

# CURE INDIA

HUMAN RESOURCES POLICY AND PROCEDURES  
NEW DELHI, INDIA, DECEMBER 2022



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## **SECTION I – INTRODUCTION**

Centre for Urban and Regional Excellence (CURE) is a not-for-profit organization, established in 2001, with a vision to create an enabling environment for pro-poor urban and social policy through inclusive planning and governance, multi stakeholder partnerships, institutional capacity building and urban reform. Key pillars of CURE's work include policy advocacy, implementing slum upgrading projects, development of community-based GIS information systems and research.

This CURE Employee Manual encompasses those guidelines and policies which constitute a sound basis for efficient and effective Human Resource Management in CURE.

This manual will serve as a guiding framework that provides transparency in all that touches our daily life at our workplace while guiding us on our roles, responsibilities, and rights.

They are in essence flexible and dynamic and may require adjustment to a variety of circumstances. Therefore, its implementation will be inspired by sound judgment, compliance to local laws and common sense, considering the specific context, its spirit should be respected in all circumstances.

The Standards of Conduct describe the expected actions and behavior of employees while conducting company business.

The CURE Employee Handbook is not a contract of employment, nor it is intended to create contractual obligation for the company of any kind.

CURE strives to provide an employee-friendly environment by valuing the talents and abilities of our employees and seeks to foster an open, cooperative, and dynamic environment in which employee and company alike can thrive.

CURE is an equal opportunity employer. Religion, age, gender, national origin, sexual orientation, race or color do not affect hiring, promotion. Development opportunities pay or benefits. CURE provides for fair treatment of employees based on merit. The organization complies with all central, state and local labor laws.

The Human Resource department endeavors to provide professional support in handling people matters. Their prime responsibility is to contribute actively to the quality of HR management throughout the organization by proposing adequate policies, ensuring their consistent application and coherent implementation with fairness.

## Brief overview about organization, objective and our value system

### Vision

We believe all people are equal and must get access to an equal level of services - taps and toilets at home to live a life with dignity and to sustainably reduce poverty. CURE has set up several integrative models of sustainable urban development where the poor have been enabled to build home toilets and houses, connect to potable drinking water, get access to solid waste management services, harvest rain water and be water resilient and improve their living environments.

### Our Mission

CURE's mission is to achieve three goals; reconnected urban societies that take rightful decisions to ensure sustainable urban development; strengthened local agencies with capacities for participatory community development; and real evidence built from the ground up for effective service delivery.

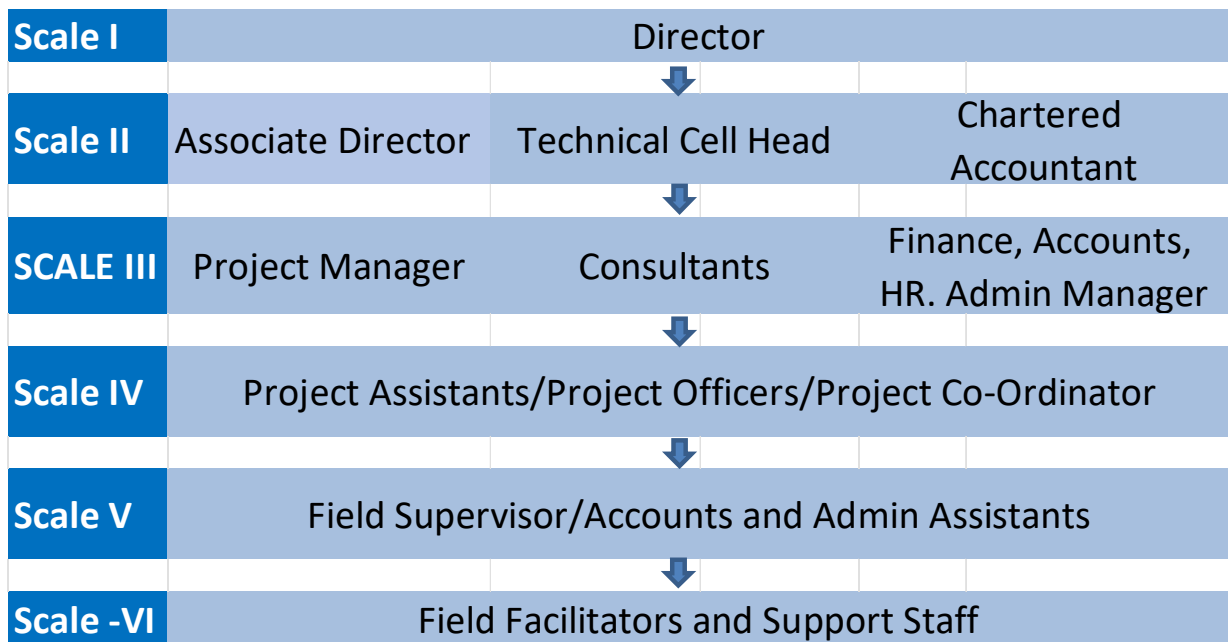
### Our Core Values

- CURE's strength is its communitarian approach. CURE believes that community participation is a 'powerful organizing ideal' - a scaffolding that fosters sustainable development of communities. CURE facilitates processes that enable people to come together, recognize their problems, articulate their needs/concerns, & plan & implement solutions that improve their quality of lives and are equitable (home taps & toilets, decent housing & livelihoods, health care, etc.). CURE seeks to build real & meaningful city partnerships that contribute to sustainable urban development.
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- Water & sanitation projects are an important aspect of CURE's work with low-income communities, because these constitute critical needs. Overarching objective of our water-sanitation work is to create ecologically sound, comprehensive, end-to-end solutions that are inclusive & integrated. Specifically, CURE has; a. revitalized urban communities, empowered them to engage and partner with cities to negotiate for their entitlements; b. de-engineered/ localized/decentralized solutions that facilitate home toilets, house upgrades, sludge conveyance & treatment using a diverse technologies; c. leveraged people, private, public sector & donor resources for implementation; d. mapped people's data onto city maps using spatial technologies, developed mobile apps/platforms to connect people and cities, analysed data for planning, management & monitoring of services, for effective governance & public accountability; & e. influenced state/city policy on ecologically sustainable housing and habitat development.
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- CURE's signature projects are in Delhi, Agra, Dharamshala, Raurkela, among others, where it has used a visionary, ecological approach to implement sustainable slum upgrading interventions. These include; a. customized home toilets networked to trunk infrastructure;

b. decentralized options - cluster (shared) septic tanks, simplified sewers etc., to reach unserved/difficult to reach areas, to enable home toilets; c. water treatment plants as business enterprises that also provide water security/access to safe water; d. wastewater treatment systems - Decentralized Wastewater Treatment System, to treat dirty water for reuse; e. door step waste collection & composting; & f. rainwater harvesting & groundwater recharging aimed at reviving city's wells/ make city water resilient. Additionally, CURE i, supports sustainable livelihoods; ii, builds city databases & spatial management information systems (MIS); & iii contributes to city/state/ national policy. CURE's models for in-situ slum development are community-led, comprehensive, & situated within the urban ecological context of the particular settlements.

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- City Plans: CURE has developed citywide slum upgrading plans with comprehensive strategies for the cities of Agra & Ludhiana. These are based on community data that are also spatially integrated. CURE has also developed City Water Resilience Strategies focussing on conservation, harvesting, wastewater treatment & reuse, & revival of water bodies. The strategy also integrates sanitation solutions such as toilets, sewers, solid waste interception & management, to protect water aquifers.
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- CURE is supporting several cities/States to develop GIS based planning tools. SANMANs (Sanitation Manager)/WATMANs (Water Manager) populated with people's data help city managers visualize, plan, manage, & monitor service provisions. Municipal infrastructure data is speedily crowd sourced, validated, digitized, & integrated with qualitative data. SANMANs use algorithms to map service gaps for improved urban governance. Land maps using drone imagery is helping cities to plan services, reclaim public spaces – transforming slums to livable habitats.
- 
- CURE's livelihood initiatives are embedded within city's primary economy to ensure sustainability of incomes such as the Mughal Heritage Walks of Agra and preserve tangible-intangible heritage. Livelihood initiatives also focus on employment skills & livelihood pathways. Micro enterprise solutions are urban-centric, service and manufacturing enterprises, and backed by access to finance that fund capital investments and provide rolling capital for long-term sustainability.

## CURE's Organogram



## **SECTION II– GENERAL OFFICE POLICIES**

CURE has full-time employees and contractual employees in its roll. A Full-time employee is someone who has a continuous service, annual appraisals, and increments. Contractual employees are those whose contracts shall be renewed annually and or on a project basis and do not come within the annual appraisal cycle of CURE.

### **2.1. Rules and Regulations**

#### **2.1.1. General Obligations**

All staff members, short-term technical advisors, consultants, shall:

- Duly and competently perform their duties and activities, meeting the required deadlines with regard to each specific duty or task, and upholding the interests of CURE INDIA.
- Always maintain the highest standard of conduct.
- Properly and in timely fashion, fulfill the directions of the Director or her/his designee.
- Comply with all instructions of Management.
- Work as a Team for a mutually conducive work environment.
- Not making false complaints, statements etc. that is likely to bring organization into disrepute in the eyes of public or law.
- Comply fully with all applicable laws and regulations of Government of India.
- Be absent only as per their sanctioned leave and not overstay beyond the sanctioned leave unless approved.
- Comply with the rules of work/discipline provided for in this HR Policy Manual.
- Not interfere with another employee's performance and activities nor prevent them from performing their duties and obligations; and
- Strictly follow and comply with the current internal policies, approved internal rules and procedures of CURE INDIA.
- Any instance of non-adherence to CURE's policies or unethical behavior on the part of any employee should be brought to the attention of the immediate reporting team leader and the Director.

### **2.2 Personal Conduct**

All employees are always ambassadors of the organization. As such, they have an obligation to always conduct themselves in an honest and ethical manner both in private and public and act in the best interest of the CURE.

#### **2.2.1. Confidential Information**

From time to time, employees of CURE may meet confidential information, including but not limited to information about CURE's members, suppliers, finances, and business plans. Employees are required to keep any such matters that may be disclosed to them or learned by them confidential.

Furthermore, any such confidential information, obtained through employment with CURE, must not be used by an employee for personal gain or to further an outside enterprise. However, the same can be shared with the consent of Director.

### **2.2.2. Transparency and Audit ability**

CURE is an ethical and transparent organization, All employees shall ensure that their actions in the conduct of business are totally transparent except where the needs of business security dictate otherwise. All employees shall voluntarily ensure that their activities, with regard to their conduct, in person and official transactions, are open to audit and follow the highest norms of accountability.

### **2.2.3. Conflict of Interest**

CURE employees are obligated to avoid actual or potential conflicts of interest. The relationship and transactions of CURE India with individuals outside the organization and with other business concerns must be conducted in a professional and ethical manner.

Conflicts of interest raise both moral and legal issues, and it is difficult to define the various circumstances and relationships that would be unethical. The following guidelines are meant to provide a general definition and description of the nature of the conflict of interest.

- An actual or potential conflict of interest occurs when an employee is in a position to influence a decision that may result in personal gain for him/her or for his relative because of business dealing with CURE.

It is essential for every employee to disclose any influence or transactions involving purchases, contracts, or leases to the Director, Technical Head and Associate Director, Program Manager of the CURE.

Staff members, with responsibility for issuing or approving orders for the purchase of supplies, equipment, or transportation, or for contracts for employment services for CURE or any members of their immediate family must not have a significant interest in any supplier or supplies or services to CURE. This provision does not prohibit any employee's relatives from doing business if this is fully disclosed in the Conflict-of-Interest Statement and competitive bidding procedures are in place and properly followed.

### **2.2.4. Gifts**

CURE employees shall not give high value gifts as defined below to secure contracts or receive payoffs in case of contracts awarded or accept these from product suppliers. Gifts shall be defined as any souvenir, products, goods, service, sample, meal, cash/funds in any form, or benefit provided free of cost.

However, gifts of essentially nominal value may be accepted, and handled as described below:

- Gifts of high value (typically above INR 1000) must not be accepted or must be immediately returned to the supplier.
- Any gift (including calendars, pens, stationery, etc., as well as personalized and monogrammed gifts) received from suppliers, individual consultants or other professional contacts, shall immediately be handed over to the Director.
- Invitations to lunches and dinners may be accepted if the intention is to discuss CURE business, and this is in the interest of the organization.
- If there is any doubt on the propriety of acceptance of gifts and hospitality, the matter shall be brought to the attention of the Director.



### **2.2.5 Intellectual Property**

Any intellectual property, such as trademarks, copyrights and patents, and any work created by an employee in the course of employment or consultant as per agreement with CURE shall be the property of CURE and the employee/consultant is deemed to have waived all rights in favour of CURE INDIA. Work, for the purpose of this policy refers to written, creative or media work. All source material used in presentation or written documents must be acknowledged.

### **2.2.6 CURE Facilities**

No employee shall misuse CURE facilities. In the use of such official facilities, care shall be exercised to ensure the same with highest level of diligence.

### **2.2.7 Dealing with People in the organization**

Employees should uphold values, which are at the core of our HR philosophy - trust, teamwork, mutuality and collaboration, meritocracy, objectivity, self respect, and human dignity. All employees should strive to create an enabling working atmosphere in the organization.

### **2.2.8 Gender Equal and Inclusive**

CURE is committed to a gender equality and a socially inclusive workplace. It seeks to enhance equal opportunities for women and men of all caste, religion, race, ability without any discrimination. It shall take steps to prevent/stop/redress sexual harassment at the workplace and institute good employment practices that promote inclusive work practices. All employees are expected to be gender sensitive and adopt non-discriminatory work practices, through their behaviour, beliefs, values and attitudes, mainstreaming gender in the organization culture.

### **2.2.9 Physical and Sexual Harassment**

CURE wants to provide a harassment-free environment for its employees and volunteers. Sexual harassment is any unwanted attention of a sexual nature such as remarks about appearance or personal life, offensive written or visual actions like graffiti or degrading pictures, physical contact of any kind, or sexual demands and any other unwelcome physical, verbal or non-verbal conduct of a sexual nature. CURE has zero-tolerance policy towards any incident of sexual harassment. It also has an open door for reporters and encourages employees to report any harassment concerns and is responsive to employee complaints about harassment or other unwelcome and offensive conduct. In compliance of the Prevention of Sexual Harassment (POSH) Act, CURE has set up a POSH Committee for employees to report grievances. The POSH Committee with the required composition shall be extremely sensitive while handling any such grievance.

### **2.2.10 Discipline**

CURE expects its employees to be disciplined display exemplary professional conduct and accountability. This is expected to be manifest in words and actions relating to attendance, timely and professional performance of work, in the management of funds and assets of the organization and in dealing with the people of the organization.

## **2.3 General Office**

At CURE INDIA, all employees are expected to work whatever hours are necessary to accomplish the goals and deliverables of their position without overtime.

### **2.3.1 Working Hours and Reporting**

At CURE we believe that employees should have a good work-life balance as it reinforces employee satisfaction, loyalty and enhances productivity.

The normal workday is eight and half hours every day for all employees including contractual employees. Office Timing will be 10:00 am to 06:30 pm. The office works from Monday through Friday with every Saturday and Sunday being the off days.

CURE maintain a policy of flexible hours in recognition of the employee's responsibility to complete his/her duties within expected timeframes and may come in anytime between 9.30 am -10.30am with lunch break up to 30 minutes per day between 1.30pm to 2.30 pm, and leave late post 6.30 pm so as to complete 8 and half hours of work.

CURE has a policy of hybrid working where employees and contractual employees, who have been in the organization for 12 months continuously, can work from home in the same station they are posted at. Work from home should not exceed 5 days in a month and this cannot be contiguous. Work from home is subject to prior approval from the reporting manager and linked to CURE work and deliverables.

### **2.3.2 Personnel Records**

It is important that the personnel records of CURE be accurate at all times. The personal files will contain the necessary information and documents (certificates, references, personal details, medical records, performance review and leave records etc) with regard to the employment of employees with CURE.

The Personnel file should be treated as "Confidential document". Employment records and Personal information may be disclosed to third parties only with the relevant individual's consent or pursuant to a legal authorization or court order. All officials dealing with such records and documents should treat it with utmost confidence and ensure that there is no accidental or deliberate disclosure of such personal information to any third party unless otherwise authorized, as above. Any deviation from this will attract disciplinary action.

CURE expects that employees will promptly notify appropriate personnel representative of any change in name, home address, telephone number, marital status, number of dependents, or any other pertinent information that may change.

### **2.3.3 Attendance**

CURE views attendance in an office as important for effective performance. All unapproved absences will be noted. Excessive absences, including for Sick Leave, will result in disciplinary action, up to and including termination. All time off must be requested in advance and submitted in writing, as outlined in the appropriate categories, except employee sick leave.

CURE employees are expected to sign in for their attendance at the time informed to them by the personnel.

