



Human Resource Policies and Procedures

Siliguri Greater Lions Eye Hospital

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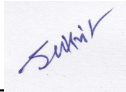
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This document is the property of Siliguri Greater Lions Eye Hospital (SGLEH). No one is to retain, pass on, amend or otherwise use this document, unless specially authorized /permitted by the Hospital Core Committee of SGLEH.

On behalf of SGLEH Hospital

Lion Sukrit Mitra, Chairman  02.01.2012
(Signature and Date)

Mr. Kamalesh Guha, Chief Executive Officer  02.01.2012
(Signature and Date)

Dr. Subrata Saha, Medical Superintendent  02.01.2012
(Signature and Date)

Message from the Hospital Core Committee:

Dear Colleagues,

It gives us great pleasure to share with every one of you the first edition of our Human Resource Policies and Procedure of Siliguri Greater Lions Eye Hospital (SGLEH).

Being the pioneer and largest eye care institute of North Bengal we have accumulated a wide and diversified experience over last 30 years. SGLEH has not only succeeded in restoring eye sight of maximum number of people afflicted with blindness and visual impairment, but also has also earned reputation and respect among its competitors, clientele, and employees alike.

We are committed to providing high quality services to all who are suffering from vision problems, irrespective of their paying capacity. We are proud to have the skills, resources and expertise, and most importantly, the ability and the will of our team members to achieve our mission with utmost dedication.

The journey from 1981 until today has been very challenging. Thanks to our loyal team of workers and professionals, we have succeeded in proving that we can deliver on our promises that we can rise to the challenge and excel in our performance to the satisfaction of people of North Bengal through applying the most advanced management policies and procedures.

We have no doubt that the set of HR policies and procedures drafted in this manual will allow us to be clear with employees on what they should expect from the organization and what the organization expects of them, how policies and procedures work, what is acceptable and unacceptable behavior.

We are sure with inputs and involvement of each one of you, our HR policies and procedures will help us to become a Strong Team and a Center of Excellence. This will certainly help us in supporting and building the desired organizational culture of serving our patients as extended family members and ensure no one remains blind unnecessarily.

With best wishes,

Yours faithfully,

The Hospital Chairman
January 2, 2012

Human Resource Policies and Procedures

Siliguri Greater Lions Eye Hospital

Introduction:

We welcome you at Siliguri Greater Lions Eye Hospital (SGLEH), an organization that is committed to restore eye sight of people suffering from needless blindness and visual impairment.

The eye hospital was established in 1981 by the members of Lions Club of Siliguri Greater for eradicating blindness by proving high quality eye care services. SGLEH is an unit of Greater Sewa Nidhi Trust, based in Siliguri, West Bengal.

The hospital is supported by the LCIF, an International Non-Government Organisation, committed to build eye care systems to fight blindness and vision loss and assist blind and visually impaired persons in underserved communities. Over a period of time, SGLEH has also partnered with several national and international agencies like Operations Eye Sight Universal, ORBIS, Johnson and Johnson and several other local not for profit organisations.

Vision of the Organisation:

“To be a **Centre of Excellence** to provide quality eye care services for all”.

Mission of the Organisation:

“Committed to provide **excellent, affordable** eye care services through **dedicated team work** and making it **accessible** to all in Eastern part of India”. (Excellent: best possible services with care; Affordable: costing of services to be patient friendly, to be based on the paying capacity of the community being served; Dedicated team work: the TEAM knows its targets and is willing to achieve the same; Accessible: access of services to all; special focus on neglected groups).

SGLEH is based on its bedrock of values that guide, inspire and motivate its employees. These values are:

- Every person has a right to have quality eye care irrespective of paying capacity
- Every patient steps into the hospital is attended
- Every member of our organization is considered as an asset
- We are a learning organization
- We promote new ideas, new technologies and innovations
- We are transparent and honest in our communication and dealings
- We respect our associates and partners in service
- We respect each other's values

SGLEH has always prided itself on its greatest strength and asset, i.e., its people. The relationship between the employer and employee in SGLEH is characterized by openness and trust. The employees are seen as responsible and committed individuals.

