



AHEAD INITIATIVES

HR Policy

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Background

This Human Resources Policy Manual aims to give staffs of AHEAD Initiatives (AHEAD) a clear communication of its policies and procedures concerning its administrative systems and Human Resources guidelines. This manual was formulated to cover and shall be implemented to staffs at all levels regardless of rank, level and status of employment, except for some policies with specifically stated coverage. Policies are needed to set standard guidelines for all staffs to have a uniform understanding and harmony in the workplace. The organization believes that fair and just policies and implementation thereof are due to all staffs regardless of rank, level and status of employment. As such, all staffs and officers are called upon to practice fairness in all their official dealings and in carrying out their functions based on these policies and procedures.

If there be non-implementation or neglect on its appropriate and proper implementation, staffs have the right to bring such breach to the Management of AHEAD and Governing Body if required. Policies can be changed or modified for some reasons but should be disseminated to all staffs at least 15 days prior to implementation. In some cases, policies can be susceptible of different interpretations by staffs. However, the Managing Director (MD) and the Governing Body shall have the responsibility, to guide and give appropriate interpretation to all those policies, which have ambiguous meaning and they have the responsibility to modify such policies, to make it clear and understandable to all staffs. The Management and its staffs together have a shared responsibility in the attainment of the goals and objectives of the organization and the proper implementation of this policy.

General Policies

Every staff (full time or part time) will remain in the service of AHEAD Initiatives for such period as will be indicated in the contractual agreement entered into for the purpose.

All full time staff are expected to work 240 days in a year, failing which remuneration will be deducted on a pro-rata basis of annual emoluments.

Every staff will receive remuneration as may be mutually agreed upon and embodied in the said contract agreement. AHEAD Initiatives may, considering the nature of duties performed by the staffs, allow certain other benefits.

Every staff shall perform duties as may be assigned to them either verbally or in writing.



All staff of AHEAD are expected to dedicate their professional expertise to the company and are not expected to offer voluntary or paid professional service to any other organisation or institution or even individual without the special consent of the MD. Such engagements must be officially communicated to the MD and Finance & Administration unit in advance of undertaking them.

All camp office staff are responsible for the proper maintenance, cleanliness and security of the rented premises. They are also responsible for maintaining decorum which does not create any nuisance value for neighbours. Should there be any damage or disturbance, same should be reported to Executive Director, Finance & Administration, besides their Project Leader.

Any staff who is a local resident in the project area will need to stay in camp office whenever any office staff is or are visiting the camp office unless there is an emergency or a special need, which should be then informed to his/ her superior for approval.

It is compulsory for AHEAD staff to use the HR software to record attendance and leave.

E-mail id using aheadinitiatives.in will be considered official and not any other electronic communication. WhatsApp can be used to exchange information or knowledge but not for official applications or permissions. The company's WhatsApp groups, including Project WhatsApp groups, should not include any non- AHEAD person unless permitted officially by the MD. All staff must be part of relevant groups and be accessible on a regular basis.

Administrative Policies & Procedures

Recruitment Procedure

Requisition for staff:

- A written requisition for recruitment of staff is to be submitted to initiate the recruitment process.
- It should contain the job description / job profile of the proposed staff as far as possible.
- Clearly mention the competencies required with minimum academic qualification required for the post including language
- If the post requires previous experience, this should be specifically stated for how many years and from what type of organisation.



- The requisition should also mention the name of the project where she/he will be absorbed and for what period.
- The amount of compensation (Salary/CTC) proposed as per the project.
- Any other relevant information justifying the recruitment.
- The requisition should be made by the Project/Department head.

Approval From AHEAD MD

On receipt of the above requisition, the MD will initiate the actual recruitment process or may ask for more information from the project/unit if required. After having satisfied with the requirement, the MD will approve the requisition as to the next steps to be followed.

Internal Search

In some cases of recruitment for key positions of a new project, if the company feels that the position should preferably be filled up from among the AHEAD experienced personnel for the greater interest of the project, the company may open the position to its existing staffs through internal notice followed by the normal interview process. Criteria for selection will be decided on case-to-case basis.

External Search Through Public Notification

A public notice will be served through any or all of the following methods.

- Advertisement in Newspaper.
- AHEAD website / or development or non- profit websites.
- Serving 'Notice' in AHEAD and unit office notice boards or.
- Referring to the company data bank from job application file.
- Search from campus recruitment drives of premier organizations.
- Reference to external recruitment agencies.
- Staff with at least 2 years' experience in the existing post can apply.



Shortlisting Of Candidates

From among the applications received a list of candidates to be prepared for taking part in the recruitment process as per the published criteria through any of the followings:

- Call letters.
- Telephone calls.
- Walk in interview.
- Email.

Formation Of Recruitment Board

The MD will constitute a recruitment board to conduct the interview. The board staff include

- Staff who are senior than the post applicants and/or have the relevant domain expertise needed from the candidate; Head of Finance may attend the interview for non-finance candidates
- Sometimes, resource person with relevant expertise from outside.
- The composition of the recruitment board should follow the gender policy of the company as far as practical.

Recruitment Process

- The scrutiny of original testimonials in support of age, qualification and experience of candidates to be carried out.
- Candidates' application sheet to be signed by each applicant.
- Candidates must provide two references including someone senior from her/his existing or most recent employer organisation which must be verified by email or phone call.
- For recruitment interview for any outstation candidates the travel expenses by III/AC III by the shortest route may be provided.

The recruitment process may include all or any of following method.

- Written test.
- Computer test.



- Group discussion.
- Viva-voce interview

Recommendation Of Recruitment Board

After completion of the recruitment process:

- The Evaluation sheet containing the recommendation of the board signed by each recruitment board member to be forwarded to MD for further course of action.
- The report should clearly mention the name of selected candidate and may add a list of 2/3 candidates to be kept in the panel.
- All the documents of the selected candidate should also be attached with the report for future reference.

At least 10 days' time to be allowed between issue of call letter and interview date.

Issue of Appointment Letter

Based on the recommendation report, the MD will issue the offer letter for appointment. Upon acceptance of the said offer letter, the MD will proceed to issue the appointment letter followed by agreement and job description.

Joining And Orientation of New Staff

The selected candidate will join the service on the agreed day and will officially inform her/his joining by:

- A written 'joining letter' to the office.
- This will have to be accepted by the concerned senior and forwarded to the Finance & Administration unit.
- Database to be maintained for all staff by the Finance & Administration unit.
- A standardised personal record form will be prepared immediately.
- Staff identity card will be issued by the company.
- The new staff member will undergo an orientation programme after joining the service.



Performance Review

For all categories of staff, yearly review in general and earlier review of performance, if necessary, should be conducted.

Induction Training

Induction training is a process by which a new staff is situated into a new milieu to establish a relation with the goal, objectives, mission, vision, practices, policies and strategies of the organization.

Induction training is mandatory on joining as per the induction schedule. Date of induction will be fixed in consultation with the senior director of the project or unit.

The Project or Unit Head will follow a predefined Induction Training Programme for selected candidate while submitting the requisition for the new recruitment. The Programme should detail in a columnar table: date/s, location and number of days for orientation, reporting personnel, and objective, and offer a space for evaluation by Project or Unit Head after each month of induction, should there be more than one.

The chosen candidate will need to submit a daily written report to the unit head on each induction topic.

The report should be submitted to the Project or Unit Head as well as the MD. The Project or Unit Head should share observations and assessment of the induction at the end of the induction period.

Retirement Policy

The retirement age for all AHEAD staff is on completion of 60 years. If a retired AHEAD staff is to continue working at AHEAD, he or she will do so as a Resource Person and a separate resource contract will be signed based on mutually agreed terms. A premature retirement will apply if anyone is unable to attend to full time official work for more than 90 days due to serious cases of illness requiring prolonged medical treatment.

Organizational Development

Staff of AHEAD working either with the thematic units or the geographic units have a responsibility to demonstrate leadership qualities for both their own growth and for the effective functioning of the units. The organization expects



them to help in nurturing talent in their units and to build teams to work towards the organization mission. This training aims at understanding self and improve motivation, leadership quality, conflict resolution and team building.

Besides this as a part of skill development the company will organize/ conduct Training and/or Exposure Learning for the unit staff.

Company Policy Adherence

Every member of AHEAD must be familiar with all the policies of the document and should have a soft copy of each for ready and easy access.

Each member must be socially responsible, gender-sensitive, ethical, non-communal, inclusive and non-political.

Holidays & Leave

The head office will remain open from 10.30 am to 6.30 pm which will be ensured by the Finance & Administration unit. The daily working hours are 8 hours with a 30-minute tiffin break. Working from home will require the prior permission of his/her superior and formal sanction by the Managing Director.

Holidays will be as per the official Holiday list issued by the Director, Finance & Administration.

All leave must be applied in the Leave Form available with the company and mailed to the head of Finance and copied to immediate senior. It also must be filled in the HR software.

Leave cannot be claimed as a matter of right, except for emergencies, and management has absolute discretion in this matter. Currently the following types of leave are available:

Statutory Leave – State holidays will be decided and shared for each year and can vary from year to year. The Company will share a holiday list on the HR app as well as on all notice boards including Camp Offices.

Casual Leave – This should not exceed more than two days in a row. At present that no. of casual leave in a year is 12 for all categories of staff. Non-availed casual leave of one year cannot be carried forward to the following year/s. Also, casual leave cannot be considered for encashment. Casual leave should be applied for in advance in writing, or within 24 hours of joining office after the



Casual Leave. A prior digital intimation – official WhatsApp group or official email - to immediate superior is mandatory.

Medical Leave – There are 13 medical leave permissible for all categories of staff. Application for medical leave should be submitted on the date of resumption of duty along with medical certificate if the leave is for more than 3 days. Medical leave is not encashable.

Earned Leave – Prior approval is absolutely essential in case of earned leave. The number of days allowed in a year for all categories of staff is 18. Earned leave will have to be a minimum of 3 days consecutively Earned Leave has to be applied 30 days in advance, unless there is an emergency. Earned leave will be calculated as 1.5 days of leave for every full month of work in the previous year. Earned leave can be carried forward for a maximum of 18 days in the following year.

Maternity & Paternity Leave

Women employees can avail of paid maternity leave for 135 days. It can be extended up to six months. However the company will pay salary for a maximum of 135 days. Men can avail of 15 days of paternity leave.

Special Leave – This may be granted if applied by staff at the sole discretion of the MD. This would apply for prolonged illness or bereavement in family or any other domestic emergency.

Compensatory Leave/ Weekly Off

The head office and camp offices will remain closed on the third Saturday of each month. If anyone works during a third Saturday, the staff will be eligible for a compensatory leave within 30 days of the lapsed leave.

If, owing to emergencies or otherwise, the Management requires any staff to work on a holiday, she/he will be eligible to compensatory leave which must be taken within 30 days of the lapsed leave.

To work on weekly off days and company holidays (other than the days undergoing training/ workshop), prior written permission from the Project or Unit Head is required to be obtained.



Salaries, Increments & Advances

Salary Payment

The salary payment is made on the 28th / last day of every month or if it is a holiday on the previous day. The date of payment may change due to unavoidable circumstances but attempt is made to strictly adhere to the 28th day of the month. Salary payment is made through bank transfer.

Office Advance

Any office advance taken must be accounted for by 7 days and no further advance will be given till the previous advance is accounted for and balances settled.

Increment Of Salary/Contract Fees

This is generally as per terms of contract of each staff and normally increment is considered after the completion of each calendar year after a full year's of service. In case of contract staff, fresh contract is made with/without increment. In case of regular staff, increment / no increment is considered after the end of each completed year of service. Increments are considered based on the recommendations of the concerned unit heads, evaluation of performance, contribution to the organization and other factors like regularity, timely reporting, maintenance of decorum, etc. These are to be generally followed as per findings of the performance evaluation report based on KRAs/KPIs.

Promotion Policy

The criterion for promotion would be attitude, competence and experience for junior level of staffs. For middle and senior levels, it would be attitude, knowledge, competence and experience. Educational qualification will remain as an additional requirement in general. However, special considerations of promotion may be made on a case-to-case basis at the discretion of the Project and Managing Director.

Other Entitlements

1. Though, given the nature of its activities, the Association recruits fulltime staff only on a contractual basis, 12% of the basic salary and allowances will be paid in installments as staff's contribution to a public provident fund of the staff. Proof of deposit into PPF is to be provided within one month of receipt of company contribution otherwise the scheme will be withdrawn for defaulting employees.



2. The Association similarly will also provide for Gratuity @ 5% of basic salary to be paid during and on termination of a one-year contract period which will similarly be calculated on a pro-rata basis for short-term contracts for staffs not on a consolidated basis remuneration package. An ex-gratia would also be provided during the festive season the value of which will be decided by the MD subject to availability of funds.
3. To encourage team building and familiarity with families of staff members, AHEAD will provide an annual ex-gratia, subject to availability of funds, to those staff members who participate in any staff tour that is organized by staff members by consensus.
4. All full-time staff will be provided with health insurance coverage which may be availed for self and other immediate dependents. Staff who have their personal health insurance coverage will be reimbursed the premium. The reimbursement value will be subject to availability of funds and decided by the MD.
5. All full-time staff will be eligible for Accident Benefit cum Life Insurance and the premium amount, as fixed by the company, will be paid by the company. Even apprentice interns on a remuneration package on consolidated basis will be eligible for this benefit if applied for should they wish to extend their apprenticeship beyond a year.
6. All paid staff visiting a project area will be paid a daily subsidy as a contribution to mess costs incurred by staff during their stay in the field of Rs.100/- per day. (Rs.40/- x 2 main meals and Rs.20/- x 1 for tiffin). This may change at the discretion of the company management. All paid staff visiting the head office will be paid a daily subsidy of Rs 150/.
7. All paid staff will also be eligible to a daily subsidy of Rs.155/- (Rs.60/- x 2, Rs.20/- x 1 & Rs.15/- x1) during their travel journey. This may change at the discretion of the company management.
8. All staff using their two wheelers for official purposes will be eligible to Rs.3.75/- per km as per log book records of official travel (from office to office) and Rs.7.50/- per km will be allowed for four wheelers. This may change at the discretion of the company management.
9. Food, hotel and travel expenses of non-management Board members, senior Resource persons and MD will be at actuals.
10. Taxi fares will only be reimbursed on actual basis on submitting printed yellow taxi receipts or online submission of photo of meter reading, or AppCab receipts as provided by them.
11. All staff will get phone allowance of Rs. 200/- per month. This may change at the discretion of the company management.



Transfer and Shifting Policy

For the benefit of the organization, staff may be required to be transferred or shifted from one unit to other.

- Transfer and shifting both will mean relocation of staff from one unit to another and taking up residence privately with family or staying at camp office on a regular basis.
- The authority of the company will decide the transfer or shifting as per the necessity of the company.
- The decision of the authority would be final in case of any transfer or shifting.
- The staff should be apprised by the immediate supervisor regarding the transfer or shifting.
- In case of shifting the staff will get no additional benefit.
- In case of transfer, the staff thus transferred will be reimbursed transportation cost that includes the actual travel cost of the staff and dependent of the staff, cost for transporting the belongings to new location, etc. For the said reimbursement the staff has to produce original bills for transportation of belongings and photocopies of railway tickets.
- Rules regarding TA / per diem / travel entitlements to be interpreted so that the new unit becomes the base unit of the transferred or shifted person.
- Transfer will not include promotions / fresh contract in a higher level.

Official Tours/Exposure Trips

AHEAD staff based in Kolkata and engaged with the Head Office can go on official tours to supervise project areas, or to training institutes or other organisations for exposure and learning. Staff working in project areas can be based in their respective hometowns and but must travel to project areas for at least 20 days a month either at one stretch or in two parts as decided by HO and shared in the monthly tour plan. Their travel costs will be borne by the company as per travel rules.

Tour Plan & Reporting

An annual Planner and a quarterly Tour Plan will be shared in advance so that every staff is aware of his or her work schedule in project areas in advance, and so that travel bookings can be made on time. If any staff is unable to undertake



their prescheduled tour, fully or partly, for any reason, he/ she must inform in writing to their Project Leader with a copy to Executive Director, Finance & Administration, 30 days in advance for approval so that changes can be made in the Tour Plan with minimum impact to planned work and travel cancellation costs.

If required notice is not provided he or she will be marked officially as being on leave. Any emergency requiring alteration of tour plan at short notice will require written approval from Project Leader/ Managing Director.

All staff must submit details of the tour for a month by the end of the preceding month in a prescribed format stating destinations/s, purpose/s of visit, key meetings and duration and must have due approval of their immediate superior before start of tour. A copy of all tour requisitions, signed by the immediate superior, should be shared with Executive Director, Finance & Administration and MD and must reach them a week before before the trip / journey is undertaken.

A report of the tour must be submitted within seven days of return in the Tour Report form which will include the details of the Tour Plan and remarks against them indicating the actual activity/ies.

Travel Mode

- Up to AC 3 tier or AC buses for all during summer, the period for which will be specified by Executive Director, Finance & Administration and 3 tier (non AC) or AC/non AC buses for other months for all staff. MD and senior resource persons can travel in AC 2 tier or equivalent. Air travel will be considered in exceptional circumstances and will be at the discretion of the MD.

Boarding, Lodging, Travelling and Incidental Expenses

While on tours, the staffs are expected to stay at camp offices and are entitled to a daily allowance to subsidise food costs and incidental expenses. These are as per norms fixed by the Finance & Administration unit and changes in the limits / conditions are to be duly notified.

At present the limits/conditions are:

- Metros(Delhi,Mumbai,Chennai,Hyderabad,Bangalore,etc).
 - Accommodation: Maximum Rs. 1,800/- per day + Tax ,Food : Rs. 400/- per day.



- Other State Capitals & Cities (all capital towns of state.).
 - Accommodation: Maximum Rs. 1,500/- per day + Tax, Food : Rs. 400/- per day.
- District towns: (All districts)
 - Accommodation: Maximum Rs. 1,000/- per day + Tax, Food : Rs. 300/- per day.
- Accommodation with relative and friends Rs. 300/- per day.

Exceptions to these cost limits will have to be approved by head of Finance and MD.

For stay at places other than hometown for a period of at least 12 hours, full days' rate is applicable. Otherwise for stay of less than 12 hours, 50% of the usual rate is allowed. (A day is considered as a period of 24 hours from 12 to 12).

For consideration of allowance for food, simultaneous application of daily allowances at places visited and allowance during boarding on train for the same period will not be applicable.

No other incidental expenses are allowed.

The above rates are applicable universally and are to be considered as benchmark rates.

Reimbursement of traveling expenses

Anyone going for any official duty will be reimbursed the traveling expenses. Similarly, anyone traveling from one office/site to another will also be reimbursed the traveling expenses. No categories of staffs are allowed traveling allowances or reimbursements for going to their usual place of duty from residence or from their usual place of duty back to residence except those who work out of camp offices.

However, anyone going from residence to another office which is not his/her place of duty will be allowed reimbursement if this place of duty is distant from his/her normal office/place of duty. Similar reimbursement will be allowed on return journey to residence.

There may be occasions where projects may be conducted in areas where the above rates for TA/DA may not be sufficient. In that case, a special office order would be required for allowing the higher rate to be allowed as per approved budgets in the projects.



Personnel with special designation and pay

There are special occasions where service of a very specialized / technical person would be required for the interest of the project. S/he may be required for specific project/s with special designation and emoluments. The entire terms & conditions and nature of service would be unique in nature and would be different from the other general categories of staffs. In all such cases such personnel will be given a special designation and will be allowed such special pay which will be decided by the MD.

Staff secondment for a Project

Generally, all staffs are categorized as per company designations and their annual cost to organization is fixed as per norms. There may be occasions where they may be seconded in a project with higher pay. In all such cases the concerned staff would become entitled to the higher pay provided in the project budget. The additional pay, over and above the usual entitlements of the staff will be given as 'Special Allowance'. On the termination of the project the project staff is reverted back to his/her former position, and would become entitled to his/her normal pay only unless otherwise decided.

If any staff member is engaged to train or speak by an external company or institution and a fee is paid by the company/institution for the effort, the same will be deposited to the company.

Insurance

It is essential that all capital / fixed assets of the organization are adequately insured against perils like fire and burglary at w.d.v. Cash held by the unit in safe/vault and cash in transit during inward and outward remittances are also to be insured. Vehicles are to be insured against accidents/thefts.

Company Policy Other Important Issues

Company policies approved by the AHEAD Governing Body with due resolutions passed will be adopted and adhered to by all staff. These policies will be Child Protection Policy (POCSO), Gender Policy, Ethics and Anti Corruption Policy, Whistle Blower Policy etc. Committees will be formed at AHEAD to closely monitor the proper application of the policies.

A] Misconduct:

The term " misconduct" shall denote any offence or act of commission or omission on the part of a staff which falls within the general notion of the work



"misconduct" as generally understood, and shall be deemed also to cannot offences of acts of commission or omission under or against these personnel policies and service rules or any other regulations and/or practices of the organization.

Without prejudice to the foregoing and without being extensive, the minor and major acts or misconducts are listed below:

Minor misconduct

- Discourtesy of colleagues, visitors, superiors or subordinates.
- Refusal to cooperate with colleagues or to carryout legitimate orders.
- Laziness, inefficiency or carelessness at work.
- Quarrelling within the premises.
- Obtaining leave or attempting to obtain leave on false pretences.
- Absence without leave from the appointed place of work while on duty.
- Habitual late attendance.

Penalty for minor misconduct

- Warning of censure.
- Fine not exceeding two days. pay.
- Suspension without pay and allowances for up to four days.

Note: Notwithstanding what is stated herefore, any act of commission or omission will be deemed to be a major misconduct if the consequences of such an act are of a serious nature.

Major misconduct

- Wilful insubordination or disobedience of formal orders, whether alone or in conjunction with others.
- Theft, fraud or dishonesty in connection with association's business or property.
- Demanding or accepting bribes or any illegal gratification whatsoever.
- Habitual breach of any standing orders or of these personnel policies.
- Gross negligence or neglect or work.
- Wilful breakage of or damage to the properties of the company.



- Threatening or intimidating any person within the premises or using force or violence in any form.
- Malingering or deliberate delay in performance of duty or carrying out of legitimate orders.
- Gambling within the premises.
- Tampering with records, attendance register or any other books of file as of the association.
- Disclosing confidential information about the organization to any person not authorized to receive such information.
- Any act of immorality within the premises.
- Promotion of disaffection among the staffs.
- Any act detrimental to good public relations.
- Any act subversive of discipline within the organization.
- Drunkenness or riotous or disorderly behaviour during working hours in the premises of the association or at any time in camp offices or official venues.
- Smoking/Tobacco Chewing within company's campus as well as the unit offices, and official venues.
- Refusal to carryout order of transfer.
- Engagement in any political activities while on service.
- Distribution or exhibiting within the premises handbills, pamphlets or paper without permission.
- Unauthorized use or occupation of the premises or quarters of AHEAD and refusal to vacate them when called upon to do so by administration unit of the organization.
- Giving false information regarding name, age, qualification, ability and previous experiences at the time of employment or later.
- Accepting employment under any other employer without prior written permission from the Executive Director, Finance & Administration of AHEAD.
- Commission of offence punishable under Indian Penal Code whether the offences are committed inside or outside the organizational premises or conviction by a court of law for offences under the Indian Penal Code.
- Refusal to accept and acknowledge any communication when served by the Company.



Penalties for major misconduct

- Suspension without pay and allowances for a period up to 10 days.
- Stoppage of one or more increments.
- Demotion.
- Discharge.
- Dismissal.

Procedure For Disciplinary Action

No order of punishment shall be made without the staff being given an opportunity to explain to the satisfaction of the management the circumstances alleged against him through an oral or recorded inquiry.

In the case of minor misconduct, if an order of suspension is rescinded, the staff shall be deemed to be on duty during the period of suspension that is rescinded, and the staff shall be deemed to be on duty during the period of suspension and will be entitled to the same remuneration as he would have received if he had not been suspended.

There shall be a recorded inquiry, in the case of a major misconduct, the staff shall be issued a charge sheet (or show cause notice), clearly setting forth the charge alleged against him. The appointing authority shall sign charge sheet.

If the concerned staff does not admit the charges or if his explanation is not satisfactory, the management may arrange to hold a recorded inquiry in accordance with the principles of natural justice.

The management may appoint an inquiry officer either from among the staff or from outside to conduct the inquiry.

The staff concerned shall present himself at the time and place set for the enquiry. If the staff concerned fails to appear at the inquiry for reasons, which the inquiry officer consider unsatisfactory, the inquiry shall be preceded with ex-part in his absence.

The staff subjected to inquiry shall be permitted to be assisted by a co-staff, no outsider shall be permitted to assist him in the enquiry. The staff or his representative shall be permitted to cross examine any witnesses deposing in support of the charges, and he shall also be permitted to produce witnesses and documents in his/her defense.



The statements of all the witnesses on either side or the staff's pleas made at the inquiry shall be recorded.

The inquiry officer shall record his findings as to whether all or any of the charges levelled against the staff are established.

If charges are proved in the inquiry, the management shall take into account the gravity of the misconduct, the previous record of the staff and any other extenuating or aggravating circumstances that may exist. The nature of punishment shall be at the discretion of the management.

The order passed by the management shall be communication in writing to the staff concerned.

If any staff is suspended pending investigation inquiry trial or during the tendency of any legal proceedings against him, she/he shall be paid a subsistence allowance to be decided by the management, which cannot be less than the 50% of his/her wages. If, however, the suspension is awarded as a punishment for misconduct as established by an enquiry, the suspension shall be without pay and allowances.

Redress Of Grievances

If any member of staff has a complaint or grievances arising out of employment may submit it to his immediate superior who will deal with it as expeditiously as possible. She/he will either intimate his/her decision to the staff concerned or if the case so warrants refer the case to the Executive Director, Finance & Administration. If the staff is not satisfied with the decision of or the action taken by the immediate superior, he may submit the matter in writing to the Executive Director, Finance & Administration who shall examine the matter expeditiously and intimate his decision to the staff/staff member or refer the matter to the Executive Council of AHEAD, if the case so warrants. If the staff/staff member is not satisfied with the decision of the Executive Director, Finance & Administration, he may advance the grievance to the MD of AHEAD, who will examine it and put it up before the Executive Council's meeting for a decision. This decision shall be final provided however any grievance relating to the termination of services may be appealed to the MD through the Executive Director, Finance & Administration.



Applicability of Personnel Policies, Service Rules and Regulations

All staffs and staff are subjects to and are bound by the rules and regulation and procedures relating to conditions of appointments, emoluments, staff welfare (contribution) fund, retirement, leave etc. as they are in force as the time of their appointment and as they may be modified from time to time thereafter. When changes are made in these personnel policies, rules and regulations by the management, they shall apply immediately to all staff superseding the rules and regulations in force at the time of the appointment.

Amendments and Interpretations

- The Executive Council of AHEAD has the sole authority to amend, modify or in any other way to alter these rules from time to time.
- The Managing Director of AHEAD reserves the right to amend modifies or supercede any of the rules contained herein and to issue such orders or instructions as may be considered expedient and appropriate in specific cases.
- Each staff will be provided with a copy of the service rules/personnel policies and with any amendment or modifications there to and of any order or instructions, which may be issued from time to time.
- In the event of any doubt or conflict in the interpretation of these rules, the interpretation given by the Executive Director, Finance & Administration shall prevail subject to the final decision of the Executive Council.

Responsibility of the Management

The Executive Director, Finance & Administration, the Programme Director or any senior level programme staff shall be responsible for the faithful observance of these service rules and will carry out the activities of AHEAD.

Executive Council Discretion

The Executive Council may at its discretion waive conditions in very special circumstances on application by a staff; such waiver will under no circumstances become precedent.