Employees are required to complete a time sheet at the end of every month, in the format provided and as per the instructions mentioned.

Clocking in less than 5.00 hours in a day will be considered as half day leave.

If an employee needs to be out for official purpose and due to that will either arrive late at work or will need to leave early or would be out of office for the entire day the the employee should obtain approval from the Manager and inform Human Resource Department so that the attendance can be regularized.

An employee will be liable for disciplinary action in case of unauthorized absence from work or in case they have been reporting late to work on frequent basis.

Full-time consultants shall get an annual contract renewable on mutual agreement and performance appraisal.

#### **2.3.4 Work Place**

CURE recognizes that a safe and hygienic atmosphere at the workplace is a precondition to motivate employees to work with CURE. To ensure this, the organization, to the best of its ability, will take all measures to provide safe and hygienic upkeep of the office for employees.

Employees must also exercise personal responsibility to take reasonable care for the health safety and environmental standards which will aid in improving the overall productivity of the organization and health of its employees.

#### **2.3.5 Appearance and Standards of Dress and Manner**

Business casuals are the dress code of the organization. Its objective in establishing a business casual dress code is to allow our employees to work comfortably in the workplace. Professional attire and personal neatness and cleanliness will always be the standard. The organization expects you to present a clean and professional appearance.

#### **2.3.6 Health and Safety at Work**

CURE assures that employees are trained and accountable for preventing work-related injuries and illnesses.

CURE believes that commitment to sustainable development is a key component of all its activities and programmes and therefore accords it the highest priority.

#### **2.3.7 Safety and Accident Rules**

CURE is committed in providing a clean, hazard free, healthy and safe environment. All safety equipment as if desired will be provided by CURE, and employees will be responsible for the reasonable upkeep of this equipment.

#### **2.3.8 Anti- Substance Abuse**

CURE takes seriously the problem of drug and alcohol abuse, and is committed to provide a substance abuse free work place for its employees. This policy applies to all employees of CURE, without exception, including part time and temporary employees.

No employee shall report to work while under a condition that prevents him/her from fully effective performance of his/her professional duties due to use of illegal drugs.

#### **2.3.9 Tobacco Use in Working Areas**

To protect and enhance our indoor air quality and to contribute to the health and well-being of all employees, the organization premises shall be entirely smoke free. Additionally, use of all tobacco products, including chewing tobacco, is banned at work place.

#### **2.3.10 Environmental Consciousness**

CURE is committed to being an environmentally conscious organization. It expects staff to fully demonstrate this commitment by minimizing the use of resources such as paper, energy, water etc. to keep a low carbon footprint. It shall optimize its carbon footprint by reducing, reusing, recycling, and upcycling resources. It is every employee's responsibility to take the necessary precautions to ensure that AC, lights, fans etc are switched off when not in room.

## **2.4 Use and Operation of CURE INDIA'S Equipment**

### **2.4.1 Photocopier, Printers, Overhead Projectors and Tablets**

The CURE equipments shall be used for official CURE-related purposes only. Maintenance will be managed by the Finance and Human Resource & Administration Manager.

### **2.4.2 Computer Usage and the Internet**

Access to modern Information Technology and the reference to knowledge of learning experiences from the projects in past is essential to CURE's mission of shaping the changing development sector needs to achieve the twin objectives of economic growth and social equity.

The pursuit and achievement of CURE's mission requires that the privilege of the use of computing systems and software, internal and external data networks, as well as access to the World Wide Web, be made available to email address for all employees at CURE.

#### **Access to Computing Resources:**

CURE employees are responsible for legal and ethical use of computers and the network.

Activities considered to conflict with this policy include, but are not limited to, the following:

- Spreading viruses or causing disruptions to the network.
- Unauthorized access to restricted or personal computers, data, or programs or knowing use of restricted computers, data or programs accessed or acquired by someone else.
- Sharing a password or account(s). Account holders are responsible and will be held accountable for all activity occurring on their accounts.
- Creating, modifying, executing, or re-transmitting any computer program or instructions intended to gain unauthorized access to, or make unauthorized use of, any computer facilities or software.
- Violating copyright laws or software license agreements.
- Installing software, including shareware, public-domain, or commercial software on any CURE-owned computer equipment without appropriate authority.
- Using computers or networks for unauthorized non-commercial or for-profit activity.
- Sending or forwarding electronic mail for unauthorized purposes (i.e., spam). This includes but is not limited to unsolicited and unsanctioned mass mailings.
- Viewing, printing, storage, display, or playing of sounds of any sexually explicit or potentially offensive materials in a way that may create an offensive working or learning environment.
- Using email or other electronic methods for purposes of harassment or stalking.
- Removing any CURE owned computer software or hardware from CURE without written permission of the appropriate administrator.
- Maintaining a valid, regularly updated anti-virus program.

- Maintaining effective security practices on the personally owned computer system to avoid intentional or unintentional activities from or to any network connection. Included, but not limited to, are attempts to monitor other network connections, hijack connections, spread viruses, spyware, or any other activity which may impact the overall security of the network; and
- Circumventing the Security: Users are prohibited from attempting to circumvent or subvert any system's security measures. Users are prohibited from using any computer program or device to intercept or decode passwords or similar access control information.
- Breaching Security: Deliberate attempts to degrade the performance of a computer system or network or to deprive authorized personnel of resources or access to any CURE computer or network is prohibited. Breach of security includes, but is not limited to, the following: Creating or propagating viruses; hacking; Password grabbing; Disk scavenging.
- Abuse of Computer Resources: Abuse of CURE computer resources is prohibited and includes, but is not limited to: Game Playing, Chain Letters, Unauthorized Monitoring, Private Commercial Purposes, Political Advertising or Campaigning

### **Users' Responsibilities**

- Storage- Its User responsibility that all official Data are stored on official server and the official data is secured till it is saved on server.
- Privacy: No user should view, copy, alter or destroy another's personal electronic files without permission.
- Copyright: Copyrighted material reproduced on the web site must have prior written permission of the copyright holder.
- Harassment, Libel, and Slander: No user may, under any circumstances, use CURE computers or networks to libel, slander, or harass any other person.
- Laptops that may be damaged by the employees due to inappropriate use or handling or installation of pirated software shall be repaired by the user.

### **2.4.3 Cameras and other electronic equipment**

- Digital cameras and other electronic equipment like phones, etc. are provided to field facilitators and employees who work in the field.
- Equipment should be used only for official purposes; Camera can be used to capture only project related images. Images of employees may be captured and used only with their permission.
- As being the property of CURE, it should be kept with care and should be returned to office when the relevant tasks is over.
- In the event of loss, misplacement, or theft of official property the employee should report immediately to the Programme Manager. After analysis if employee is found guilty then they will be liable for any loss due to misuse or lost due to negligence

#### **2.4.4 Laptops**

Employees should take proper care of office Laptop, as they will be liable for any loss due to misuse or lost due to negligence of employees.

#### **2.4.5 Official CURE INDIA Property**

CURE employees shall be issued official property after filling in an assets issue form. The use of the Program's official property and equipment should be only for official purposes and should be with due care and, in case of termination of the Employment Contract, the employee shall return to the CURE INDIA any assets, equipment and/or documents provided to them for business needs, including any originals or Directories of documents, PC's, supplies, etc.

#### **2.4.6 Official Property lost**

In the event of lost, misplaced, theft or robbery of official property the employee should report immediately to Human Resource Department. If needed, it is the responsibility of the employee to lodge an FIR with the police.

If the official property is being lost or misplaced due to negligence of employees, the employee shall be responsible to relinquish the loss of same

The Human Resource Department can request the employee to report the loss to the police and obtain a police report (by local law).

The lost property is properly documented in the inventory verifications logbook and is included in the annual report and will be documented by the Human Resource Department.

#### **2.4.7 Personal Property**

CURE is not liable for the loss or damage to personal property of staff.

#### **2.4.8 Insurance**

CURE shall obtain an Insurance policy to insure all CURE expandable property and Laptops used by employees for official purposes.

#### **2.4.9 Security**

It is important to be conscientious about security. The working staff and Office Attendant ensure that the office is secured before departing at the end of the day and all windows and doors are properly locked.

#### **2.4.10 Record Keeping and Filing System**

A clear filing system is a key success factor in maintaining good financial management and record keeping but we finally have the technology to create a paperless office and CURE is part to it. As we cannot make our office completely paperless, files are still maintained by some departments. The files are located centrally so that all parties that need to review files can access them easily. The employees should ensure that papers are reused as rough ones and should not be wasted.

The designated IT Personnel will create weekly backup files on the data disk of all important files from the Network and important messages from Outlook.

### **2.5 INFORMATION POLICY**

The Information policy of CURE supports open, transparent, honest, respectful and timely two-way communication across the organization. Internal information and communication will be provided through multiple channels-direct, electronic through emails, website and mobile communication or through consultations, employee surveys and other forms of engagement. All employees (as supervisors or staff) are required to proactively seek and disseminate information to contribute to the goals of the organization and in relation with their work in CURE.

### **2.5.1 Channel of Communication**

Reports or any submissions to the senior management or to outside parties for official business should be made through immediate supervisor unless explicit approval has been obtained from the Director to deviate from the normal channel.

Official letters/communications from CURE to external agencies may be done by Director the nominated officers and project coordinators in consultation with the Director. Copies of important communication/emails to external agencies need to be maintained in the office file.

### **2.5.2 Signatory:**

All letters must be approved/signed by the relevant Authorized personnel as delegated by the Director from time to time.

### **2.5.3 E Mail, WhatsApp and Other Social Media Protocol:**

- All emails/WhatsApp must be acknowledged within the course of the business day, if received within normal business hours. If an email is received after working hours, it is deemed to have been received the next working day.
- Employees shall use the Auto reply function when out of the office for a length of time that would prevent adherence to the policy (i.e., training days, leave etc). Alternatively, employees should allow access to their inboxes to other staff members for review and supervision.
- All-important emails/ WhatsApp (e.g. those which announce change in rules/policies, grant/seek approval or authorizes action in any way) should be printed and filed.
- Signature must be added in the format as given in standard email signatory.
- All emails must include the standard disclaimer notice such as please check for virus, CURE will not be held liable for any transmitted viruses, etc.
- Internal emails/ WhatsApp may be used for disseminating information such as schedules, guidelines, policy updates and other fact-based messages.
- Emails should not be used to disclose confidential and personal information.
- Sharing official password, stealing others' password or using other's mail account is strictly prohibited and disciplinary action shall be initiated against such person.
- Using official email id/ WhatsApp for sending personal messages is prohibited.

CURE shall continue to update and use new and evolving social tech tools, as this is important for its growth and ability to stay connected to its communities and partners. The social media handles of CURE shall be used for advocacy to CURE work and thoughts alone. No personal ideologies shall be posted on these.

New and emerging technologies such as CHATGPT, Bing etc. may be used for improving research efficiency of CURE work, however, these shall not be used verbatim for infringement of copyright.

#### **2.5.4 Confidentiality Warning in the use of email:**

The following message may be added as a disclaimer to all official emails. This message and any attachments are intended only for the use of the intended recipient(s) is confidential and may be privileged. If you are not the intended recipient, you are hereby notified that any review, re-transmission, conversion to hard copy, copying, circulation or other use of this message and any attachments is strictly prohibited. If you are not the intended recipient, please notify the sender immediately by return e mail and delete this message and any attachments from your system.

### **SECTION III-HUMAN RESOURCE POLICIES**

The long term success of the organization depends on its capacity to attract, retain and develop employees and able to ensure its growth on a continuing basis.

CURE hires staff – Permanent on full time basis, Contractual as full time consultants on project positions or short-term project staff.

#### **3.1 Employment Categories**

##### **3.1.1 Permanent employees (Full-Time)**

A permanent employee is an employee who has no termination date and who is regular.

##### **3.1.2 Contractual employee (Full –Time)**

A contractual employee is an employee who will be on a Term Contract for either one, or more than one year and no conditions or policies mentioned in this manual shall be applicable to such Contractual (project specific) consultants.

##### **3.1.3 Temporary employees**

Temporary Employees are associated with the Organization after signing a Letter of Association (LoA) and no conditions or policies mentioned in this manual shall be applicable to such Contractual (project specific) consultants.

The permanent full-time employees and contractual employees have six designated posts at CURE.

I: Director

II: Associate Director/ Technical Heads

III:Chartered Accountant/ Project Manager /Admin/HR/Accounts Manager/Consultants Heading Projects

IV: Project Assistants/Project Officers/Project Co-Ordinator

V: Field Supervisors

VI: Field Facilitators and Support Staff



## 3.2 Recruitment Policy

The purpose of this policy is to ensure that CURE will attract and retain the most highly qualified workforce. It is the organization's intent to make known information about employment opportunities at CURE to the largest practicable number of persons necessary to ensure compliance with the law, attraction of new employees, and recognition and development of current employees. CURE also maintains a database of potential employees and that is also used for the recruitment of any new employee.

Each new member joining CURE is to become participant in developing a sustainable quality culture which implies a commitment to the organization, a sense of continuous improvement that leaves no place for complacency.

CURE is an Equal Opportunity Employer. This means that it will extend equal opportunity to all individuals without regard for race, religion, color, sex, national origin, age, ability, sexual orientation, or veterans' status. This policy affirms CURE's commitment to the principles of fair employment and the elimination of all vestiges of discriminatory practices that might exist. We encourage all employees to take advantage of opportunities for promotion as they occur.

### 3.2.1 Recruitment Process

The recruitment process shall be as follows:

- i. Project Head/HR Manager shall define job description indicating role, educational qualifications, years of experience, attributes and any special skills/certifications required for position.
- ii. Project Head/HR Manager will seek and get approval for the same from the Director.
- iii. The Human Resource Manager (HRM) shall check if internal source is available to fill the position through promotion. The HRM shall circulate the job description internally to all existing employees who wish to be reviewed for the requirement. An employee who wishes to apply for the position shall keep his/her Project manager in loop in respect to his/her application.
- iv. HRM shall explore (in this order):
  - Data Base of potential candidates maintained at CURE
  - Advertise in
    - Local press/National Press/LinkedIn and other Social Media groups
    - Organization Website
    - Appropriate technical / professional Journal
    - Job Portals (e.g. Devnet, Naukri, LinkedIn, etc.)
  - Employee Referral
  - Searches by reputed recruitment agency

### 3.2.2 Design the advertisement

Advertisements must contain as much information as possible to target the correct recruitment group and reduce unsuitable applications, while remaining as cost-effective as possible. External advertisements will be submitted to the Director/Project Head for approval before being placed.

### **3.1.3 Selection Process**

Application forms received by the closing date will be forwarded to the Project Managers (PM) for shortlisting. Applicants must be shortlisted considering their academic, professional, or technical qualification, relevant work experience, leadership and team working skills. There shall be no discrimination on the grounds of age, sex, marital status, family status, sexual orientation, ability, race, nationality, or religion in any circumstances. All candidates shall be assessed fairly and equally irrespective of the sources they come from.

The HRM shall record in writing, reasons why an applicant was not shortlisted.

The HRM will invite candidates for interview, obtain references and make the necessary housekeeping arrangements for the interview. Candidates who have not been shortlisted will also be informed.

The PMs will interview the shortlisted candidates.

Interviews will be conducted by a selection panel through discussions with candidates. The interviews may be conducted in one stage or multiple stages depending upon position and number of applicants.

The Interview shall focus on, inter alia, personal qualities, attributes and competencies, past performance, aspirations, potentials, communication and interpersonal skills, professional and personal integrity.

At the interview, each member of the selection panel will evaluate the candidate and document the assessment with due recommendations in an Interview Evaluation Sheet. When all candidates have been interviewed, the panel will decide on the best person for the post.

The HRM will arrange to inform the successful candidate as soon as possible, agreeing a commencement date and starting salary. The HRM shall be involved in the final discussion on payout and employment terms.

All interview packs shall be returned, marked "private & confidential" to the HRM.

It is policy of CURE INDIA to conduct reference checks during final stage of the selection process. The reference checks will be conducted with prior intimation to the selected candidate. All offers shall only be finalized subject to the receipt of satisfactory references.

### **3.2 Letter of Employment**

When a suitable candidate has been identified, HRM will discuss with Project Head/ Director (in case of appointment of senior personnel), terms and conditions to be offered and determine the salary to be offered to the prospective employee/full-time consultant.

Each new employee, full-time consultant or project staff will receive an offer letter. On acceptance of the offer letter, a written confirmation of employment shall be issued to the selected candidate. The formal offer will be made by HRM after consultation with Director and Project Head.

Staff may also be appointed on a temporary, part-time or consultancy basis. Temporary, part-time employees and short-time consultants are appointed on terms and conditions specified

in their written letters of appointment and are not eligible for benefits, allowances, outside of what is specified in their contract.

Full time consultants shall be eligible for leave and salary as per full-time employees. However, their appointment shall only continue till the end of the project period. It shall also be renewed on an annual basis.

In finalizing salary, the candidate's professional qualification, working experience, technical knows-how, past salary and salary range of the position shall be considered. However, salary offers shall be such that they are aligned to what other employees are getting and do not destabilize the status.

The HRM shall ensure that candidate certifies her/his qualifications and experience by producing original copies of their academic and professional credentials, experience certificate from their previous employer and other documentation.

On the first day of employment, new employees shall report to the HRM to complete the employment formalities. The formal letter of appointment shall be signed by the new employee.

All unsuccessful candidates post the interview will be informed in writing of the outcome of their interview within a week of interview.

### **3.3 Probationary Period**

This is a trial period in which the new employees/contractual employees and the supervisor have an opportunity to evaluate the employee's interest, qualifications, attitude, and performance under actual working conditions. Unless otherwise stated in the appointment letter, all employees will be on probation for three months.

The PMs shall assess the performance of the new employees/full-time consultant during the probationary period and send their recommendation ten days before the end of probationary period. If the PM considers that a longer period of observation is required, it shall request the HRM for the same before the end of Probationary period. In case any training or counseling is required for the candidate the same should also be mentioned in the request for extension.

Subject to satisfactory performance during the probation period, the employee will be confirmed as a permanent employee/full-time consultant and be eligible for employee benefits as per organization policy.

During the probationary period, the notice period required to terminate employment by either CURE or the employee is Fifteen (15) days.

Notice period for full-time consultants shall be 30 days or as specified in their appointment letter.

### **3.4 Orientation and Induction Training Policy**

Induction is the period during which the employee is introduced to the vision, mission, practices, policies, and purposes of the organization as well as an orientation to her/his nature of the job and roles and responsibilities.

#### **3.4.1 Induction Programme:**

All new staff joining CURE shall in the first two weeks be inducted to the organization, its vision, mission, organizational culture, communitarian approach, policies, plans, strategies, and projects. They will also be required to visit some low-income settlements to get a better understanding of the nature of communities CURE works with and nurture a sense of belonging to the organization and understand job responsibilities. During this period, they shall also understand their responsibilities, HR provisions and Management systems.

### 3.3 Engagements of Experts & Professionals;

CURE shall from time to time engages experts and other professionals outside CURE for specific projects depending on the requirement. They shall be hired in accordance with the following terms:

- **Commencement of Contract:** The consultant would work for a particular number of days during the contract period from the day contract commences.
- **Duties as Consultant:** The Consultant will be responsible for efficient, satisfactory, and economical operations in the areas of responsibility assigned and in accordance with the Position assigned in the Team.
- **Place of Employment:** The consultant shall work in any place of CURE's operation as required for the proper performance and exercise of his duties and powers and he may be required to travel on the business of the Organization or any Associated Organization.
- **Remuneration:** The Consultant shall be paid for services as mentioned in the contract. Any outstation travel and stay requirements shall be reimbursed on actual as per terms mentioned in agreement.
- **Period of Contract:** The contract would be valid for a particular period and is renewable for such period as the Organization and the Consultant mutually agree.
- **Intellectual Property (IP) Rights:** Any intellectual property, such as trademarks, copyrights and patents, and any work created by consultant as per agreement with CURE shall be the property of CURE and the consultant is deemed to have waived all rights in favour of CURE INDIA. Work, for the purpose of this policy refers to written, creative or media work. All source material used in presentation or written documents must be acknowledged.
- **Confidentiality and Data Protection**
  - The Consultant shall not (except in the proper course of his duties) during or after the period under this agreement divulge to any person whatever or otherwise make use of (and shall use his best endeavors to prevent the publication or disclosure of) any trade secret or any confidential information concerning this business or finances of the Organization.
  - All notes and memoranda of any trade secrets or confidential information concerning the business of the Organization and the Associated Companies or any of its or their suppliers agents distributors or customers which shall be acquired received or made by the Consultant during the course of his contract shall be the property of the Organization and shall be surrendered by the Consultant to someone duly authorized in that behalf at the termination of his contract or at the request of the Board at any time during the course of his contract.
- **Others**
  - The Consultant will take out and maintain its own medical, travel and accident insurance for the periods of assignment to the project.

### 3.4 Job Description, Performance Evaluation and Salary Reviews

Overall objective is to provide information to the system to review the performance of an employee, direction and identify support requirements.

#### 3.5.1 Job Descriptions

Job Descriptions shall be set forth and include relevant responsibilities, basic activities, reporting, teamwork for employees, and constitute an integral part of each employee's Employment Agreement.

CURE will measure the job performance of employees against its objectives and expected responsibilities. After every evaluation, job objectives will be updated and rewritten if required. In case of updating the reporting supervisor shall review and discuss the objectives with the employee and the employee will sign a statement indicating agreement with, and understanding of, the revised objectives.

#### 3.5.2 Performance Management

Performance Management is an integral part of the HR strategy of CURE and its objective is to bring about continuous improvements in performance with a view to attaining organizational goals. The Performance management aims to:

- Enhance Performance of individuals and Teams through a systematic review of performance.
- Enhance self-esteem by rewarding performance and to bring in a culture of healthy competition to perform.
- Identify gaps in performance and pave way for future capacity building.

Annual Performance reviews shall result in incentives, rewards, and recognitions – both monetary and nonmonetary, to acknowledge and motivate good performance.

**3.5.2.1 Performance Review Period:** Performance reviews are to be conducted every year and shall be based on merit, achievement, job description fulfillment, KPIs, performance achievements. CURE being an equal opportunity employer shall ensure fair appraisals and fair salary structure without discrimination.

The performance evaluation period for CURE is from June 1 to May 31. Appraisals shall be undertaken for each employee by the Director and/or the immediate supervisor.

For employees who may have joined between July and December of that year, midterm appraisals shall be undertaken in the Annual Performance Evaluation Cycle. However, increments shall only be added to salaries after completion of one year of work.

#### 3.5.2.3 Key Features of CURE Performance Management System

The CURE Performance Management System shall primarily consist of

**Annual Performance Plan/Target Setting** to lay down performance expectations for everyone within their projects/responsibilities; and

**Performance Assessment** that would include a self-appraisal by employee, Director review and Field-level qualitative assessment. Both qualitative and quantitative assessments are seen as integral to a coherent performance assessment system.

A final compilation of performance scores for the employees based on the above shall be used to measure performance achievement.

### 3.5.2.4 Procedure for Annual Performance Review

#### Performance Planning or Target Setting

- The Performance Plan shall be developed by the Director CURE with support from PMs and HRM. This shall be a consultative process and updated annually to ensure the development of feasible performance plans.
- Performance Plan will have direct linkage to CURE's programmatic and organizational goals.
- Key result areas (KRAs) for the field teams would focus on action, while that of the project team would focus on facilitation and capacity building. KRAs for project teams would relate to coordination, program management, capacity building, partner engagement. The KPIs would also consist of qualitative indicators, which would be measured through field assessment.
- **Key Performance Indicators** – For each KRA, Key Performance Indicators would be identified to ensure objective assessments of KRA achievements. As far as possible these should be verifiable through program related MIS.

Four key performance areas that shall be measured are

- Quality of work performed
  - Self-Initiative and Commitment towards Work
  - Job Knowledge and Skill Level
  - Teamwork
- **Scoring of KPIs:** Performance shall be graded on a scale, rather than being absolute. KPIs shall be scored using a 4-point scale where 1 would be the poorest score and 4 the highest score, as provided below
    - Not Meeting Expectations (NME) – 1
    - Meeting Some Expectations (MSE)– 2
    - Meets Expectations (ME) – 3
    - Exceeds Expectations (EE) – 4

#### Annual Performance Review Process

The following steps shall be undertaken for the performance review.

- Self-appraisal by employee
- Performance Review of project staff by the PM by verifying the achievements quoted by the employee from field reports and providing a score based on the assessment.
- Adding scored from field-level qualitative assessment to the Performance Review.
- A second ranking provided by Director CURE.
- Adding the two scores to arrive at the final scoring.
- Determining the increment slab for each employee.

As a part of APR, PM in consultation with Director CURE shall identify areas for future capacity building of the employee and include in the appraisal report.

**Rewarding Performance:** An important part of PMS is the award of incentives to employees. In CURE such incentives would include both monetary and non-monetary incentives. Non-Monetary Incentives may include Certificate of Appreciation, awards, trophies and promotion to next grade subject to availability of vacancy at that grade.

### 3.7 Authority to Manage Project Finance

The Director shall be responsible for overall finance management of CURE and shall do so with honesty and integrity.

Authority to manage project finances is with the Project Manager/Project Coordinator unless decided otherwise by the Director depending on the confidence of the management in employee's capability to handle such responsibility and the requirements of the project.

## SECTION IV- SALARY, COMPENSATION & BENEFITS

### 4.1 Payroll Salaries

CURE favors competitive, stimulating, and fair remuneration structures offering an overall competitive and attractive compensation package.

Individual salaries are outlined in employment contracts. Salaries are paid monthly on an hourly basis at the end of every month, per receipt of time sheets by the designated date and time.

**Pay:** "Pay" means basic additional pay components together/allowances like with HRA, PF, conveyance, medical etc., if any, or consolidated monthly remuneration to the Contractual Officers/Staff.

**Basic Pay:** It is the point in the salary range, which forms the basis of computation of allowances such as PF, ESI, HRA and any other as may be added in future by CURE.

### Salary Package to Staff on Contract (Fixed Tenure Employees)

The salary structure of staff would be determined by the Level at which s/he is contracted. For each level of staff, a range of salaries would be defined. This would be approved by the Director. This would help CURE to recruit staff with qualification/ experience higher than the prescribed eligible criteria for a given position.

The table below gives the breakup / components of the total salary package.

S NO.	Components	Remarks
A	Monthly pay	

1	Basic pay	To be fixed as per the level and band in which the staff is hired
2	Provident fund	Provident funds would be paid as per the statutory requirements. Employees not covered under the provision of PF will be given an option to opt out for the PF
3	HRA	As per the provisions of the income tax act
4	ESI	ESI would cover all employees drawing a salary below Rs. 15000 per month, as per the statutory requirements.
5	Project allowances	The salary could be further broken into various project allowances to avail of tax benefits. Since most of the employees within cure may not fall under the tax bracket, these allowances may be kept flexible under the overall salary band and could be availed by those senior employees falling under the income tax brackets.
6	Conveyance allowance	This allowance would be paid to all employees except those covered under the fixed travel allowance as per the travel policy of cure. A conveyance allowance of Rs. 1600 per month would be paid to all employees except those being given a fixed travel allowance.
7	Medical allowance	Cure India have an option to avail reimburse for any medical expenses at the annual limitation of Rs. 15,000/- per annum payable for the fiscal year April - march for a staff member and his/her eligible dependents as part of salary. The amount is accrued on a monthly basis, but an employee can claim the full amount any time during the year on pro data basis
8	Bonus	A fixed bonus is built into the CTC of the employee. Any additional bonuses and incentive are to be decided by the management on that year's performance and is paid on basic salary.
9	Gratuity	The organization provides gratuity benefits that are applicable after you have served cure for over five years and continue to work with us. This is calculated as 15 days basic salary for each completed year of service.

#### 4.2 Payroll Deductions

CURE shall have the right to deduct such amount as required per any law/rule/government order/notification prevalent in India during the subsistence of this contract. The employee shall however be solely responsible for the payment of all personal income taxes on any payment to be made as above.

Group Insurance premiums for eligible employees for their dependent family members will be deducted from salary each pay period, once the employee completes the appropriate



authorization forms. The payments towards other perks (including telephone connection, etc.) as entitled would also be deducted and settled from your salary in each period.

### 4.3 Pay Slip

Every employee will be requested to maintain a salary account with the nominated bank. Salary will be credited directly to the respective account latest by the 10th of the subsequent month through cheque or a direct credit into designated bank account, the details of which may be obtained from Office Manager / Accounts Department. It would be paid only to those employees who have timely submitted their time sheets.

A salary slip will be sent by email.

#### 4.5.1 Special allowance

A special allowance is an allowance by way of giving an extra benefit, where this allowance cannot be treated as a part of the salary component and is adjusted on a case-to-case basis. Special allowance will be paid to only to those employees whose employment agreement contract specifies this allowance if employee has opted for any reimbursement but doesn't avail it the balance is transferred to Special Allowance at the end of fiscal year. Special allowance is fully taxable.

#### 4.5.2 Mobile/Internet Reimbursement

Following are level-wise reimbursements towards the monthly mobile/internet bills

Scale	Entitlement
I	Unlimited
II	Actual with maximum up to Rs.1000
III	Actual with maximum up to Rs.500
IV	Actual with maximum up to Rs.300
V-VI	Case to case basis

The above limits indicate the maximum amount which would be reimbursed based on bills submitted. In case the amount exceeds the indicated amount; special approval by Director will be required to clear the same. The mobile reimbursement will be for official use only. No mobile handsets will be provided by the organization.

**4.5.3 Data Card:** The data card will be procured by IT Department for the employees at level of Scale 1,2,3 and 4. It will be provided on "Need basis" to the employees at the level of scale 5 and 6. The bills be paid by the Company directly.

#### 4.5.4 Group Accident and life Insurance Policy

All active, benefits eligible employees are enrolled in the basic life and basic Accident insurance plans on the first (1st) day of the first (1st) full month of employment. The total premium cost is paid by CURE. Employees may apply to purchase supplemental life and supplemental Accident insurance coverage for themselves and eligible dependents, subject to the policy limits and the approval requirements of the insurance carrier. Employees who terminate from CURE will automatically be left from group.

### 4.6 Travel Policy & Guidelines

All travel must be formally approved by the competent authority before commencement of travel and must be undertaken for official purposes only. In exceptional circumstances, an employee may undertake an official tour without formal sanction but subject to verbal

approval of the competent authority, which shall be ratified formally at the earliest by the competent authority. The Competent authority for all sanctions and approvals of Travel allowances shall be the Reporting Officer of the concerned employee.

All deviations from prescribed norms shall be approved by the Director only, except in the case of minor waivers, such as occasional waivers of supporting documents. The Reporting Officer may approve such occasional minor waivers.

#### 4.6.1 Local Travel Policy

All levels of staff of CURE shall be entitled to reimbursement of transportation /costs incurred towards official local journey if no official vehicle is used for the same. Such reimbursements are also available for journeys undertaken by own vehicle subject to prescribed entitlement norms.

Employees are expected to utilize the most economical option available while selecting a mode of transport for Local conveyance:

1. Personal Private Vehicle or Local Public Transport
2. Taxi or Auto

Policy for entitlement for mode of transport for the Employees for official purposes are as follows:

Scale	Entitlement	Rate	Entitlement	Rate
1-3	Taxi	As per Actual	Own Vehicle	If own car is used it will be reimbursed @ Rs. 10 / km
4-5	Auto	As per Actual	Own Vehicle	If own vehicle is used it will be reimbursed @ Rs. 8 / km
6	Two-Wheeler/ Public Transport	As per Actual	Own Vehicle	If own Vehicle is used it will be reimbursed @ Rs. 4 / km

Local conveyance as per entitlement will be reimbursed on actual. In case the employee travels for a meeting directly from home, the kilometers from home to place of meeting or office to place of meeting, whichever is lower can be claimed. No Conveyance will be reimbursed for the travel from home to office/reporting location and vice versa.

Parking & Toll tax will be reimbursed as per actual on submission of bills.

An employee needs to fill in an expense requisition form and submit it monthly to get reimbursements on time.

#### 4.6.2 Domestic Travel Policy

An employee is expected to make judicious judgment in choosing the mode of travel. Broad guidelines are indicated below.

Hotel stay costs shall be approved by the Director for all levels in advance.

Scale	ENTITLEMENT (Maximum Limit)
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<b>Travel Entitlements (Mode and Class of Travel)</b>	
<b>1 to 4</b>	By Air (Economy)
<b>5-6</b>	Train (Sleeper Class)
<b>Hotel Stay (Metro Cities and State Capitals)</b>	
<b>1- 4</b>	No Limit
<b>5</b>	Rs. 5000.00
<b>6</b>	Rs. 3000.00
<b>Hotel Stay (Other Cities)</b>	
<b>1-4</b>	No Limit
<b>5</b>	Rs. 3500.00
<b>6</b>	Rs. 2000.00

#### **NOTE**

1. There are no per diem and reimbursement for food & lodging are as per actual and should be reasonable.
2. The Hotel payments will be made against the actual bill subject to the limits above.
3. Employees with scale 1 to 4 can take taxi (on actual) and other can take auto in case of out of station for official purposes.
4. An employee needs to submit a properly filled expense requisition form and submit it monthly to get reimbursements on time.
5. In case expenses are more then the limits of reimbursement special approval from the Director will be required.

#### **4.6.3 Travel Advance**

Once the tour is planned, the Travel Advance request shall be submitted to the Finance Department/concerned official indicating the expected expenses, at least a week in advance. The amount of advance will be decided based on: Place of travel, duration of stay, expenses to be incurred and any unsettled previous balance.

In case of a travel advance, any unutilized amount should be returned within one week on return from the trip.

The organization reserves the right to treat any unsettled Travel advance as a personal expense and deduct the same from the next month's salary of the employee in case settlement has not been done or adequate information is not provided stating reasons.

#### **4.7. Organization Loan Rules**

##### **Objective:**

CURE India normally discourages any employee loans, however in special circumstances to motivate and develop a sense of pride from being a member of CURE TEAM the loans are provided to meet the unforeseen expenses as mentioned below subject to availability of funds.

##### **Eligibility**

All employees, whose service period is not less than Three years with the Organization may avail Organization loan facilities under the following circumstances:

- (i) In case of accident / hospitalization of self or family members (spouse, children & dependent parents)
- (ii) Purchase of house
- (iii) Any other Emergency

### **Loan Amount**

This loan will be linked with the number of years worked with the Organization as per following details.

Length of Service	Loan Amount (Rs)
Less than two years	NIL
02 to 05 years	02 Month Basic Salary
05 & More Than 05 Years	04 Months Basic Salary

### **Repayment of Loan:**

Recovery of loan will be as per schedule decided at the time of sanction (not more than 12 Months). A fresh loan will be sanctioned only after the end of two years from the date of payment of previous loan. The recovery of monthly loan will commence from the month immediately following the month in which the loan is drawn and will be recovered from the monthly salary of such employees. The maximum period for repayment of sanctioned loan will be 12 months. An employee can take salary loan a maximum of two times in his/her career with CURE.

The management reserves the right to disallow the benefits under this scheme to any individual eligible employee or to amend / alter / extend / withdraw this scheme at its sole discretion.

## **SECTION V-LEAVE POLICIES**

Leave is to be regarded as privilege. An employee cannot claim leave as an unqualified right. CURE follows the calendar year for the purpose of leave management.

Permanent employees are entitled to Earned Leave, Casual and Medical Leave and Maternity and Paternity Leave as per details below.

Contractual employee (Full Time) will enjoy the same holidays as applicable in the organization subject to the requirement of the Project. They shall be eligible for two earned leave for each full month of service. These leaves can be combined, accumulated but no encashment is allowed.

A leave register will be maintained by the HRM for taking stock of leave taken.

Leave entitlement for Permanent and Contractual Full Time Employees is as follows: 18 Earned Leaves (EL), 5 Casual Leaves (CL) and 7 Sick Leaves in a calendar year.

For new joiners or employees who join mid-stream, number of leaves shall be allowed shall be prorated.

Staff who is still on probation shall not be eligible to apply for EL. A written request for leave must be submitted by a member of staff at least one week in advance.

Casual Leave and sick leaves can be availed during a particular year and can't be carried forward to the next year.

All leave is required to be availed with prior intimation and approval, except in case of an unforeseen emergency. Even in an emergency, an employee is required to inform his/her reporting officer about leave, at the earliest. The leave granting authority shall be the PM. All leave shall be supported by a request for leave/ leave application in the appropriate format and duly approved by the approving authority. A copy of the approval is to be sent to the HR person concerned for the Unit for updating the leave records.

All leave is subject to exigency of service and leave already granted can be curtailed or cancelled at any time by the authority granting leave, in the interest of the organization. However, this condition will apply to an employee on casual and vacation leave only.

Staff when on leave shall not take up any service/ employment (paid or unpaid) elsewhere. Absence from duty and leave without authorization, unless in a medical emergency would be considered misconduct and disciplinary action may be taken against the staff as per the Disciplinary Policy of CURE. Even in case of medical emergencies, the staff concerned should inform the authorities as soon as possible.

### 5.1 Earned Leave

Permanent and full-time contractual Staff shall be entitled to 18 working days of Earned Leave for every completed year of service.

- Earned Leave may be availed on not more than 3 occasions during a year and is not to be taken sporadically but only after giving reasonable notice in advance to the sanctioning authority. Employees are encouraged to plan their leaves with due consideration to business and project needs.
- Earned Leave can be accumulated up to maximum of 50 days. Earned leave in addition to 50 days will lapse at the end of calendar year.
- Earned Leave will be encashed only at the time of separation @ last drawn basic salary.
- Earned Leave cannot be combined with Casual Leave except with special permission from the head of department.
- Medical Leave can be combined with Earned Leave observing the rule laid down for a grant of Medical Leave.
- Absence without intimation and/or approval for more than 3 days shall be viewed seriously and invite disciplinary action.

### 5.2 Casual Leave

Each employee shall be entitled to 7 days of casual leave and 5 Sick Leaves for every completed year of service. In the case of new joiners or employees exiting between a leave year, will be granted prorated leave.

**Absence from work due to sickness for duration more than five days.** In case an employee is absent from work for duration of more than five days (excluding Saturdays and Sundays) he / she will need to provide a medical certificate from his / her General Practitioner, on the day of return to work and forward the same to Human Resource Department. It would be the duty of the Manager to balance the needs of the business with sympathy and support for the employee who is suffering from long-term sickness.

### 5.3. Maternity Leave

Maternity leave is designed to help female employees take time off from work during the prenatal / postnatal stage of the child. The purpose of maternity leave (ML) is to allow an eligible staff member a period of paid leave to take care of her newly born child. Details regarding the same are given below:

- All permanent female employees, who have completed a minimum of 3 years continuous service with the Organization, will be entitled to maternity benefits as per the provisions of the Maternity Benefit Act, 1961 and the prevailing State Government rules.
- Therefore, all eligible female employees are entitled to maternity leave (at their normal rate of pay) before and after childbirth for an aggregate period of no more than sixteen (16) weeks at a time (including Holidays), of which not more than six weeks shall precede the date of expected delivery.
- No credit / accumulation / encashment of this leave is permissible.
- To avail this benefit eligible employees are required to apply, one month in advance, along with the doctor's certificate to their supervisor. After the supervisor's approval the application must be forwarded to the HR department. It is the responsibility of the supervisor to forward the said application to the HR department.
- In case the person does not join back for at least 6 months after the due maternity leave the leave taken would be adjusted against the earned leave.

### 5.4 Paternity Leave

Paternity leave is designed to help male employees take time off from work during the prenatal / postnatal stage of the child. The purpose of paternity leave is to allow an eligible staff member a period of paid leave to take care of his wife and newly born child. It can be used up to the birth of only two children. Details regarding the same are given below:

- All permanent male employees shall be entitled to Paternity Leave up to 05 working days. No credit / accumulation / encashment of this leave is permissible. To avail this benefit eligible employees are required to apply, preferably one month in advance of the expected date of delivery. After the Supervisor approval the application must be forwarded to the HR department. It is the responsibility of the supervisor to forward the said application to the HR department.

### 5.5 Compensatory time/Off

In case of emergency if any employee works on any Holiday with prior approval of his senior, then he / she can avail compensation off in lieu of that day. Every employee who works for full working day i.e., 08.30 hours, will be compensated one full day as a compensatory off, it must be availed before the end of the same calendar year of it becoming due. This Compensatory off should be taken by the employees within 30 days.

Without prior approval, compensatory off will be treated as normal Leave.

### 5.6 Holidays

CURE employees are entitled to paid 10 public holidays in a year. Holidays will not be paid if an employee is on unpaid leave. The Human Resource Department will announce holidays before the beginning of each calendar year, inclusive of holidays as notified by the national and/or local government and applicable to CURE, India under various statutes, such as the Shops and Establishment Act.

If an employee works on a public holiday, they will be entitled to take compensatory off on another day, per approval of the DIRECTOR. If an employee receives approval from DIRECTOR to take leave on another day, they must inform the Human Resource Department.

### **5.7. Working from Home**

Working from home may be considered as part of CURE's effort to retain high performing staff; to provide flexibility in meeting business needs. Working from home allows a staff member to work from home for a limited period under certain conditions such as having a sick immediate family member at home that requires care or the staff member has an urgent assignment that requires total concentration or due to pandemic etc. The opportunity to work from home is not an entitlement or a right and can only occur by formal agreement between the Supervisor and the staff member.

### **5.8. Trainings**

Training Program refers to external conferences, seminars, workshops, summit, short courses or certifications as re desired for continuous personal and professional development of employees so as to enhance their knowledge and skills required to achieve business objectives and personal growth.

CURE Employees are expected to complete these training sessions as are organized by CURE and expects employees to transfer knowledge and skills gained during training to CRE workplace.

## **SECTION VI-SEPARATIONS**

### **6.1 Resignations**

Employees wishing to resign on a voluntary basis must submit a letter of resignation to his/her departmental head with a copy to Human Resource Department. The Departmental head shall endorse the letter to signify his acknowledgement of the resignation and send his/her copy to Human Resource Department.

It will be expected to give CURE INDIA one month's notice prior to the separation date, or any other period specified in contract of employment. Any request to waive the whole or part of the notice period must be provided with justification in writing. The Director is at sole discretion to relieve an employee earlier than expected notice period or waive the notice period.

### **6.2 Dismissals**

If an employee is suspected of a violation that could lead to termination, CURE INDIA, may, during the investigation, suspend his/her employment during the period of investigation.

Employees that are dismissed for disciplinary causes will not receive any termination benefits and all losses incurred by the company will be deducted from any due compensation.

If the suspension is revoked and the employee is reinstated in service, the employee shall be entitled to salary, allowances, and benefits with retrospective effect.

### 6.3 Termination

If an employee's performance is unsatisfactory or not up to required standard ;or his/her working attitude is poor; or s/he is found unsuitable for the job, CURE may lawfully terminate his contract of employment with notice in writing or payment in lieu as specified in the appointment letter/ contract of employment.

### 6.4 Return of Company Property

On his/her last working day, the employee must handover to his/her supervisor all contacts, data records and documents, whether in paper, tape, diskette, or electronic form, related to his job.

Also, on his last working day, the employee is required to return all company property including but not limited to computer system(laptop/desktop), data card, cameras, tablets, printers, stationary, visiting cards, reference books /journals, any keys, office supplies etc to his/her supervisor.

CURE reserves the right to deduct from the employee's full and final settlement an amount equivalent to the value of any property which is not returned or is damaged.

## SECTION VII-GRIEVANCES REDRESSAL POLICY

Grievances are part of every work environment, and they need to be positively addressed and resolved.

**Grievance:** A "grievance" means a disagreement or dissatisfaction connected with the conditions of work perceived to be arising due to a violation or misapplication of established CURE policies and procedures. In the context of the work environment, grievances maybe of various types, such as:

- Those **related to terms of service and benefits** and their interpretations. Examples under this category would be issues related to leave, working beyond normal hours, workload etc.
- Those related to the **work environment**. Examples under this category would be issues related to cleanliness of premises, space for functioning, furniture etc.
- Those relating to **interpersonal relationships**, discipline and conduct of colleagues.
- Those related to **Sexual Harassment**.

Grievances arising out of performance appraisal/ disciplinary actions etc. shall not come under the purview of the Grievance Redressal Policy.

As per GOI guidelines CURE has set up a POSH committee and a child labour

The Grievance Redressal committee shall comprise a minimum of three members with one member being Director of CURE, Project Manager/, Reporting Supervisor and HR Manager.



The members selected should have a good understanding of CURE policies and procedures and they should not have had any disciplinary action taken against them, nor any proven grievance.

A grievance register should be maintained which should include details of all grievances filed along with minutes of GRC.

The Grievances raised should be resolved either informally or formal procedure through GRC.

### **Informal Grievance Management Procedure**

In many cases, grievances could be resolved in an informal manner, through collaborative discussions. As such, the first step in the grievance redressal process is a discussion between the employee and the reporting officer. The employee can initiate this step in one of two ways:

**Discuss Grievance with his or her Reporting Officer:** The employee should promptly bring a grievance to the attention of the immediate supervisor, explaining the nature of the problem and the relief sought. The employee may discuss the grievance verbally or in writing. The reporting officer should try to respond with a solution within three working days.

**Discuss Grievance with Director:** If an employee cannot decide whether or not to initiate a grievance or is reluctant to discuss the matter with the reporting officer, he/she may seek the advice of Director who may seek to resolve the issue independently or by discussions with the reporting officer / others, as need be.

If the informal procedure fails to resolve the grievance, and the employee wishes to continue the matter, the employee may refer the matter to the Grievance Redressal Committee.

### **Formal Procedure through GRCs**

If the grievance is not resolved through informal manner or the employee wants to pursue with Grievance Redressal Committee, the employee may proceed to same by submitting a written application for the same to Director. This statement should outline the relevant facts that form the supporting evidence as much as possible and should state the resolution sought.

The Director can put the matter to GRC within 15 days of obtaining the same and should be decided on the basis of facts submitted by grievant employee and can further ask for witness who have direct knowledge of facts and can offer information about grievance.

**Anonymous Grievance:** There could be a possibility that the GRC may receive an anonymous grievance where the concerned employee may not want to identify her/him self. Such anonymous petition would have to be in writing (email included) for further inquiry under this policy. In assessing the cause for further action, the Grievance Management Committee would also take into account the facts and evidence presented and the nature of grievance.

**Malafide Grievances:** In due course of grievance redressal if GRC finds that the grievance was filed due to malafide intentions, the GRC may, as part of its Action Taken report, recommend a warning to the employee concerned as per the Disciplinary Policy of CURE.

## SECTION VIII-Whistle Blower Policy

Your conduct can reinforce an ethical atmosphere and positively influence the conduct of your fellow employees. If you are powerless to stop suspected misconduct or discover it after it has occurred, you must report it to your ProgramCoordinator or senior management. You are expected to report any illegal or unethical act regarding financial matters, violation of the Institution's ethics, values and prescribed code of conduct.

Your calls, and/or emails will be dealt with confidentially, although there may be a point where your identity may become known or have to be revealed in the course of an investigation or to take corrective action. You have the commitment of CURE that you will be protected from retaliation for good faith actions by you. Any employee who attempts to or encourages others to retaliate against an individual who has reported a violation will be subject to disciplinary action.

### Progressive Coaching/Disciplinary Action Practice

The following steps may be taken to help any employee whose performance is deficient or whose actions have been found to violate our code of conduct.

- Verbal counselling and/or warning
- Written warning
- plan (performance improvement plan)
- Suspension
- Termination

CURE has the right to determine what discipline is appropriate. The actions taken will depend on the specific circumstances involved, such as past record, seriousness of the infraction, and needs of the business. Such disciplinary action may include immediate termination of engagement.

## **SECTION IX- MISCONDUCT, FAILURE TO PERFORM DUTIES AND INSUBORDINATION, DISCIPLINARY MEASURES**

The Director may determine and impose disciplinary action, including dismissal and termination, depending on the seriousness of the offense. The Human Resources department or Project Head can approach Director to determine or impose disciplinary action or dismissal of any CURE employee.

An opportunity will be given to the employee to discuss and respond to the disciplinary action and the reasons for it. Any disciplinary action, the reasons for such action, and the employee's response, will be recorded in writing in the Employee's personnel file.

Disciplinary violations include:

- ❖ Any failure to perform duties, responsibilities or activities as per the Job description and/or insubordination.
- ❖ Any theft, misappropriation of funds, unethical, illegal or immoral behavior or sexual harassment as outlined above.
- ❖ Violation of the CURE INDIA alcohol or illegal drug abuse policy and

- ❖ Violation and non-compliance with any of the staff members' obligations provided for in this Staff Policy Manual.

Any CURE INDIA staff member who commits a disciplinary violation as defined above shall be subject to disciplinary sanctions, which may include one of the following disciplinary actions:

- ❖ Reprimand (oral warning)
- ❖ Warning (in writing)
- ❖ Dismissal (termination of Employment Contract)

The following disciplinary violations shall constitute grounds for immediate disciplinary dismissal, and termination of the Employment Contract, of any CURE INDIA employee.

- ❖ Violation of confidentiality obligations.
- ❖ Violation of conflict of interests.
- ❖ Violations of the provisions for personal conduct.
- ❖ Violations related to theft or misappropriation of funds.
- ❖ Violation of the alcohol or illegal drug abuse policy and
- ❖ Repeated disciplinary violations of any other kind, following reprimand or warning given to the Employee.

For disciplinary violations that constitute dismissal, no termination benefits will be provided and any losses to CURE INDIA would be deducted from final payments.

## **EXHIBITS**

- **Policy Manual Acknowledgement/Signature Page**
- **Expense Report**
- **Timesheet**
- **Leave Request Form**
- **Trip Report Format**
- **Medical Reimbursement Form**

**CURE INDIA**  
**Human Resources Policy and Procedures**

**Employee Acknowledgement Form**

I acknowledge that I have received the above Human Resources Policy and Procedures. By my signature below, I acknowledge, understand, accept and agree to comply with the information contained in the HR Policy provided to me by CURE INDIA.

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Employee Signature

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Employee Name

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Date