This handbook is written keeping in mind this approach. It is an informal communication to the employees on the policies and benefits that are available. Based on requirements or changing situations, the policies can be changed from time to time. The matter in this handbook has been written to cover and clarify most areas related to work. But at the same time, certain doubts may arise in the employee's minds related to policies and their applications. In such case, clarifications can be sought from the Human Resources Manager. We look forward to your invaluable suggestions and inputs for continuously improving this HR Policy.

HR POLICIES

1 Employment

1.1 Recruitment and Hiring

1.1.1 Number of positions

The total number of positions at various levels shall be approved by the Hospital Core Committee before beginning of the fiscal year, i.e., 1st April of every year. Annual plan and budget shall reflect the number of positions and remuneration. However, based on requirements, the Hospital Core Committee may decide to create additional positions during the fiscal year, to strengthen eye care services of SGLEH.

1.1.2 Advertising

Advertisement of human resource requirement shall be given in print media, if required, or bio data's of relevant candidates shall be obtained from data bank if available, or from job portals, placement agencies, and through references. Staffs can also be sourced from authorized institutes/training centers. Advertisement shall not be necessary to employ optometrists trained by the organisation.

1.1.3 Minimum Age

The minimum age for employment is eighteen years, effective on the date of hire.

1.1.4 Employment of Relatives :

As a general policy, employment of immediate relatives of employees is not encouraged by the Organisation. However, with the Management's written approval, the relative of an employee may be hired by the Organisation, provided that in the case of immediate relatives, neither of the related persons will directly supervise the other. It is incumbent upon the employee and the applicant to report to the Management any knowledge regarding employment of relatives. Failure to do so may result in disciplinary action.

1.1.5 Recruitment Process

On the basis of application and CV submitted, appropriate candidates may be called for a written test and/or structured/semi-structured interview. All travel expenses, or loss of income due to interview(s) with the Organisation, is the responsibility of the applicant. The Management, at its discretion, may make exceptions to this rule for the case of extended interviews or long-distance travel by candidates.

All interviews, for junior and mid-level manager as well as technical staff excluding helper level, should be attended by Chief Executive Officer, Medical Superintendent, Hospital Administrator, HR Manager and the Immediate Supervisor. In case of Senior Management level employees and Ophthalmologists/Medical Officer in addition to above a representative of the Hospital Core Committee or Chairman may also attend the interview.

The HR Manger in consultation with the Chief Executive shall decide on the modalities for interview of various types of employees.

Other than in case of ophthalmologists, within approved positions and budget, CEO shall have the authority to make appointment. The CEO and Medical Superintendent shall be appointed by the Hospital Core Committee. Medical Superintendent in consultation with the CEO and the Hospital Core Committee/Chairman shall make appointments of the Ophthalmologists.

Finalization of selected candidates for joining shall be made after salary negotiation. Referral checks to be completed if necessary before offering letter of appointment (A1). The appointment letter duly signed by CEO or HR Manager is issued to the selected candidates. The candidate has to put his/her signature on the duplicate of joining letter signifying acceptance. The appoint letter will also specify the job responsibility of the person selected. If required pre-employment in house health check-up shall be done by the organization or the candidate shall be asked to submit a health certificate from a registered doctor, before receiving letter of appointment.

Checklist for new employees (A2) shall be filled by the HR Manager on joining of the candidates which will be included in their personal file. All applicants for employment with SGLEH, will complete a personal history form (A3). This form will be used for reference purposes.

1.1.6 Disqualification

The following person shall not be eligible for employment on any post of SGLEH:

- mentally imbalanced or physically disabled who is unable to perform duty
- convicted in criminal offence

1.2 Employment Status

1.2.1 Probation

The appointment is subject to a probation period as specified in the letter of appointment. Prior to the end of probation period, employee's immediate supervisor shall send the appraisal report recommending extension/confirmation/termination of employee. An employee who is on probation may be terminated without notice or reason.

A probation period of six months shall, normally apply to all new employees from the date of hire, unless otherwise stated in the letter of appointment. During this period, employees will not be entitled to any long term benefits.

In some cases, if it is felt it worthwhile to give the employee a second chance to improve performance, the probation period may be extended as recommended by the supervisor and approved by HR Manager in consultation with CEO.

1.2.2 Confirmation of Employment

Upon successful completion of the probation period, based on outcome of the performance appraisal (A4) by the supervisor, employment status of the new joinee will be confirmed by the HR Manager. Effective from the date of confirmation, all accrued benefits will be provided to the employee, retrospective to the date of hire.

1.2.3 Other Status

Occasionally it may be necessary for the Organisation to employ staff with temporary or part-time status. As far as possible a form of contract will be used in these cases.

1.3 Organisation Chart

The Organisation shall maintain an up-to-date Organisational Chart (A5) in which the main channels of communication and supervisory responsibility are shown diagrammatically for practical application. It is the responsibility of supervisors to ensure that staff under their control fully understand communication channels and who are their supervisors.

2 Training of Human Resources

Training needs of employees are identified by the respective departmental heads during appraisal discussion or otherwise or by the HR Manager considering the role expectation of the individual, their skill and competency and also the following aspects.

- Up-gradation of basic skill if required.
- Understanding and assimilation of new technique of treatment
- Re-skilling of employee
- New process inclusion.
- Attitude building

The identified training needs by the respective HODs/Supervisors to be sent to HR Manager. The HR Manager will compile the training requirements and make the composite training calendar for a specified period in consultation with CEO and Medical Superintendent.

The Training Calendar together with the costing will be incorporated in the Annual plan and budget and sent to the Hospital Core Committee for approval. Training plans which are not included in the annual plan and budget will be presented separately to CEO for getting them approved by the Hospital Core Committee/Chairman.

The HR Manager is responsible for proper scheduling of training as per training calendar and maintains its records of the same. Necessary feedback from the trainee will be obtained after the training.

The usefulness of external training can be judged on the basis of report submitted by the trainee within one month of taking the training. If the content of training is helpful to other colleagues, the same can be presented to other colleagues with HR facilitating the presentation process.

2.1 Types of Training

2.1.1 In-house Training and Continuous Medical Education (CME) Sessions

As and when deemed necessary, the Organisation may provide training to staff by making use of the experience and skills of other staff members. Training needs for each department's staff may be co-ordinated by HR Manager. In identifying realistic training schedules, account should be taken of the time required, real need, and training resources within the Organisation. Regular CME sessions and clinical case discussions will be promoted to build a learning culture with the Organisation.

2.1.2 In-country Training

Where resources for specific training needs do not exist in-house, the Organisation may seek to arrange training for employees with other organisation in the country.

2.1.3 Overseas Training / Observer-ship / Short-term Exposure Visit

Only when it is demonstrated that such training are not available in the country, or if such training / exposure visits/observership is a pre-planned activity of a project supported by a funding agency, training in other countries shall be considered. Longer term (more than one month) training in other countries shall be restricted to minimum. Only employees who have completed - in case of ophthalmologists at least 3 years and in case of others 10 years service with the organisation – may be considered for a training of more than one month. The need for and benefits of such training to the Programme should be strongly justified by the Supervisory staff and CEO/Medical Superintendent.

2.1.4 Training Others

As part of the Organisation's goal of strengthening the Programme, SGLEH shall offer training to other interested groups such as Primary Eye Care Training to teachers and other allied health workers. Employees are encouraged to identify potential areas/subjects for this type of training and to propose these to their supervisors/HR Manager.

2.1.5 Training For Personal Reasons

Where employees wish to seek further training or education for reasons not approved as SGLEH needs, the Organisation may, only in exceptional cases, consider the provision of Leave Without Pay for the duration of the study period, and a subsequent re-employment offer on a case-by-case basis.

2.2 Bond to be signed

In case of a training of more than one month, a bond should be signed including mutually agreed terms and conditions. The duration of compulsory service should be between 1 to 5 years depending on the cost and duration of the training.

2.3 Conference/Workshop participation

Participation in the National and International conference/workshop/seminar and sponsorship by the Organisation shall be subjected to acceptance of the paper/poster/clinical videos for presentation. For participation in external conference, seminar and workshops, prior approval needs to be sought from appropriate authority (A6). Representation and acknowledgement of the Organisation is a must while attending external conference, seminar and workshops and presenting posters, papers or clinical videos.

3 PERSONNEL ACTION

3.1 Discipline

By accepting an appointment with SGLEH, an employee agrees thereby to work in a responsible, disciplined, harmonious and productive manner, to be loyal to the Organisation, and to act in a manner conducive to the accomplishment of the Organisation's vision, mission and objectives. All employees, fellows, interns, trainees and contractual staff of SGLEH agree, by accepting an appointment, or joining a training course, to abide by the rules and regulations of the Organisation as stated in this HR Manual and in any other lawful, reasonable instructions, written or verbal, given by the authorised officers of the Organisation.

The purpose of the disciplinary procedure is to:

- i. Promote fairness and order in the treatment of individuals and in the conduct of good employee relations.
- ii. assist the organization to operate effectively.
- iii. set standards of conduct and performance at work.
- iv. provide a fair method of dealing with alleged failures to maintain standards.

Any act of misconduct by an employee will be dealt with according to the disciplinary guidelines stated below.

3.1.1 List of acts constituting "Misconduct/ Indiscipline"

The following examples of misconduct/indiscipline are intended to provide examples of behaviour inconsistent with the Organisation's principles and they should not be understood to constitute an exhaustive list of areas of misconduct/indiscipline. The final determination of misconduct will be decided by the Hospital Core Committee.:

- Wilful in-subordination or disobedience, whether alone or in combination with others to any of the lawful and reasonable order or orders of the superiors.
- Theft, fraud or misappropriation of organization's funds/ damaging hospital property, dishonesty in connection with the SGLEH business or property.
- Misbehaviour towards patients and visitors.
- Sleeping while on duty.
- Absenting from work spot without proper authority and/ or permission during duty hours or idling away.
- Obtaining leave on being sick and during the same period working elsewhere or attempting to obtain work elsewhere or obtain leave on false pretext.
- Punching the time card of other employee or to falsify the records in any manner in respect of attendance or Payment of Wages.
- Falsifying and tampering with any official records.
- Unauthorized use of a vehicle of the organization and communication systems (like Telephone/ Fax, etc.,) or any other property of the organization.
- Any discrimination or sexual harassment against women.
- Conduct which endangers the lives and safety of other employees / visitors/ patients.
- Inattention to punctuality regarding official work hours.
- Failure to deposit the income within prescribed time
- Failure to carry out all duties as listed in the Job Description.
- Receiving an "Unsatisfactory" performance rating in a performance evaluation.
- Breaching personnel information confidentiality within the Organisation.
- Smoking in the 'No smoking' hospital area
- Absence from duty without leave approval
- Giving or accepting bribes or kickbacks in the form of money, services, gifts or discounts.
- Non-compliance of prescribed protocols, standard operating procedures and guidelines.

- Engaging directly or indirectly in trade, commercial activity, other employment, or any other activity deemed a conflict of interest, without the written permission of the Hospital Core Committee.
- Unauthorised disclosure of any confidential or classified information.
- Publication, other than in scientific medical journal, of any information or material relating to the Organisation or its work, without written authorisation from the Hospital Core Committee.
- Causing disruption to the hospital activity.
- Physical violence against any employee of the organisation.
- Discrimination or harassment based on race, colour, nationality, caste, creed, sex, or age.
- Intentional damage to SGLEH property.
- Gross negligence in performing duties.
- Criminal conviction.
- Found under the influence of alcohol or narcotic drugs while on duty
- Any action that may result in or create a situation detrimental to the Organisation's work or reputation, outside or inside the place.
- Violation of rules and regulations of the organisation
- Misuse of SGLEH IT, Internet or email systems.
- Involvement directly or indirectly in any sort of activity which is against the interest of the organisation.

The Hospital management reserves the right to terminate any employee's employment / training/ contract/ fellowship with or without any notice in event of any indiscipline or misconduct and also reserves the right to amend, change or add to the above terms and conditions, as they deem fit & appropriate and shall be intimated to all employees through notice board.

3.1.2 Misconduct/Indiscipline Investigation Procedures

The disciplinary matter will normally be investigated by the HR Manager unless otherwise directed by the Chief Executive. The HR Manager shall obtain a statement from any witness, whose evidence is relevant. It may be necessary to suspend the employee on payment of subsistence pay as per provisions of law while the investigation is carried out.

If the investigation indicates that disciplinary action may be required, the HR Manager will write to the employee specifying the allegations and providing the employee with the relevant supporting evidence and to attend a disciplinary hearing. Disciplinary hearings will normally be chaired by the Chief Executive along with Medical Superintendent, Administrator and HR Manager. In certain cases, if required, Chairman or members of Hospital Core Committee may also attend these meetings.

The employee will be informed of the decision in writing within 7 days of the hearing. The employee will have the right to appeal.

3.1.3 Principles of the Disciplinary Procedure

- a) No disciplinary action will be taken against an employee until the case has been investigated.
- b) The employee will be advised of the nature of the complaint against him/her and will be given the right to have his/her views fully and fairly considered before any decision is made.
- c) The employee will have the right to appeal against any disciplinary action taken.
- d) Disciplinary action may be implemented at any stage of the procedure, if the employee's alleged misconduct or poor performance warrants such action.
- e) Normally, any formal warnings will expire one year after issue, unless specifically indicated to the contrary.
- f) All proceedings, witness statements and records will be kept confidential.

3.1.4 Misconduct/Indiscipline Actions

The employee shall be subject to the following actions, upon being found guilty of misconduct:

Counselling Session

Optional, informal level of disciplinary action

- Generally used for first time, minor offenses
- Must be documented for Early Warning System
- May not become part of the employee's personnel file depending upon the gravity

Level I Advisory Letter

- Generally the first formal level of disciplinary action for first occurrence, minor infractions
- Memorandum from HR Manager
- Will become part of official personnel file
- Effective for one year from date employee receives letter
- May request removal from file after one year

Level II Warning letter

- Usually the second step in the progressive disciplinary procedure
- Typically imposed for second occurrence of a previous infraction but may be imposed for a first occurrence of a more severe nature
- Memorandum from HR Manager
- Effective for one year for progressive purposes/Cannot remove from file

Show cause notice / charge sheet

- Memorandum of charges
- Statement of allegations of misconduct/ omission/ negligence
- The object is to give the employee exact idea of the misconduct committed by him so that he may get reasonable opportunity to defend.
- Disciplinary Action including punishment such as initiating enquiry or closing the issue to be done depending upon the written explanation submitted by the employee, his past history and gravity of the misconduct

Suspensions / Pending enquiry

- In the event of gross misconduct by an employee, concerned employee may be suspended pending enquiry so that enquiry process could be completed smoothly and fairly.

Punishment

Depending upon the gravity of the misconduct/indiscipline the punishment shall be given as follows (In Case of Employees) :

- Verbal Counselling
- Written Advise / Warning
- Transfer
- Adverse Remarks in Appraisals
- Suspension
- Stopping increment
- Demotion
- Termination

Depending upon the gravity of the misconduct/indiscipline the punishment shall be given as follows (In Case of Students/Trainees):-

- Verbal Counselling / Warning
- Written Apology
- Debarring entry into hostels/guest house/hospital accomodation
- Withholding results
- Debarring from exams
- Suspension for such period as may be deemed fit according to the nature of indiscipline
- Termination

The HR Manager will write a letter to the employee with conclusion of the disciplinary hearing and advising the employee of the action that will be taken.

3.1.5 Petition

- An employee against whom disciplinary action has been taken may within 15 days of receiving such punishment file a petition with the Hospital Core Committee for review
- The Hospital Core Committee shall within one month of receiving such petition shall give its final decision which will be binding on the employee and the Management.

3.2 Code of Conduct

The Employee Code of Conduct outlines standards of personal and professional conduct that all employees must strive to uphold and behave in an ethical and professional manner at all times. The Code provides a basis for all employees to maintain a working environment that is productive, positive, enjoyable, safe and free from harassment and discrimination. It will also assist seniors to induct employees into the SGLEH and address any circumstances that may arise which conflict with the stated standards and Values.

Where there is doubt as to the application of the Code, or the appropriate course of action to be adopted, employees affected should discuss the matter with their Superior.

3.3.1 Personal conduct

Attendance and punctuality:

- Employees are expected to be punctual and regular in their attendance.
- When an employee is unavoidably absent from work due to sickness or any other reason, the employee should telephone their immediate supervisor (or appropriate delegate) promptly (preferably before their duty starting time) and indicate their likely return to work.
- Immediate supervisors / in charge may exercise their responsibility to contact employees who have not contacted them directly within a reasonable timeframe to ascertain the reasons for that individual's absence.
- Employees wishing to extend their leave must arrange this before commencing the leave. If the employee is on leave they must speak to their immediate Superior at least 2 working days before their leave ends.

3.3.2 Dress and Appearance

SGLEH is well-recognised and respected and projects a particular image to our clients. Employees must therefore ensure that their appearance is neat, clean and appropriate for their particular area of work. A high standard of personal hygiene is expected at all times.

Where a uniform is provided, it must be worn in accordance with the SGLEH requirements. When wearing a uniform to and from work, employees are expected to conduct themselves in a responsible and professional manner. In addition, employees must wear/display their Identity Card issued by the organisation, during office hours in the office premises and outreach camps.

3.3.3 Personal behaviour

Employees are required to undertake their duties in a professional, responsible, conscientious and ethical manner and to act in the best interests of the SGLEH. They are expected to act honestly in all of their duties when dealing with clients, suppliers, contractors and fellow employees.

3.3.4 Natural justice, fairness and equity

If an employee is required to investigate complaints against other employees or issues affecting employees, they must act consistently, promptly, and fairly and in a timely manner. The principles of natural justice must be maintained in dealing with each investigation.

3.3.5 Use of facilities and equipment

Employees should take all possible care when using SGLEH property, goods, intellectual property and services and ensure they are used efficiently, carefully and honestly. Unless permission has been granted by the Chief Executive Officer, SGLEH resources are not to be used for private purposes.

3.3.6 Records management / Confidentiality

Employees need to be aware of their record keeping responsibilities and are reminded there is a legal requirement to adhere to proper records management especially Medical records practices and procedures.

Employees must not damage, dispose of, or in any other manner, interfere with official documents or files. The destruction / weeding of records may only take place in accordance with a disposal and retention schedule, which has been approved by the Chief Executive Officer.

3.3.7 Acceptance of commissions, gifts or benefits

Employees should not accept a gift, secret commission or a benefit from a person or organisation outside the SGLEH if the intent of the gift or the benefit is to induce the employee to waive or reduce requirements or to extend a financial or other benefit to a person or organisation outside the SGLEH to the disadvantage of the SGLEH interests.

As a general rule, no employee should accept a gift or benefit if it could be seen as intended or likely to cause that person to:

- Perform their job in a particular way, which the person would not normally do, or
- Deviate from the proper or usual course of duty.

Employees may accept token gifts or benefits in circumstances approved by the Chief Executive Officer or a nominee, provided that there is no possibility that the employee might be perceived to be, compromised in the process. Gifts of a nominal value generally used for promotional purposes by the M.R's or moderate acts of hospitality may be accepted by employees.

3.3.8 Influence to secure advantage

No employee shall elicit the improper influence or interest of any person to obtain promotion, transfer or other advantage.

3.3.9 Use of official information

While employees can contribute to public debate on social issues there are some circumstances in which public comment is inappropriate. Public comment by employees should not imply that the comment, although made in a private capacity, is in some way an official comment by SGLEH. The employee may only disclose official information, with due regard to confidentiality, in order that it is in their official capacity and duties.

In circumstances where employees are requested to provide information, they should provide it in a timely and accurate manner and which complies with the principles of Freedom of Information, confidentiality, and the rights of the individual.

3.3.10 Alcohol and substance abuse or misuse

Employees must ensure that the safety and health of other employees, volunteers and clients are not endangered by any misuse. The SGLEH expects employees to perform their jobs with skill, care and diligence. Employees should not perform any act or omission that is likely to have a detrimental effect on their work performance and that of other employees and clients. Accordingly, employees should not be under the influence of alcohol or other substances while they are at work or at work functions.

3.3.11 Smoking

Passive smoking can impact on other employees, the community and create a poor image of the SGLEH, which does not promote or encourage smoking. Smoking is not permitted in SGLEH

owned or leased buildings or vehicles. Any person smoking in the premises should be warned and if he still smokes then the complaint should be done to CEO/Medical Superintendent/HR

3.3.12 Policies

Employees are responsible to carry out and comply with the SGLEH policies and procedures and legislation. It is acknowledged that employee views, on particular matters, may differ from the SGLEH; however such views must not either interfere with the performance of an employee's duty or prevent the employee from supporting the SGLEH objectives.

3.3.13 Discrimination and Equal Employment Opportunity

Anti-discrimination laws provide guidelines on respecting personal difference. Treating people differently on the basis of personal characteristics is unlawful. The following are examples of attributes: age, industrial activity, parental status, political belief, personal association, race, ethnic background, carer status, marital status, pregnancy/potential, lawful sexual activity, unrelated criminal record, impairment, religious belief/activity, physical features, gender identity, disability and sex.

Discrimination is unacceptable conduct within the SGLEH and all reported incidents will be investigated.

3.3.14 Professional development

Employees must continually strive to improve their professional competence, maintain their knowledge and encourage the development of their skills and competence of associates.

3.3.15 Misuse

Employees must not deliberately misuse SGLEH equipment, assets, or the services of other SGLEH personnel. When using SGLEH equipment, employees are required to follow the instructions provided in order to avoid personal injury and/or maintenance and replacement costs. Examples of misuse include:

- use of the SGLEH letterhead paper or postage when corresponding on personal or other matters not directly related to the SGLEH
- unauthorised use of the SGLEH logos
- falsifying, manipulating or destroying business records without specific authorisation
- using the SGLEH equipment for personal commercial gain

Employees must not discuss or release to any unauthorised person and/or anyone outside of the SGLEH, any confidential or sensitive information relating to the SGLEH and/or its operations.

3.3.16 Internet / Email

Employees are not allowed to surf sites that are unethical, Community sites, gaming sites, porn sites or videos and also not allowed to send mails to SGLEH employees or outsiders that are not relevant to their work, etc.

3.3.17 Restriction on activities that may disrupt services rendered by the organisation

Any employee should not do any such activities such as demonstration, strike or violence of any kind that may affect service delivery of the organisation.

3.3 Breaches of the Code

The SGLEH is committed to the standards set out in the Employee Code of Conduct. Where a breach of the Code has been identified by the SGLEH a response to the breach may result in disciplinary action as per the disciplinary and misconduct policies / procedures.

3.4 Separation from the Organisation

3.4.1 Retirement due to age

On attainment of maximum age, employees shall automatically retire from the job. The compulsory retirement age is 58 years. The Hospital Core Committee may make an exception if it is convinced that replacement for the employee who has completed maximum age limit is not in sight and that his/her service is essential for the institution.

3.4.2 Resignation

Unless otherwise stated in the contract, all employees may resign at 30 days' notice, unless specified otherwise in the employment contract letter. For all senior staff including eye surgeons three months advance notice is mandatory. However, for those employee whose current employment contract does not specify this clause, the rule will be applicable after one year from date of issue of this policy. Any employee wishing to resign will submit his/her resignation in writing to the CEO/HR Manager, stating the reasons for resignation and the effective resignation date.

Failure by the employee to provide written notice of intention to resign from the Organisation may result in the employee forfeiting gratuity. Employees who resign in this manner, with proper advance notice as explained above will be entitled to all accrued benefits due to them.

The employee's decision to resign will be considered final by the Organisation.

Probation status employees may resign at any time without giving reason or notice if they wish; however advance written resignations are more proper.

3.4.3 Employee Termination

The Services of employees may be terminated by the Organisation by giving the employee 30 days/3 months notice or salary (excluding allowances and benefits) in lieu thereof, unless specified otherwise in the employment contract letter, for the following reasons. In case of Senior staff and Ophthalmologists, three months advance notice will be served.

- a) Retrenchment. (either due to misconduct or for any other reason)
- b) Employee medical reasons. Being unable to perform duties satisfactorily.
- c) In case of position being dissolved or becoming redundant.
- d) Consistent unsatisfactory performance of an employee.

Employee whose services are terminated in this way, will be entitled to all accrued benefits due to them. The departing employee will undergo Exit Interview (A7) and submit No Dues Certificate (A8) as well as Handing and Taking over note (A9).

3.4.4 Probation Employee Termination

The services of a Probation employee may be terminated by the Organisation at any time without any reason or notice. Probation employees are not entitled to any accrued benefits.

3.4.5 Dismissal

The services of employees of any category may be terminated by the Organisation for reasons of misconduct, without giving any notice or salary in lieu thereof.

The employee will be dismissed according to the disciplinary procedure, and will be informed in writing of the cause of dismissal. Employees who are dismissed will forfeit entitlement to any accrued benefits.

The dismissed employee is eligible to receive his/her Provident Fund contribution. The dismissed employee is not eligible to receive gratuity if it is found that damage (financial or otherwise) has been caused to the organisation due to his negligence or by deliberate attempt.

3.4.6 Death

Upon the death of an employee, the date of death will be deemed the date on which the employee's services with the Organisation will cease. The nominated beneficiary will be entitled to all accrued benefits due to the employee. All employees will require to inform the HR department name and contact address of their nominees.

3.5 Miscellaneous

3.5.1 Transfer

Transfer of employees from one department to another may be initiated by the Organisation at any time, as the requirements of the Organisation dictate. However, failure to accept a transfer may be grounds for disciplinary action. Flexibility in this regard is expected of all SGLEH employees. Transfer is normally for an indefinite period.

3.5.2 Changes in Classification

Occasionally it may be necessary to adjust employee position classifications for administrative or restructuring reasons. This should not occur frequently and must be approved by the CEO/Chairman/Hospital Core Committee.

4 Remuneration and Benefits

4.1 Salary

Salaries are reviewed each year in time for increments to be operational from 1st April. New employees are eligible for an increment on 1st April provided they have completed at least six months' service on that date. Otherwise any increments will be payable from the 1st April following their first full year of service. Salaries are paid monthly to arrive direct into the employee's bank account by the seventh working day of the month.

4.1.1 Deductions

Deductions from employees' salaries shall be made automatically for the following reasons :

- a) For days not worked due to unauthorised leave or leave without pay based on attendance record.
- b) