

Human Resource Policy
For
Indian Industries Association

Head Office, Vibhuti Khand, Lucknow

Uttar Pradesh



***“With regard to excellence,
it is not enough to know,
but we must try to have and use it.”***

Aristotle

Preface

HR Policy is key component of structure of any organization. Organizations flourish prosper and perform on the basis of sound HR policy.

It has to be just and fair for development and growth of human Resource personnel. It provides proper guidelines for raising, organizing, staffing, training and development of any organization. The clear perspective of performance appraisal not only motivates the employees, it also promotes faith in HR practices for required consideration for compensation.

A sound promotional policy and discipline & conduct policy provide parameters to maintain high standards of morals and performance benchmarks at work place. A sound work culture developed and promoted on required stratagems provides a very healthy work environment to work with smile.

HR policy also sets the destination and direction for any organization. It seeks excellence in all facets of working and ensures exemplary organizational health. It enables the employees to maintain work life balance, free from stress, depression and anxiety.

The IIA being model organization for promoting the interest of industrialists and entrepreneurs, it plays a vital role for commercial and industrial development of the country. It requires a dedicated team of work force for performance in pursuant to the ideals of the association.

The drafted HR policy will benefit IIA as an organization and its functioning in so many ways, besides maintaining a very high standard of Personnel Management. It will also provide tremendous impetus for future plans to excel in its Vision and Mission.

The HR policy is a guideline for the interest of IIA and its employee to serve the organization to its best. If any part of the policy needs change, it can be repelled, modified or amended for the interest of the association by raising consensus in the Council of Executive Committee meeting.

I am truly privileged to draft the HR policy for IIA. The policy has been prepared after extensive survey, study and examining the expectations of stakeholders. I sincerely wish IIA a great success.

INDEX

S. No.	Chapter	Page No.
1.	Importance of HR policy	5
2.	Objectives	6
3.	Gains	7
4.	Recruitments & Selection Policy	8
5.	Cadre structure of IIA Executives	14
6.	Foundational training	15
7.	Career progression	15
8.	Promotion	17
9.	Excellence center for Training and Development	18
10.	Policy on Performance Appraisal	19
11.	Pay Package	21
12.	Employee Grievance Redressal System	23
13.	Safety, Security – Insurance	25
14.	Transfer & Leave policy	26
15.	Policy on discipline	27
16.	Gender policy	31
17.	Work Culture	34
18.	Annexure 1 Suggested Executive format for annual Performance Assessment report 2 Suggested Non-executive format for annual Performance Assessment report	43

HR Policy – IIA

Importance of HR Policy –

HR Policy is a statement of strategies on HR functions and for developing the standards of practices, behavior, boundaries needs to meet specific goals. Not only it caters for running of organization on successful business, it also paves the way to achieve its' goal, as a natural culmination of activities.

It focuses on employees to have clear expectations on work requirements, compensation, welfare and career development, sets clear and specific standards, procedure and a framework to spot and address deviations and violations of these standards. As a documented record, it rules out ambiguity and scope for subjective and open interpretations. It eliminates adhocism on employees' related issues.

As a policy, it clearly states consequences of violation of standards guidelines and procedure to deal with it. Norming of working behavior enables employees to follow clear direction in achievement of goals.

The Human Resource (HR) policy provides direction in the growth of the organization in general, and management of employees in particular. It is a detailed layout of format for best practices in human resource development. It enables clarity and norming of practices on various issues related to HR management.

It works as a guide to standardization on various aspects of quality services, skill development and performance appraisal through system and processes.

It provides scope and opportunities to make concerted and conscious efforts to sensitize HR professionals to the value of making the HR processes measurable, and take them on the path to quality standards in Human Resource Development.

Objectives

- To help the employees and management teams to run the organization in an efficient manner.
- To help take major human resource decisions, develop association's guidelines and procedures which can make the organization a better run entity.
- To help in documenting and communicating to all the employees the management's plans, rules, intents and business procedures.
- To help in comparing the policy alternatives, understanding their importance and evaluating the current practices.
- To save countless hours of management time.
- To prevent small legal issues from becoming serious legal problems.
- To organize and announce the management's plans for the growth of the organization and also explain employee benefits and workplace issues.
- To define management standards for making decisions on various personal and organizational issues
- To help an organization run at its most cost-effective and efficient level thereby bringing about additional revenue.
- To protect the legal interest of the association as well as define the rights and obligation of the employees of the organization.
- To increase alignment towards the core business, services and goals
- To aid HR management in serving organization's internal stake holders better
- To establish a culture that encourages reflection on quality and facilitates continuous improvement
- To access services quality, performance, and identify improvement areas
- Provides platform to adopt next best HR practices in the organization in time to come

Gains

- Ensures that the employees dedicate themselves to total quality and constant, never ending improvement of the organization.
- Hiring people on the basis of ability i.e. character, attitude, skill, experience, and being oblivious to other discriminatory factors like color, sex, race, origin, religion, political belief or disability that does not prohibit performance of essential job functions.
- Pay all the employees according to their efforts and contribution to the success of the activities which association intends to undertake.
- Operating an economically successful business so that a consistent level of steady work is available.
- Review wages, employee benefits and working conditions constantly with objectives of providing maximum benefits in these areas, consistent with sound business practice.
- Provide paid vacations and holidays to all eligible employees. Provide eligible employees with medical and other benefits.
- Develop competent people who understand and meet organization's objectives and who accept ideas, suggestions and constructive criticism of fellow employees with an open mind.
- Address complaints which may arise in everyday conduct of the business, promptly in a practical way.
- Respect individual rights and treat all employees with courtesy and consideration and help in maintaining mutual respect in the workplace leading to an amicable ambience
- No longer adhoc and casual approach on HR functions & Management
- Provides a focused & structured approach to build and improve effectiveness of HR processes & services in the organization
- Creates a culture of improvement orientation to achieve Excellence in HR system and processes
- Facilitates Benchmarking on services and performances for best practices of human resource development.
- Improves the image of the organization and helps in brand building.

Recruitments & Selection Policy

The objectives of staffing policy and procedures, for requirement and selection of Executive & Non-Executive staff positions are to:

- The IIA must have its' own Cadre to start from Assistant Manager to Executive Director.
- To find out exceptionally good candidate for senior post by lateral entry from open market will also be done along with managing senior positions with promotion of cadre executives
- Attract new executive & non-executive staff members who possess the attributes which will enable them to perform their work to a high standard of competence and efficiency
- Provide equal treatment with respect to employment without discrimination of caste, creed, race, origin, color, ancestry, disability, sex, gender identity and family status.
- Develop and utilize present human resource to the best advantage of IIA
- For lateral entry the written examination can be waived off and candidates may appear directly for interviews.
- The selection for first stage of recruitment of executives will be 'Management Trainee' for one year. Thereafter, he/she will be placed on regular pay scale of Assistant Manager.
- Notify the vacancy for candidates, through press and other media source for participating in an assessment or selection process on given date, place and time.

Selection Criteria and Preliminary Evaluation of Candidates

1. The selection criteria consist of the skills and qualifications required to do the job. Some examples of criteria which may be used in the screening and interview process are: specified educational qualification, relevant or equivalent work experience, knowledge of the job, technical skills leadership abilities, problem-solving abilities, communications skills, supervision and delegation experience should be clearly laid before going for recruitment process.

2. These, and other criteria used, should be based on the requirements of the job as outlined in the position summary. The HR department at Head Office of IIA must assess the relative importance of each skill and qualification to the position.
3. This process serves as a tool to choose right candidates after screening through the written exam consisting of three parts. The first part 'A' will be on aptitude test, part 'B' will be on general knowledge and part 'C' will be on basic intelligence test followed by Technical skill test and finally interview. Candidates should be individually assessed against these criteria.
4. The Human Resources Department will provide to the selection department with job-specific selection criteria and candidate assessment forms with sample questions.
5. A written test of general knowledge and aptitude will be conducted. Normally, individuals who meet the benchmark for selection criteria should be interviewed for the job.
6. Applicant should be informed on selection process, including sample application forms which can be obtained through Human Resources department of Head Office of IIA or Chapter office.
7. For all Executive Posts in Head Office or Chapter Office 'approval' of President IIA will be a must with or without interviews of President depending on the position and post.

The Interview

1. The first job interview for Head Office and Chapter will be conducted by executive head and department head to assess the selected candidates' job suitability.
2. The interview is comprised of a set of questions, based on the selection criteria, which should be posed to all candidates to seek their response for assessment.
3. The department of Human Resources normally arranges interviews of qualified candidates and an advance notice as possible with clear instructions on the time, location and the person to contact, for interview should be sent to qualified candidates for appearing duly prepared in every respect.
4. Normally, qualified applicants will be provided with at least 48 hours' notice for a first job interview or telephone or written notice as per time and other requirements.

5. IIA may or may not pay the cost of travel to the selected candidates for appearing at the notified place, time, location and authority.

Interviewing and Selection

1. First interview will be held for executives in Head Office and for Chapter in Chapter Office at their respective locations.
2. First interview will be by Executive Head and Department Head in Head Office and at Chapter Office by Chairperson & Secretary.
3. Final selection will be at IIA Head Office after an interview by the President, General Secretary & Executive Head.

Medical Examinations

1. For the successful candidate a medical examination will be conducted as per direction of Head Office and chapter office as case may be.
2. The information obtained during the medical examination is done in accordance with the Freedom of Information and Protection of Privacy Act and the Human Rights Code.

Appointing Authorities:

Following will be appointing authority for given positions:

1. For executive Director : The president with due process of selection
2. For Jt. Director & Dy. Director : General Secretary of the IIA
3. For Assistant Director to Management Trainees : Executive Director IIA
4. For Office Assistant and below levels: The Chapter Chairman at Chapter office and Departmental Head at IIA Head Office.

Offer of Employment

Offer employment will only be given on successful candidates in all respect. The offer will be in form of letter. This letter shall provide the following information:

- Nature and duties of the position, including any special conditions relevant to the post
- Names of supervisor and those from whom direction may be sought for joining
- Start date and duration of the contract
- Full-time or part-time (with hours per week defined)
- Probationary period and the associated conditions should be specified.
- Level of position and starting salary

- Eligibility for benefits and vacations
- Uniform code and other dress details for observing and adhering to dress code while working in office
- Required notice of end of employment to the employee if he is found different than employment standards
- Uniform allowance for stitching uniform and its periodicity for renewal.

Submission of Documents on Appointment:

A person appointed to any post in the Head Office or Chapter shall be required to submit the following documents at the time of joining.

1. Records of age/Date of birth
2. Certificate of medical fitness on prescribed format from Central/State Government hospital/ accredited private hospital.
3. For declaration of Home Town a copy of Adhar card/ Voter ID will be submitted.
4. Character certificate from a Gazetted officer of Central/State Government/Principal of Institute last attended/Senior officials of PSUs.
5. Attested copies of Degree/Diploma certificates of academic/professional qualifications.
6. Experience certificate, if any.
7. Salary certificate of last pay drawn if employed previously.
8. Any other document as may be required by the office of IIA.

All the documents pertaining to the newly appointed employee must be shown in original before joining the offered job.

Verification of character and antecedent

It will include:

- Verification of Academic credentials through relevant establishment/institute/board or academy.
- Verification of prior employment including position, longevity, salary and job performance.
- Discussion with business, professional and personal references and verification of letters of recommendation.
- Testing to confirm skills and knowledge.

- Criminal background check especially for accounting and finance professionals, credit checks, through previous employer and Police Station for relevant details.

Consequences of Falsification

1. When falsified employment histories, educational credentials or certificates, criminal conviction histories are discovered prior to employment, a job applicant will be disqualified from further consideration.
2. For current employees, confirmed falsification of criminal history, required educational credentials or professional licenses/certificates may result in disciplinary action and termination of job.

Powers of Amendment to HR Policy:

The CEC on the recommendation of an expert committee to be constituted and chaired by the President shall have the power to frame, amend or repeal any portion of HR Policy for administration and management of IIA.

Post selection foundational training

On selection, the Executives will be put on pre-induction training which will be of 15 clear working days.

- For Head Office Executive staff it will be run in Head Office by Executive Head. He may appoint any departmental Head on his behalf for direct supervision.
- For Chapter executive staff the pre-induction training will be run as follows:
 - a) For 10 days in chapter office
 - b) For 5 days in Head Office

Syllabus for pre-induction training

1. Welcome address consisting of facilitation of new joinees, general knowledge about the IIA and its chapter and role to be played by executive while working as a member of team
2. Conduct rules and discipline requirements
3. Familiarization of all departments and branches
4. Uniqueness of IIA as association of industries and expected role – required sensitivity and co-operation to the member.
5. Vision , mission and core values of IIA

6. Head Office instruction and guidelines to the chapter on functioning and role to be played
7. MIS – Management of Information System
8. Reports and returns to Head Office
9. Activities and events – conducted by chapter/Head Office
10. Expansion plan of IIA chapter and Head Office
11. Resources of revenue generations and efforts required to increase the revenues.
12. Financial discipline and accounting on incurring of any expenditure.
13. Submission of bills and payment etc.

Providing Customized Training

Developing the skills of each employee is a key part of human resource policy. The IIA is committed to provide all employees with equal access to training, regardless of their seniority. It organizes local training for all job profiles.

To ensure training courses are effective, their feedback will be passed on to their superior. The goal is to formalize and introduce new skills and enhance knowledge of the employees of IIA.

Uniform Code

IIA by its notification may decide the uniform for all level of its employee. For summer and winter seasons separate code of dress should be provided.

For Executive staff the pattern, color and code of uniform will be different from the Non-Executive staff.

- The Executive Head or any other functionary who has to attend some meeting, gathering on professional or social course, may wear dress in accordance with demand of the place, occasion and gathering.
- In normal set of conditions: shirt trouser with other with other accessories of prescribed color and design
- For female employees where serious health issues crop up, they may be allowed to wear Saree and Blouse or Salwar Kurta for convenience of prescribed color and design.

Cadre structure of IIA Executives

Proposed Designation in IIA				
Levels	Designation	Qualification	Related Experience (in years)	Technical Qualification
L – 1	Executive Director	MBA or equivalent qualification preferably of Engineering background	15yrs and Above of relevant position and field	Basic Computer Knowledge & Skill
L – 2	Joint Director	MBA or equivalent qualification preferably of Engineering background	13 yrs and Above of relevant position and field	Basic Computer Knowledge & Skill
L – 3	Dy. Director	MBA or equivalent qualification preferably of Engineering background	11yrs and Above of relevant position and field	Basic Computer Knowledge & Skill
L – 4	Assistant Director	MBA or equivalent	9 yrs and Above of relevant position and field	Basic Computer Knowledge & Skill
L – 5	Senior Manager/Executive Head	MBA or equivalent	7 yrs and Above of relevant position and field	Basic Computer Knowledge & Skill
L – 6	Manager	MBA or equivalent	5 yrs and Above of relevant position and field	Basic Computer Knowledge & Skill
L – 7	Deputy Manager	MBA or equivalent	3 yrs and above of relevant position and field	Basic Computer Knowledge & Skill
L – 8	Assistant Manager	MBA or equivalent	1 yr and above of relevant position and field	Basic Computer Knowledge & Skill
L – 9	Management Trainee	MBA or with Post Graduate professional qualification		Basic Computer Knowledge & Skill
L – 10	Office Assistants	Graduate (Any stream)	1to 3 yrs and Above	Advanced Computer Knowledge & Skill
L – 11	Attendants/Mali/House Keeping Assistants	10 th Pass	Experience will be preferred	

Chapter Executive Head

1. The Executive Head of the State Chapters will be of the level of Dy. Director/ Assistant Director
2. District chapter may have Executive Head of the level of Senior Manager/ Manager/Dy. Manager/Assistant Manager

Foundational training

A dedicated training will be organized for the new entrant for 15 days or more as deemed fit. The training syllabus will be run for 10 days at Chapter office and for 5 days in Head Office for familiarization

1. Induction training program will consist of following subjects clubbed in

- Brief history and operations of the Association.
- The Association's organization structure.
- Policies and procedure of the Association.
- Services of the Association.
- Location of department and employee facilities.
- Safety measures.
- Grievances procedures.
- Benefits and services of employee
- Disciplinary procedures.
- Opportunities for training, promotions transfer etc.
- Other Rules and regulation of IIA

2. Probation period of new appointment

All newly appointed regular employees shall be on a probation period of one year. The probation period will be followed by a confirmation subject to the satisfaction of the competent authority on his/her performance during the probation period.

If the performance of the probationer is found not satisfactory, the component authority may extend the period of probation by a maximum period of six months or terminate the services of the probationer without assigning any reason.

Career progression

Step 1: Determine the employee development budget

Analyze the needs of the organization in terms of what positions and skills are necessary to meet the organization's strategic goals. When creating an employee development budget, consider the following:

- What skills currently exist? What skills are lacking as per Quarterly performance Appraisal reports & Annual Appraisal report.

- Assessment of cross-training a possibility for developing them with greater competence
- Need for specialized training, and its impact on the bottom line
- Once the facts have been gathered, create a training budget based on the needs and constraints of the organization.

Step 2: Staff the positions in a manner that will directly affect the employer's mission

- With guidance from HR, seek the right person for the position that best fits the requirements and skills. Internal transfers or promotions should be considered first for employees who meet the requirements of the job or those who could meet these requirements with training or career development.
- Employees should be made aware of how they will be able to reach their career goals for their current positions as well as for future one.

Step 3: Develop employees based on their goals and the needs of the organization

- Recognize and use the departmental goals and objectives as a basis for developing employees. Employees—human capital—need to be prepared to meet the challenges that come with those goals. Senior supervisor should be in a position to assist employees in achieving both departmental goals and employees' individual goals.
- If an employee's goals are questionable, discuss them with the employee and set more attainable goals.
- The senior functionaries may also suggest career counseling, career workshops or self-assessments workshops to enable the employees to understand the clear path of progress.

IIA Head Office must address the following types of needs:

Individual needs: What level of education does the employee want to achieve—certification, licensure or a higher education degree?

Departmental needs: Assess skills needs and the impact of acquiring these skills on the bottom line, including the cost of providing needed training, recruiting high-potential employees or engaging in succession planning.

Organizational needs: Determine if the employee's educational and development goals benefit the organization in achieving its mission.

Step 4: Place the focus on employee/career development

- This step requires communication to employees regarding the organization's commitment to assist employees in achieving their career goals.
- This could be as simple as reeducating employees on the organization's developments of plan. During this process, ensure that employees are provided with information about the organization, its vision and path of progress.
- During this step, develop a system to recognize and record employees' current skills and use this list in cross-training.
- The employees are subjected to acquire knowledge right attitude and skill to match the requirements at different levels of ascend in career progression.

Promotions:

- Eligible employees will be assessed on merit/performance before being considered for a promotion.
- Employee whose performance is '**outstanding**' for last 3 years is eligible for promotion.
- Employee with '**very good performance**' will be eligible for promotion after 4 years.
- Employee with '**good performance**' will be eligible for promotion after 5 years.
- Employee with '**satisfactory performance**' will not be considered for promotion.
- Employee with '**poor performance**' will be subjected to termination.
- The management may consider an employee for double promotion if he/she is of extra ordinary caliber and performance is found to be of exceptional order and merit to ensure he/she remains with the organization.
- Achievement above the annual target may lead to special incentives or increment.
- Recommendation by HR for Increments/Promotion will be based on the below table:

S.No.	Aggregate Rating	Grades	Increments
1	More than 80	Outstanding	To be decided on merit of the Executive/Non- executive by IIA Head Office
2	71 – 80	Very Good	
3	61 – 70	Good	
4	50 – 60	Satisfactory	
5	Less than 50	Poor	To be terminated

- **Non-functional promotion:** if senior positions are not vacant, the management of IIA may consider providing non-functional promotion i.e. he or she continues to perform the same role. Such promotion will be promotion of salary.

Excellence center for Training and Development

- IIA may establish state the art centre for training and development of various stake holders. It will ensure that the organization understands the inputs of skills and competencies required to achieve the strategic goals.
 - Excellence centre will ensure that T&D plans help people to match the skills of future capability needs of the organization that will constitute the areas of training. However, the training head of IIA may introduce new subjects and modules based on requirement of the target participants.
 - Capacity building
 - Training aligned to goals of the business and activities of IIA
 - Identification of critical skills, Job person fit requirements.
 - Team building
 - Knowledge transfer of various types and character
 - Leadership skills
 - Business attitude
 - Effectiveness & Efficiency of training processes
1. Behavioral Training - for all levels
 2. Functional Training - for all levels
 3. Potential Related Training - for all levels
 4. Multi-Skill Training - workmen & Jr. staff
 5. Training for members and office bearers in form of seminars & training workshops
 6. Entrepreneurial development training for people of all walks of life.
 7. Training for Schools/Skill development for students to develop entrepreneurial attitude and leadership.
 8. International Exposure for Sr. Level Executives to learn leadership requirements for global perspective.

Policy on Performance Appraisal

The performance appraisal is the important function of IIA HR policy. It shall be an endeavor of IIA Head Office and Chapter Office to achieve the objectives of the policy.

The Senior Supervisors & Head of the departments in consultation with junior employees will set performance objectives for all functionaries to be achieved in the financial year by him/her as an individual.

Such set objectives will be recorded on the performance appraisal form of the employee for his/her own self assessment of the performance during the year under report.

The Objective of Performance management system are as follows:

- Performance evaluation and to provide feedback to the employees on their performance.
- Assessment of training needs.
- Confirmation/Compensation (Increment) Decisions.
- Benchmark for promotions.
- Personal Development of the Employee.

Self Appraisal:

A suggested Self Appraisal form is separately enclosed as Annexure 1 & 2 designed to provide an insight and reflective review, to encourage dialogue between the supervisor and employee.

Performance Improvement Plans (PIP):

The Executive Head will establish an action plan for improvement of employee of various level and status. This action plan should include specific and measurable objectives that are accurate, relevant and time-bound known as SMART goals.

Determine if the employee may need any additional resources, time training or coaching in order to meet these objectives.

The Management team i.e. Reporting & Reviewing Authorities, in charge of the performance appraisal process, will also provide guidance on conducting appraisals and will coordinate for timely execution of the same.

Based on performance appraisal the training need analysis will be worked out at the IIA Head – HR department and in accordance with the training analysis, a follow up training

will be organized at IIA Head Office for constant growth and improvement in knowledge, attitude and skills at IIA Excellence Centre for training and development.

Periodicity: Performance appraisals for performance evaluation training and development are required to be done

- For purpose of assessment of training need, personal development and feedback on performance – quarterly– July, October and January.

Performance appraisal for confirmation, promotion and compensation increase

- For promotion and compensation increase purpose – annually in April (for financial year April to March basis) or according to their contract.

For Probationer

- For probationer the appraisal will be carried out for twelve months from the date and month of joining to the date of closing of probation period. It will not be applicable for permanent/confirmed employees.
- On successful completion of probation period, his/her performance objectives for remaining financial year will be set and evaluated like any other regular employee in the month of April.

Performance appraisal at IIA Head Office and Liasoning Office

The performance appraisal will be done in following manner:

- On self appraisal of reported employee, the reporting will be done by immediate executive superior/official under whom he has directly worked or is supervised. He will also comment on self appraisal of executive as to whether he agrees or disagrees with self appraisal of executive who is being reported. In case of disagreement he will record reasons for his disagreement. He will also write the pen picture of executive as summary.
- Having received the reporting on appraisal it will be forwarded to Reviewing Authority who will review the appraisal and write the comments where he disagrees with the reporting official.
- For all the performance appraisal of the Executives the General Secretary of IIA or authority so specified by CEC will be ‘Accepting Authority’ except in case of Executive Director the appraising authority will be General Secretary, Reviewing & Accepting Authority will be President IIA.

- For Non-executive staff at IIA Head Office the reporting authority will be his immediate superior and reviewing will be head of the department and accepting authority will be Executive Director respectively.

For all Executive and Non-Executive staff at Chapter Office the performance appraisal will be done in following manner:

- Reporting on Chapter Executive Head will be done by Chapter chairperson and Executive Director at IIA Head Office jointly. The General Secretary IIA will be Reviewing and Accepting Authority
- For other Executives, the Chapter Executive Head will be reporting authority and Chapter Chairpersons will be the Reviewing Authority and General Secretary IIA will be Accepting Authority.
- For Non-executives at Chapter office, the Reporting Authority will be his immediate supervisor and Reviewing/Accepting authority will be Chapter Chairperson.

Pay Package

It shall be prudent to adopt Pay Scale structure of some progressive Association/government or non government organization to observe relativities in this regard. Therefore IIA may seek pay parity for its employees with any government or non government organization or association of merit and class for implementing pay scales.

The pay scales so decided will be approved and reviewed by Central Executive Committee (CEC) periodically at least once in 3 years on the recommendation of the General Secretary/President.

Remuneration Policy

IIA seeks to compensate all its employees with fairness for following purpose

The remuneration and benefit policy attempts to:

- Attract and retain committed, competent and qualified employees
- Provide fair and equitable compensation to all employee by ensuring that salaries are internally equitable and externally competitive.
- Reward years of experience and performance
- All positions will be entitles to receive a salary as per designation

- Changes may be possible to commensurate with the performance and experience.
- The **‘Pay-Day’** for Executive and Non-executive staff will be 7th day of each month and it will be followed in letter and spirit.

Remuneration to the Full time Employee: Individuals appointed on Full-time basis will be paid a basic pay with all other allowances as per the position on monthly basis.

Remuneration to the staff on Contract: individuals appointed on contractual basis will be paid a consolidated fixed amount as per the position on monthly basis as per negotiated amount.

Benefit package include:

IIA aims to develop a policy which cares for the employees. Thus, apart from salary IIA would also extend the following benefits to its entire staff.

- Dearness Allowance
- Home Rent Allowance
- Conveyance Allowance
- Medical Allowance
- For Medical Insurance the employees will be registered with ESIC and contribution will be made as per Law.
- For Social security & pension the employees will be registered with EPFD and contributions made as per Law.
- Uniform Maintenance Allowance

Interest free loan or advances to IIA Office Employees

For all loan or advances sanctioning authority will be the President IIA on submitting application through Executive Head and on recommendations thereof.

The interest free loan or advance will be admissible to permanent employees for specific purpose/emergencies only. It may be of maximum to six month consolidated salary and will be recovered from him in 12 monthly installments or less if the employee so desires. The recovery will commence from the next month of paid amount.

- a. Advance will be sanctioned subject to availability of funds and assessments of the need by the component authority. Hence advance cannot be claimed as a matter of right by IIA employees.

Grounds for Advance/ Loan

1. On serious or chronic illness of self or family member.
2. On grounds of marriage of children.
3. For higher education fee of the children.

Performance Linked Incentives:

The employee may be given performance linked incentive as will be decided by Central Executive Committee on the recommendation of the General Secretary and President IIA.

Other Allowances:

Any other special allowance considered by the CEC of IIA will be applicable to employees on case to case basis depending on merit and criteria for entitlement.

Employee Grievance Redressal System

A speak up process through prescribed format for redressal of Employee Grievances will be made operational

Handling of Act of Indiscipline

On receiving the reports of any act of Indiscipline, the appointing authority will order the enquiry and take disciplinary action suitably.

Cessation of Employment

Resignation: If an employee indicates an intention to resign from his/her position and submits a resignation letter. The Reporting Authority will acknowledge the resignation by signing the resignation letter and forward it to the appointing authority (through reviewing authority if applicable) with recommendations for acceptance or any other appropriate action.

Retirement: Employees planning to retire should contact the Management as early as three months prior for information and assistance in completing the necessary forms for full & final payment of their dues.

Termination:

- Candidates will be appointed on probation for a period of twelve months of joining work, but if the Management is not satisfied with the candidate’s work and conduct, his/her services shall be liable to termination without notice at any time during or on completion of the probation period.
- If any employee is found in any kind of group activity against the IIA, it will be treated as anti-organizational activity and would be liable for termination/legal action.
- Unauthorized access or attempt at unauthorized access is strictly prohibited and any attempts to do so will result in immediate termination of employment and legal action as deemed fit by the IIA.
- Unauthorized absence or absence without permission from duty for a continuous period for 7 days would make a person may lose his job as a matter of indiscipline.
- If any misconduct or Indiscipline at work observed, it may lead to termination of service with or without inquiry.
- To permanent employees of IIA will be required to give a notice period of 30 days to the employee in case of a termination.
- Letter of confirmation, extension or termination will be issued by HRD as per final decision.

Quit without notice:

An employee who fails to give proper notice of resignation or leaves the job indicating an intention not to return to work has quit without notice. A staff member who is absent for 15 consecutive work days without notice is deemed to have quit. This action constitutes a resignation by employee. However if any dues are to be recovered, action will be taken as per Law of the Land.

Death:

In case of death of an employee while on work, the IIA Management will decide regarding the benefits/compensation to the legal heir.

Exit Formalities:

Employee required taking No Dues clearance at the time of leaving the Office. Executive from the Head of the Head Office or Chapter Office as case may be. It includes:

S.No.	Department	Particulars	Dues	No Dues	Sign
-------	------------	-------------	------	---------	------

1	Accounts	Advance/any deduction			
2	Admin	I Card			
3	Admin	System ID/Password			
4	Admin	Keys/CUG No.			
5	Admin	Any other things issued			
6	Operation	Charge Handover			

Safety, Security – Insurance

Health and Safety

IIA Responsibilities:

- First Aid Box with essential items should be kept in the all association office. The First Aid Box should be checked periodically to ensure that all the listed items are available and that they are well within the expiry date. A separate document which lists what all must be available in the First Aid Box should be maintained. It will be duty of HR department to ensure the maintenance of First Aid Box.
- Fire extinguishers of proper types/fire safety equipments should be installed in sufficient numbers at key places to tackle fire due to different causes, as per direction of fire safety office of Fire Brigade.
- All fire extinguishers should be checked periodically to ensure proper working and its validity.
- Employees should be made aware how to use different types of fire extinguishers. Contact number to the nearest fire brigade office should be available with the designated person, to deal with major fires, if any.
- Frequently occurring electrical problems should be attended to along with the steps to resolve them permanently.

Employees Responsibilities:

- All employees shall be required to perform their duties in a Safe and Professional Manner.
- If in the judgment of the employee, an unsafe condition exists, the employee is required to notify his/her Admin.

Transfer & Leave policy

Transfer

- IIA reserves the right to transfer any employee to any of its office in the interest of the organization. It shall be due upon the employee to report on transfer to new place of duty.
- Such transfer will be done after taking the employee in the confidence and he will be entitled to 'Transfer Grant' which will be maximum to one month salary besides travelling expenses for him & his family.
- As a matter of policy IIA will try its best to adjust employees to their choice of place of work and if it is not feasible for some administrative reasons, he will be adjusted to second or third choice after mutual consultations subject to the availability of the slot.
- In no case the choice of work place is the right of the employee.
- Joining time on transfer: Every employee who has been transferred to other place of duty falling in some other district or state shall be entitled to one week (7 days) joining time.
- Transfer within the office of same city of the district will not be entitled for transfer grant. However, he will be entitled for 3 days joining time.

Types of Leave

- **Casual Leave:** The maximum period of Casual Leave which a staff is allowed to avail is 10 days in calendar year. Sundays and Holidays falling during a period of Casual Leave will not be treated as a part of casual leave.
- **Sick Leave:** 7 days on production medical advice from the Medical Office of the Government Hospital.
- **Earned Leave:** After completion of 1 year in IIA employee will be given 15 earned leave.
- **Maternity Leave** as per Law.
- **Public Holidays:** 10 public/national holiday
- **Leave without Pay** of every day of absence subject to maximum 30 days in a calendar year with prior permission & justification from Appointing Authority.

Eligibility and Rules

- The employee will be entitled to leave as per law in force and as laid down in the Standing Orders of the IIA time to time.
- The employees are required to submit approved Leave Applications to HR at least 2 days before taking leave. The leave application must be made in a prescribed format to be supplied by HR department of IIA Head office.
- In case of any extension of leave (which will be permitted only in unavoidable circumstances like serious illness, death of relatives etc.), employees are required to inform one day prior to the sanctioned leave to Executive Head.
- If employee rejoins before the approved leave period, then it is the responsibility of the employee to inform HR to make him/her regular. If the employee fails to do so, it will be treated as leave as per the originally approved dates.

Application for Leave

All leaves must be applied for in the prescribed leave application form

Sanctioning Authority

Application for leave must be submitted before hand and duly authorized and approved by Head of the office on the recommendation of immediate supervisor to which he is reporting, in case of Chapter employees, the Chapter Chairperson will be the sanctioning authority.

In case of emergency, the superior must be informed over phone or by other means to be followed up later with a written request in the prescribed application form.

Encashment of Earned Leave: The earn leave at maximum of 30 days can be encashed. The earn leave can be accumulated for the year undergone. It can be accumulated for maximum 60 days.

Policy on discipline

IIA lays special emphasis on discipline, ex-employ conduct and positive behavior, expects its employees to achieve and maintain a high standard of moral, professional conduct and efficient work performance to ensure the organization maintains its reputation with all internal and external stakeholders.

Any act of misconduct or remissness in duty will invite disciplinary action as prescribed:

- Misconduct – any act of in-subordination, disobedience or unwillingness an act of arrogance or refusal of duties and sexual harassment to colleague or absent without leave/over-stayal from leave will constitute misconduct.
- Remissness in duty – any act of inaction or non-performance or delayed performance will constitute remissness in duty.
- Indiscipline – any act in violation of discipline rules and conduct rule will constitute an act of indiscipline.

Disciplinary Actions

Any act of indiscipline, misconduct or remissness in duty by a temporary or permanent staff will invite following disciplinary action.

- Reprimand – verbal or written without formal inquiry on a written complaint of his superior.
- Censure – on a written report of his supervisor for habitual misconduct.
- Removal from post without assigning any notice for temporary employee and after formal inquiry in case of permanent employee.

IIA Ethics & Discipline Rules (IIA – E&DR):

- 1) The rules may be called Indian Industries Association Ethics & Discipline Rules (IIA – E&DR).
- 2) They shall come into force from the date of its notification issued by Head Office of IIA.
- 3) Unless and otherwise provided, these ethics and discipline rules shall apply to all staff, both regular as well as on probationary period who have been recruited in IIA.
- 4) For the purpose of these rules, Disciplinary authority means the appointing authority who may set up enquiry into any charge of misconduct against any officer or staff of the IIA and to decide and award quantum of penalty thereon.

The following acts shall be considered as act of misconduct in IIA:

- a) Unauthorized absence from duty
- b) Habitual late comings
- c) Engage in any employment, trade, profession of falling outside the scope of his/her employment in IIA without the written prior permission from the Appointing Authority.

- d) Theft, fraud, misappropriation of funds or property belonging to the IIA.
- e) Knowingly making a false statement in any application, report or declaration and statement of bill or other information submitted by him or her in IIA or on behalf of IIA to any authority.
- f) Drunkenness or riotous or disorderly behavior in and around the premises of IIA.
- g) Willful damage or attempt to cause damage to the property and to the interest of IIA.
- h) Doing an act prejudicial to the interest of IIA or gross negligence or negligence involving or likely to involve IIA in a serious loss of goodwill.
- i) Improper behavior with superior or colleagues of IIA.
- j) Breach of secrecy regarding the affair of IIA or divulging directly or indirectly any information of a confidential nature coming to his/her knowledge or to any other person or body not entitled to get such information.
- k) Participating in any broadcast or telecast or contributing to any magazine, newspaper or to any other media related to affair of IIA without prior permission of the appointing authority. However, the Executive Director in absence of the President & General Secretary may address press or media persons in unavoidable circumstances only.
- l) Any other acts of omission/commission which has the potential to damage/tarnish the image of IIA.

Conduct Rules

Ethics to be followed by the employees of IIA

- a) It is mandatory for all the employees to wear ID cards (provided by IIA) everyday. Entry without ID card is strictly prohibited. In case the ID card is lost/misplaced, Rs.... will have to be submitted for issuance of new ID card.
- b) Office timings are 10:00 am to 6:00 pm. All employees are expected to report for duty at least 5 minutes before time.
- c) Late comings after 10:15 am but before 11:00 am, for more than 3 times in a month, will lead to deduction of 1/4th day's salary/leave due per instance. For late comings after 11:00 am, the deduction will be 1/2 day's salary/leave due.

- d) Personal Computers/Laptops assigned to an employee must be kept neat and clean. It must be ensured that they are properly shutdown before leaving the office.
- e) Chewing of tobacco & smoking are strictly prohibited in IIA premises. Anyone found violating these will constitute an act of indiscipline.
- f) Employees will have to follow a dress code compulsory on occasions of CEC or other meetings. A descent formal dress will be allowed on the other working days.
- g) Every employee should ensure that the company premises are kept environmentally clean, and maintain office decorum.
- h) It is the Association's responsibility to protect its employees from bullying, harassment, intimidation and threatening or aggressive behavior of any employee. Any such incidence must be reported initially to the HR. strict actions will be taken against such an employee within a specified period by the Appointing Authority.
- i) Every employee is expected to maintain decency in the usage of machines and other electronic items.
- j) If an employee wants to resign from the job, it is necessary to give 1 month clear notice for the same or deposit one month salary if desires to leave immediately on compelling ground subject to the permission of the Appointing Authority
- k) The staff of Head Office and that of Chapter will maintain decorum, punctuality and discipline.
- l) If an employee leaves the job before completion of one month from the date of appointment in IIA, no payment will be made to the employee.

Gender policy

Definition of 'Sexual Harassment'

"Sexual Harassment" means any unwelcome, sexually determined behavior, direct or by implication, and includes any physical contact and advances, a demand or request for sexual favors, sexually colored remarks, unsavory remarks, showing pornography, any other unwelcome physical (for example, touching or brushing against any part of the body and the like, etc.) or verbal or non verbal conduct having sexual overtones.

Coverage

For the purposes of this policy "Sexual Harassment" shall include, but will not be confined to the following, conduct by any employee of the Company or by any third party (such as a contractor or consultant) employed by the Company:

- Unwelcome sexual advances, requests for sexual favors, and/or verbal or physical conduct of a sexual nature made, either explicitly or implicitly, in return for a term or condition of instruction, employment, participation or evaluation of a person's engagement in any company activity.
- When unwelcome sexual advances and/or verbal, non-verbal or physical conduct such as loaded comments, remarks or jokes, letters, phone calls or through e-mail, gestures, showing of pornography, lurid stares, physical contact or molestation, stalking, sounds or display of a derogatory nature have the purpose or effect of interfering with an individual's performance or of creating an intimidating, hostile or offensive environment.
- Forcible physical touch or molestation.
- Eve teasing, sexier taunts, physical confinement against one's will and any other act likely to impinge upon one's privacy.
- Any act or conduct by a person in authority and belonging to one sex which denies or would deny equal opportunity in pursuit of career development or otherwise making the environment at the workplace hostile or intimidating to a person belonging to the other/same sex.

When any such conduct is committed by a third party or outsider in relation to an Employee of IIA, or vice versa during the course of employment.

Complaints Panel

A panel of three or more impartial – one member has to be a lady not below the rank of senior manager (i.e. not involved with the department or individuals involved in the complaint) personnel (the “Panel”) shall be appointed by the President IIA to consider any Complaints of Sexual Harassment and deal with all cases of alleged Sexual Harassment and otherwise implement this policy.

Grievance Procedure

- A complaint may be lodged directly with executive Head or next-level authority, or may be filed via email to the Executive Director – IIA Head office, copy to general secretary IIA. Nothing should prevent a complainant from registering a complaint in writing by the complainant and signed (on every page, at the foot of the page) by the complainant.
- Any Employee (“Complainant”) may lodge a complaint of Sexual Harassment (“Complaint”) against an Employee / third party (“Accused”) at the earliest point of time and in any case preferably within 10 days from the date of occurrence of the alleged incident.
- **Meeting with the Complainant:** The Panel will hold a meeting with the Complainant latest within a period of 7 (seven) days from the receipt of the complaint and advance intimation will be given to the Complainant of the same.
- **Producing evidence:** At the first meeting of the Panel, the Complainant shall be heard and her/his statement recorded (“Statement of Allegation”). The Complainant can produce corroborative material with a documentary, oral material, etc., to substantiate his/her Complaint.
- **Meeting with the Accused:** Thereafter, the Accused will be called to a meeting by the Panel and will be informed of the Complaint and an opportunity will be given to the Accused to give an explanation, after which an “Enquiry” shall be conducted.
- **In case Complaint does not fall under case of sexual harassment:** In the event the Complaint does not fall under the purview of Sexual Harassment, or the Complaint on the face of it does not disclose an offence of Sexual Harassment, the Panel may drop the Complaint after recording the reasons thereof.

- **In case Complaint is found to be false:** In case the Complaint registered by the complainant is found by the Panel to be false and maliciously submitted at any stage, the Complainant shall be liable for appropriate action as per the code of conduct rules of the IIA.

The Enquiry

- The Panel shall immediately proceed with the Enquiry and communicate the same to the Complainant and the Accused. The Panel shall record all the proceedings of the Enquiry and all parties present at any of the communication meetings, shall endorse the same in token of authenticity thereof.
- The Panel shall hand over the Statement of Allegation to the Accused and give an opportunity to the Accused to submit a written explanation if she/he so desires within 7 (seven) days of receipt of the same.
- The Complainant will be provided with a copy of the written explanation submitted by the Accused.
- If the Complainant or the Accused desire any witness/es to be called, they shall communicate in writing to the Panel the names of witness/es that they propose to be called.
- If the Complainant desires to tender any documents by way of evidence before the Panel, she/he shall supply true copies of such documents to the Panel. Similarly, if the Accused desires to tender any documents in evidence before the Panel he/she shall supply true copies of such documents to the Panel and will affix his/her signature on the same to certify it to be a true copy.
- The Panel will call upon all witnesses mentioned by both the parties.
- The Panel will provide every reasonable opportunity to the Complainant and to the Accused, for putting forward and defending their respective case.
- The Panel shall complete the Enquiry as soon as is reasonably possible and communicate its findings and its recommendations for disciplinary action to the President IIA.
- The President IIA will review the findings of the Panel and take appropriate disciplinary action.

- The IIA will have zero tolerance for sexual harassment, so if the findings of the Panel are that an incident or incidents of sexual harassment have in fact occurred, the offending employee(s) will be terminated. Where sexual harassment occurs as a result of an act or omission by any third party or outsider, the President IIA shall take necessary and reasonable steps to assist the affected person in terms of support and preventive action against such third party or outsider.

Work Culture

- It shall be the duty of every employee to report on work in time to time and observe the instructions issued on working time to time from Head Office or Chapter Office as case may be.
- All the Executive staff & Non-executive will wear the uniform at work place unless otherwise is instructed. The uniform will be neat, clean and employees will turn out with smart appearance.
- Keeping long shabby hair and wearing chappals, sports shoes in office is prohibited unless a permission is obtained on doing so on some medical grounds.
- Every Thursday will be 'Maintenance Day' for that all may wear civvies (not the uniform). However only formal dress is permitted.
- Everyone will strictly adhere to duty hours and will not waste time in gossiping or whiling away here and there.
- IIA is a 'Employees-Friendly' organization. A required sensitivity will be observed on the personal problem of employees and due weightage will be given on any personal problem of the employee.
- All will address to office bearers, members, seniors and colleagues with respect and required courtesy.
- Multi tasking is the key mantra for all employees and it will be systematically developed to dispose the work and carry out the responsibility in time.
- IIA promotes tension free working, for that freely meeting seniors to seek guidance is appreciated. If any problem in discharge at duty is faced, it should be timely brought to the notice of seniors to seek the remedy.
- IIA believes in concept of fraternity and building IIA family with strong ties of relationship based on fairness and justice. It shall be duty of all employees to observe

the ethical code strictly and work with smile to make work place a enjoyable experience.

- Cooperation to work is the key element for joint working and therefore it is incumbent upon every person to co-ordinate with other members for efficient disposal of work and responsibilities.
- All employees are expected to give their best on organizing functions, activities and events. It is expected to take additional responsibility with smile and perform with cheers.
- All resources of IIA placed for the use must be used as if it is of their own with due care and caution and must keep the working and available to others.

SUGGESTED

ANNUAL PERFORMANCE ASSESSMENT REPORT (APAR) IN RESPECT OF THE EXECUTIVES OF IIA

Report for the period from _____ to _____.

PERSONAL DATA

(To be filled by office)

1. Name of the Executive
2. Designation
3. Date of birth
4. Date of continuous appointment to present grade (Rank)
5. Education Qualification
6. Training programs attended

To be filled in by the Executive reported upon - point wise at the 10 point scale

As per set performance objectives of KPA & KRA.

Measurable objectives set for him in mutual consultation with Reporting Authority	States of Achievement at 10 point scale
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

Reasons if any for not able to achieve the objectives

- 1.
- 2.
- 3.
- 4.

(Signature of the Executive reported upon)

Place:

Date:

Part – 1

(To be filled in by the Reporting Authority)

1.	Do you agree with the resume of work as Indicated by the executive? If not, indicate briefly the reasons for disagreement.	
2.	Character & Integrity	
3.	Ability to detect and expose malpractices of his subordinates	
4.	Gender Attitude	
5.	State of Health	

(Signature of Reporting Authority)

Name

Designation

Date

Seal

Part – 2

Assessment of personal attributes on weightage criteria – Award marks

Exceeds the requirement – 10

Meets the requirement – 7 to 9

Manages the requirement – 6

Finds difficult to meet the requirement – 5 & below

Attitude to work	
Sense of responsibility	
Maintenance of Discipline	
Communication skills	
Leadership qualities	
Capacity to work in team spirit	
Capacity to work in time limit	
Inter – personal relations	
Aptitude and potential	
Courage – physical and moral	
Knowledge of Rules/Regulations/ Procedures in the area of function and ability to apply them correctly	
Strategic planning ability	
Decision-making ability	
Co-ordination ability	
Ability to motivate and develop subordinates	
Initiative	

Total out of 160.....

(Signature of Reporting Authority)

Date

Part – 3

Assessment of Work output weightage **criteria – Award marks**

Exceeds the requirement – 20

Meets the requirement – 14 to 19

Manages the requirement – 12

Finds difficult to meet the requirement – 10 & below

Accomplishment of planned work routine work allotted as role and responsibility	
Quality of output	
Analytical ability	
Accomplishment of exceptional work/ unforeseen tasks performed	
Knowledge of sphere of work	
Innovative ability to enhance Output/ performance	

Total out of 120.....

(Signature of Reporting Authority)

Name

Designation

Date

Part – 4

a) PEN-PICTURE OF THE EXECUTIVE REPORTED UPON BY REPORTING AUTHORITY

The Reporting Authority is required to indicate his comments on the overall qualities of the Authority including areas of strengths and lesser strength and his attitude to work and also drawing attention to the qualities if any not covered by entries above

.....
.....
.....
.....

Assessment points of Part 2 & Part 3

Part 2 out of 160

Part 3 out of 120

Grand Total out of 280

Grading (To be written in words and not to be indicated by tick mark)

Outstanding- 224 & above	Very Good- 196 to 223	Good – 168 to 195	Below Good – below 167
-----------------------------	--------------------------	----------------------	---------------------------

Grading.....

(Signature of Reporting Authority)

Name

Designation

Date

Part – 5

(To be filled in by Reviewing Authority)

1.	Length of service period under the Reviewing Authority	
2.	Do you agree with the assessment of the Reporting Authority? In case of disagreement, please award your marks against each column of part 3 and 4. In a view to modify or add?	

Remarks of Reviewing Authority on the Pen Picture reflected by the Reporting Authority

.....

Assessment points of Part 2 & Part 3

Part 2 out of 160

Part 3 out of 120

Grand Total out of 280

Grading (To be written in words and not to be indicated by tick mark)

Outstanding- 224 & above	Very Good- 196 to 223	Good – 168 to 195	Below Good – below 167
--------------------------	-----------------------	-------------------	------------------------

Grading.....

(Signature of Reviewing Authority)

Name
 Designation
 Date

Part – 6

(To be filled in by Accepting Authority)

Remarks and grading of Accepting authority: (state whether you agree with remarks of Reporting authority/Reviewing authority. Give reasons for disagreement and downgrading of assessment, if any)

Final grading (To be written in words and not to be indicated by tick mark)

Outstanding	Very Good	Good	Below Good
-------------	-----------	------	------------

Final Grading.....

(Signature of Accepting Authority)

Name

Designation

Date

SUGGESTED
ANNUAL PERFORMANCE ASSESSMENT REPORT (APAR) IN RESPECT
OF THE NON- EXECUTIVE STAFF

Report for the period from _____ to _____.

PERSONAL DATA

(To be filled by office)

1. Name of the Non-Executive
2. Designation
3. Date of birth
4. Date of continuous appointment to present grade (Rank)
5. Education Qualification
6. Training programs attended

Part – 1

(To be filled in by the Reporting)

1.	Appearance and bearing	
2.	Character & Integrity	
3.	Ability to detect and expose malpractices	
4.	Gender Attitude	
5.	State of Health	

(Signature of the Reporting Authority)

Name

Designation

Date

(Office Seal)

Part – 2

Assessment of personal attributes on weightage criteria – Award marks

Exceeds the requirement – 10

Meets the requirement – 7 to 9

Manages the requirement – 6

Finds difficult to meet the requirement – 5 & below

Attitude to work	
Sense of responsibility	
Maintenance of Discipline	
Communication skills	
Leadership qualities	
Capacity to work in team spirit	
Capacity to work in time limit	
Inter – personal relations	
Aptitude and potential	
Courage – physical and moral	
Knowledge of Rules/Regulations/ Procedures in the area of function and ability to apply them correctly	
Strategic planning ability	
Decision-making ability	
Co-ordination ability	
Ability to motivate and develop subordinates	
Initiative	

Total out of 160.....

(Signature of Reporting Authority)

Name

Designation

Date

Part – 3

Assessment of Work output weightage **criteria – Award marks**

Exceeds the requirement – 20

Meets the requirement – 14 to 19

Manages the requirement – 12 to 13

Finds difficult to meet the requirement – 10 & below

Accomplishment of planned work routine work allotted as role and responsibility	
Quality of output	
Analytical ability	
Accomplishment of exceptional work/ unforeseen tasks performed	
Knowledge of sphere of work	
Innovative ability to enhance Output/ performance	

Total out of 120.....

(Signature of Reporting Authority)

Name

Designation

Date

Part – 4

**b) PEN-PICTURE OF THE NON-EXECUTIVE REPORTED UPON BY
REPORTING AUTHORITY**

The Reporting Authority is required to indicate his comments on the overall qualities of the Authority including areas of strengths and lesser strength and his attitude to work and also drawing attention to the qualities if any not covered by entries above

.....
.....
.....
.....
.....

Assessment points of Part 2 & Part 3

Part 2 out of 160

Part 3 out of 120

Grand Total out of 280

Grading (To be written in words and not to be indicated by tick mark)

Outstanding- 224 & above	Very Good- 196 to 223	Good – 168 to 195	Below Good – below 167
-----------------------------	--------------------------	----------------------	---------------------------

Grading.....

(Signature of Reporting Authority)

Name

Designation

Date

Part – 4

ACCEPTING AUTHORITY

Remarks and grading of Accepting authority: (state whether you agree with remarks of Reporting authority/Reviewing authority. Give reasons for disagreement and downgrading of assessment, if any)

Final grading (To be written in words and not to be indicated by tick mark)

Outstanding	Very Good	Good	Below Good
-------------	-----------	------	------------

Final Grading.....

(Signature of Accepting Authority)

Name

Designation

Date

Part – 5

(To be filled in by Reviewing Authority)

1.	Length of service period under the Reviewing Authority	
2.	Do you agree with the assessment of the Reporting Authority? In case of disagreement, please award your marks against each column of part 3 and 4. In a view to modify or add?	

Remarks of Reviewing Authority on the Pen Picture reflected by the Reporting Authority

.....

Assessment points of Part 2 & Part 3

Part 2 out of 160

Part 3 out of 120

Grand Total out of 280

Grading (To be written in words and not to be indicated by tick mark)

Outstanding- 224 & above	Very Good- 196 to 223	Good – 168 to 195	Below Good – below 167
--------------------------	-----------------------	-------------------	------------------------

Grading.....

(Signature of Reviewing Authority)

Name
 Designation
 Date

Part – 6

(To be filled in by Accepting Authority)

Remarks and grading of Accepting authority: (state whether you agree with remarks of Reporting authority/Reviewing authority. Give reasons for disagreement and downgrading of assessment, if any)

Final grading (To be written in words and not to be indicated by tick mark)

Outstanding	Very Good	Good	Below Good
-------------	-----------	------	------------

Final Grading.....

(Signature of Accepting Authority)

Name

Designation

Date