given development topic for seven minutes before the entire group of candidates. For other than the field positions, group discussion will be conducted.

3.8 WRITTEN TEST

A simple written test in Telugu medium will be conducted on the concerned job requirements with half an hour duration.

3.9 FINAL INTERVIEW BY THE RECRUITMENT COMMITTEE

Final interview is to assess the candidate need, background and attitude towards Dalit Bahujans, Gender equality, HIV/AIDS and references.

3.10 SELECTION

Selection will be based on the overall performance of the candidate. The performance of the candidates will be assessed on the consolidated confidential scores assigned to in each stage.

3.11 APPOINTMENT LETTERS TO SELECTED CANDIDATES ON THE PANEL

Selected candidates will receive appointment letters on the same day with one week time to submit their joining report. The selected candidate's appointment order stands cancel if they fail to join in one week without prior permission. A panel with all selected candidates in the order of merit will be maintained irrespective of number of vacancies to avoid repeated recruitment process and fill those positions for which the candidates receive appointment orders but not join.

3.12 JOINING REPORT WITH TWO REFERENCES

The candidate while joining should submit two recent references in original from two respectable persons of their locality of which one must be from the nearest blood relative and another one from village elder, failing which the offer made to him/her automatically stands cancelled.

3.13 INDUCTION

BMM believes to have a unique approach to induction training, as it fully supports individual learning capabilities, and assists in building team spirit and rapport. The goal of Induction Program is to equip new hires with skills and competencies necessary to carry out their duties. During the program, the

incumbents are acclimatized the new setting of work, organization's policies and procedures and their roles and responsibilities. The new recruits are also given translated reading material to help them understand classroom inputs and "BMM" better.

3.14 FIELD EXPOSURE

Concurrent field exposure will be provided to enrich the understanding on the inputs given in the classroom to both field level and other new recruited personnel. During this period (three weeks) the new recruit will be exposed to various activities and closely observe various processes involved in extending services of BMM along with a senior staff member.

3.15 REVIEWS WITH NEW RECRUITS ON EACH SATURDAY.

At the end of each week (Saturday) during field observation period a joint review by chief functionary and the concerned staff will be conducted to learn about the progress and difficulties faced by the new staff and help them to overcome such situations.

3.16 CONFIRMATION

A simple written test to know the minimum understanding levels on the needed job requirements will be conducted and written feedback on the overall performance during the three months will be collected from the accompanied senior staff and concerned co-coordinators. Based on the written test and feedback the candidate's confirmation will be declared.

During the above period any misconduct is entertained, the candidate will be immediately discharged without assigning any reason or notification.

3.17 WORKING HOURS

The scheduled working hours for Administration staff at BMM will be between 9.30 A.M and 6:00 P.M. Monday to Saturday with a lunch interval of one hour from 1:00 P.M. to 2:00 P.M. For field staff there is no particular scheduled working hours but they work for around 8 hours per day and the timings for the field work depends on the activity schedule, convenience and availability of the community.

All staff is required to sign the register as soon as they arrive to office, the register shall be placed on the reception table. Permissions for early leaving or late coming to office may be taken from the Chief functionary concerned in charge for the office. Habitual late coming will not be entertained and shall result in disciplinary action.

3.18 RESIGNATION:

If the employee wants to resign, he/she should submit a letter of resignation to the Chief functionary. The letter of resignation should be dated, should cite reasons for resignation, and shall cite the desired effective date of resignation. The organization after accepting may relieve the employee at any time during the notice period.

3.19 TERMINATION:

The services of the employee during the observation period may be terminated at any time with out assigning any reason, and no prior notice of termination shall be given in case management does not want his services as the candidate may be not suitable for the organization.



4. PERFORMANCE APPRAISAL

4.0 AIMS OF PERFORMANCE APPRAISAL

4.1 THE PURPOSE OF THE PERFORMANCE APPRAISAL IS:

- To create and maintain a satisfactory level of performance.
- To contribute to the employee growth and Development through training, self and management development programs.
- To ensure organizational effectiveness through correcting employees for standard/improved performance and suggesting the change in the employee behavior.
- To provide the basis for merit increases, promotions and rewards.
- Enable the employee to understand how the organization perceives his performance and thereby, he takes necessary steps for improvement in his performance.

Performance appraisal Management at BMM maintains a continuous cycle of performance enrichment which consists of a six-step model for evaluation.

4.2 ESTABLISH PERFORMANCE STANDARDS

4.3 COMMUNICATE PERFORMANCE EXPECTATIONS TO EMPLOYEES

4.4 MEASURE ACTUAL PERFORMANCE

4.5 COMPARE ACTUAL PERFORMANCE WITH STANDARDS

4.6 DISCUSS THE APPRAISAL WITH THE EMPLOYEE

4.7 IF NECESSARY, INITIATE CORRECTIVE ACTION

4.2 Establish performance standards:

The standards are set while designing a job, these should be clear & not vague and the objective is enough to be measured, understood and find out different factors to be incorporated, weights and points are to set for appraisal form.

4.3 Communicate performance expectations to employees:

To make the communication effective, “feedback” is necessary from the subordinate to the Chief functionary. Field staff and the administrative staff sit together and discuss about the expectations and set targets/goals in reaching them.

4.4 Measure actual performance:

Performance measured by obtaining information through personal observation, statistical reports, oral reports and written reports.

4.5 Compare actual performance with standards:

The employee appraised and judged of his potential growth and advancement. Attempts made to note the deviations between standards and actual.

4.6 Discuss the appraisal with the employee:

The results of the appraisal are discussed periodically with the employees, where individual strengths and weakness are indicated and discussed, Preparation of the employee to accept any result of appraisal is very much essential, the discussion should be done in good atmosphere without disturbance and in privacy.

4.7 If necessary, initiate corrective action:

Corrective action can be of two types- Immediate corrective action is taking disciplinary action, whereas basic corrective action gets to source of deviation and seeks to adjust the difference permanently.

5. LEAVE POLICY



5.1 HOLIDAYS:

The Project Director shall declare the official list of holidays at the beginning of the calendar year.

5.2 CASUAL LEAVE:

- ❑ Staff eligible for Casual leave of 10 days per annum.
- ❑ The employee for any reason may request for casual leave although it shall be ordinarily be not granted for more than three consecutive working days.
- ❑ Casual leave cannot be carried forward or encashed.

5.3 Marriage Leave -

Maximum 7 days of leave can be availed for Marriage.

5.4 SICK LEAVE:

- ❑ Staff shall be eligible for 6 days sick leave per annum.
- ❑ A Medical certificate has to be produced on return in case the sick leave period extends beyond 3 days at a stretch.
- ❑ Unused sick leave can be accumulated for a maximum of 120 days, and is not encashable.

5.5 Medical Leave-

- ❑ In case of Hospitalization a maximum of **30** days leave can be availed with full payment by producing the relevant certificate. However, in special or emergency cases the discretion of the management will be exercised.

5.6 MATERNITY LEAVE:

- ❑ The maternity leave entitlement is as per the provisions of the Maternity Benefit Act, 1961 or any such Act that be in force from time to time. Maternity leave is applicable for only 2 living children.
- ❑ The act entitles a women employee to claim maternity leave from her employer if she has actually worked for a period of at least 120 days in the 12 months immediately preceding the day of her expected delivery.
- ❑ The maximum period for which any woman is entitled to maternity leave (with average wage) is 12 weeks, 6 weeks up to and including the day of her delivery and 6 weeks immediately following the day.
- ❑ 2 weeks leave with wages in case of Tubectomy operation and maximum one month's leave with wages in case of illness arising out of medical termination of pregnancy or Tubectomy.

5.7 PATERNITY LEAVE:

- ❑ Male staff, within the first month of becoming the father, may avail paternity leave up to a maximum of 6 working days. Paternity leave is applicable for only 2 living children.

5.8 LOSS OF PAY:

- ❑ When an employee is absent from duty for other than authorized annual, sick, casual, maternity & paternity leaves such absence shall be treated as leave without pay.
- ❑ While on leave without pay, the Sundays and scheduled holidays, which fall within that period, shall be considered leave without pay. However only official workdays that fall within the period shall be considered when calculating deductions from salary.
- ❑ If there were 10 days of continuous unauthorized absence, the concerned staff would be dismissed from the services.

6. TRAVEL POLICY

6.1 GENERAL:

Travel in BMM should be carried out as economically as possible after careful planning. The limits for expenses and allowances are in keeping with the objectives of the cost minimization while ensuring that basic requirements of hygiene and safety are adequately met.

6.2 MODE OF TRAVEL

| GRADE S | POSITION | MODE OF TRAVEL |
|----------------|--|---|
| GRADE I | Chief functionary and Project Director | Economy Air-National & international, Train - 1st AC, Car with driver |
| GRADE 11 | Program Documentation coordinator | Deluxe bus and Train 2nd AC |
| | Health Program Organiser | Deluxe bus and Train - 2nd AC |
| | Women Program Organiser | Deluxe bus and Train - 2nd AC |
| GRADE III | Mandal Level Implementers | Deluxe bus and Train |

| | | |
|-----------------|---|-----------------------|
| | Community Organisers | Deluxe bus and Train |
| | Accountant com Computer operator | Deluxe bus and 2nd AC |
| GRADE IV | Office Assistant & Driver | Deluxe bus and Train |
| | | |

All staff is expected to travel by the most economical mode of travel.

Original/ Xerox copy of ticket/ Ticket number should be compulsorily enclosed for claiming the reimbursement.

Staff traveling in a mode, which they are ineligible, would have to take prior approval of the Chief functionary/ Accountant.

6.3 Boarding and Lodging:

The Boarding and Lodging expenses are actual subject to a maximum limit specified below. While submitting the travel expenses report, the actual hotel bill for lodging needs to be produced.

- Every effort should be made to stay in an economical accommodation.
- Staff should share rooms whenever possible.

6.4 LOCAL TRANSPORT:

While on tour they from Railway station to Hotel or to different associated offices, the amount incurred on them can be claimed with producing the actual bills or self-declaration with proper justification can avail reimbursement of local transport on official purpose or transport.

6.5 TRAVEL RELATED EXPENSES CLAIM

Employees shall be eligible to draw a travel advance for meeting the travel related expenses. The travel advance shall be used only for travel related expenses. The expenses claim shall be produced together with the report within seven working days of return or commencing the next tour whichever is earlier.

6.6 MISCELLANEOUS:

- Official telephone calls will be reimbursed on presentation of bills separately. Up to Rs. 30/- would be allowed without supporting vouchers, a self-declaration is required for claiming the same.

6.7 FACILITIES PROVIDED:

| GRADES | POSITION | Facilities provided |
|-----------|--------------------------------------|--|
| GRADE I | Chief functionary / Project director | Four-wheeler with Driver, Mobile with National & international roaming facility, Hotel accommodation with A/c facility in out station. |
| GRADE II | Program Documentation Co ordinator | Fixed travel allowance as specified in the project. Group mobile telephone with a fixed amount per month provided. |
| | Health Program Organisor | Two-wheeler with fixed travel allowance as specified in the project. Group mobile telephone with a fixed amount per month provided |
| | Women Program Organisor | Two-wheeler with fixed travel allowance as specified in the project. Group mobile telephone with a fixed amount per month provided |
| GRADE III | Mandal Level Implementers | Two-wheeler with fixed travel allowance as specified in the project. Group mobile telephone with a fixed amount per month provided |
| | Community Organisors | Fixed travel allowance as specified in the project. Group mobile telephone with a fixed amount per month provided |
| | Accountant cum Computer operator | Group mobile telephone with a fixed amount per month provided whenever travels actuals will be provided. |
| GRADE IV | Office Assistant and Driver | Group mobile telephone with a fixed amount per month provided whenever travels actuals will be provided. |
| | | |



7. REMUNERATION PACKAGE

BMM seeks to provide a compensation package that, which attracts, retains and motivates the best performances.

7.1 SALARY:

Salary is payable to employees as per the appointment letter issued by the Project Director. Salaries for each month shall normally be paid to employees on the last working day of that particular month for the period of full month. In case the employee leave the organization in between then the salary will be calculated on the following basis.

Gross salary x No of days worked / 25 days

7.2 SALARY STRUCTURE:

All the levels of employee's salary start with a minimum basic pay. In addition to this there are other elements like DA, HRA, Others that constitute the gross salary which may either be fixed component and is uniform to that level or which is a percentage of the basic salary.

- Current salary structure for any level is as given below:
- DA is 11% of Basic Pay
- HRA is 20% of Basic Pay
- Medical Allowance 5% of Basic Pay
- Social Security Allowance is 13.61% Of Basic Pay

7.3 EPF CONTRIBUTIONS

- 12 % for PF on BASIC +DA –Employee contribution (Subjected to a ceiling limit of 6500)
- 12 % for PF on BASIC +DA – Employer Contribution Subjected to a ceiling limit of 6500).

7.4 ANNUAL INCREMENTS

Every regularized staff is eligible for Annual Increment. The Annual Increment is of 5% on Gross Pay and on the basis of his/her Date of Join irrespective of Grades & Levels.

8. WELFARE PACKAGE



BMM provides different types of packages for the welfare of its employees like insurances, Gratuity, staff salary advances etc.

8.1 PERSONAL INSURANCE POLICY:

BMM covers all employees under personal accident policy “pradhan mantri Jeevan Jyothi Bima Yojana (PMJJBY)” Pradhan Mantri Suraksha Bima Yojana (PMSBY) and Chandranna bheema. The policy is insured for amount of Rs.2, 00,000 and Rs. 30000/-.

8.2 EMPLOYEE PROVIDENT FUND:

Employees covered enjoy a benefit of Social Security in the form of an un-attachable and un withdraw able (except in several cases), which employees and employers contribute equally through out the employment. This sum is payable normally on retirement or death.

8.3 Benefits:

- Pension payment for life on retirement, superannuation.
- Pension payment for life on invalidation during employment
- Lump sum payment to the member by way of commutation of pension up to one third pension amount on optional basis.

8.4 Pension payment to the family members on the death of member:

- ✓ To Spouse for life or until remarriage.
- ✓ To children (up to two) till they attain the age of 25 years (This is an addition along with pension payment to spouse).

8.5 The scheme covers members' death risk un-conditionally, irrespective of whether such death occurs:

- ✓ While in service.
- ✓ Away from employment and not contributing to the fund at the time of death.
- ✓ After retirement as a pensioner, the family members shall remain entitled for pensioner support uniformly.

8.6 STAFF salary advances:

BMM also provides loans to its staff when a lump sum amount needed for meeting the critical situations.

- The advances amount can be availed up to two times to the employee salary.
- The maximum repayment period for salary advances clearing is 12 months.
- The provision for second/ fresh salary advance is only available after the clearing of first loan amount.

All these conditions should be obliged unconditionally. Some exceptional and urgent cases for loan are entitled to the sole discretion of chief functionary.

9. MISCELLANEOUS

USAGE OF OFFICE EQUIPMENTS

9.1 Computer and Printer

The office computer and printer to be executed only for office work related to BMM. Personal work is not allowed. Only staff may be allowed to use the computer and printer, no outsiders like Friends and Relatives are allowed to execute the computer and printer. Staff is expected to shutdown properly the computer before leaving the office.

9.2 Telephone:

Only office calls, related to BMM are made from the office telephone. No personal calls are allowed. All STD calls made are entered in the record maintained.

9.3 Stationery:

The stationery provided is to be used only for official purposes. The Stationery like stapler, calculator are to be returned to BMM in case of leaving the organization. Effort should be made to reduce the wastage of Stationery like papers etc.

9.4 Electronic equipment:

Electronic equipment of office like Fans, Lights, Air Coolers etc. are to be switched off after their usage while leaving the office. Effort should be made to save and extend the life of electronic equipment as well as power.

9.5 Vehicles:

BMM Staff can use office vehicles for official purposes in local area only and can use for outstation travel on official work with prior permission from chief functionary.

10. Code of Conduct



The code of conduct aims at encouraging all the members of the BMM to achieve and maintain the highest standards of conduct and performance. It is a strong belief that all of us make for the organization and the organization makes for us. The organization shall seek, as per as possible, to encourage the employees to achieve personal and professional satisfaction in their work and it shall strive to provide fair and equitable treatment.

10.1 Obligations:

As members of the BMM staff:

- Will behave in a disciplined manner in their interactions with colleagues/ clients and outsiders, a mutual respect and trust is maintained.
- Will show respect to the dignity of all colleagues. No usage of authority to undermine a colleague's sense of pride or dignity.
- Will not have commercial dealings of BMM with parties in whom friends, colleagues or have a direct financial interest or connection, or indulge in any dishonesty with the funds and work.
- Will not engage in outside employment or reveal any confidential information relating to the organization to any outsider, not defame BMM or a colleague.
- Will not smoke in the work place, in the interests of the good health and working comfort of all colleagues and visitors.
- Will not indulge in substance abuse or the excessive intake of alcohol or drugs.
- Will endeavor to behave in a manner befitting BMM, its values and mission

A disciplinary action is taken on the staff when they fail to accept or to demonstrate acceptance of the principles, the decision of the Chief functionary will be final in case of taking any disciplinary action according to the BMM procedure.

10.2 MISCONDUCT:

The organization herewith states that the following acts of commission or omission shall be constructed as acts of misconduct, and shall be cause for the initiation of disciplinary proceedings.

The following definitions of misconduct are intended to provide employees examples of behavior inconsistent with organizational principles. They shall not be understood to be a complete listing of behavior or activities that may be deemed to constitute misconduct, the determination of which shall rest solely with the Chief functionary.

10.3 Minor Misconduct:

a. Definition:

- i. Absence from duty without permission of the Project Director /Chief functionary up to 3 days.
- ii. Entering or leaving, or attempting to enter or leave, the establishment except in accordance with rules.
- iii. Late attendance or leaving place of work earlier than appointed time without approval of Project Director.
- iv. Idling or loitering during duty hours.
- v. Abetting any minor misconduct.
- vi. Malingering (pretend to be ill in order to avoid work)
- vii. Failure to sign daily attendance.

b. Action:

An employee found guilty of minor misconduct may amongst other punishments.

- i. Warned by letter
- ii. Censured
- iii. Suspended without pay for a period not exceeding five days
- iv. Fined

10.4 Major misconduct:

a. Definitions:

- i. Commission of any act subversive of discipline
- ii. Insubordination
- iii. Lying, misrepresentation and / or submission of fake reports.
- iv. Breach of standing instructions of the organization.
- v. Giving or accepting bribes or receiving kickbacks in any form including money, services, or gifts.
- vi. Physical violence.
- vii. Fraud of any nature
- viii. Engaging directly or indirectly in trade, commercial activity, other employment, or any activity without the written permission from Chief functionary.
- ix. Causing damage to organizational property.

- x. Repeated or frequent committing of minor misconduct.
- xi. Sexual harassment on women.
- xii. Borrowing money from subordinates, colleagues, outsiders or people with whom the organization conduct business
- xiii. Defamation of fellow employees if they are superiors or subordinates.
- xiv. Neglect of work or gross or habitual negligence.
- xv. Habitual absence, without leave, absences without leaves for more than 3 days or overstay of leave for more than 3 days.
- xvi. Misuse of office vehicles, i.e. carrying unauthorized passengers, driving without valid driving license, using office vehicles for personal trips without proper authorization, permitting non-BMM staff to drive, rash or negligent driving, driving under the influence of drugs / alcohol, and any together uses which negatively affect BMM reputation or effectiveness.
- xvii. Any action, which may result in or create a situation detrimental to BMM's work or reputation, outside or within the office.

b. Organizational Enquiry process:

In all cases of suspected major misconduct initial explanations of circumstances shall be requested of the employee by the Chief functionary in writing, for that the employee should respond in written within the period of 24 hours. If the employee's response found to be unsatisfactory and the Chief functionary determines that there are sufficient grounds for proceedings; then issuing of charge sheet to the employee and a notice to appear before a organisational enquiry to investigate the charges of alleged misconduct.

If the employee admits to the charges, the Chief functionary shall take appropriate disciplinary action, without holding a domestic enquiry. Disciplinary action so taken by the Chief functionary shall be deemed to be final.

An employee may be suspended from services at any time if any disciplinary action is contemplated against him/her. It will not be necessary to issue a charge sheet before suspending an employee from service. During the period of suspension, the employee shall be entitled to a subsistence allowance equal to one half of his/her salary. The employee shall remain on suspension until the Chief functionary determines the final decision in that matter. Whether the employee is exonerated, he/she shall be paid his/her salary for the suspension period after deducting the subsistence allowance paid to him/her.

c. Action:

- i. An employee found innocent should be exonerated.
- ii. An employee found guilty of major misconduct may be awarded, amongst other punishments, the following;
 - Warning
 - Suspension
 - Fine
 - Stoppage of Increment
 - Termination
 - Dismissal.



11. GRIEVANCE MANAGEMENT

BMM recognizes that grievances are incidental at work environment and they need to be resolved positively. This mechanism is a channel to staff for expressing a grievance and seeking a quick redressal.

The grievance redressal mechanism has been devised with the following general rules.

- Every grievance should be heard and resolved.
- This is an additional channel provided for employees to seek redressal for their grievances when the official channel fails to provide quick responses.

11.1 What is Grievance?

It means any kind of discontent or dissatisfaction, whether valid or not arising out of anything connected with the organization that an employee thinks, believes or even feels, is unfair, unjust or inequitable. There are various types and they are classified as follows.

1. Grievance relating work environment
2. Relating to the interpersonal relationships, discipline and code of conduct of colleagues;
3. Those relating to terms of services and benefits and their interpretation.

11.2 Grievance Mechanism:

When there is a problem, all employees first bring to the notice` of Project Director in an effort to bring about a fair and reasonable solution.

After receiving the information, the Project Director will discuss the matter with the aggrieved employee. If the employee is dissatisfied with the Project Director decision, then he/she can approach the Chief functionary. The decision of Chief functionary is final.

All staff members will have a direct channel to the Chief functionary by approaching through a written communication on any issue/ problems.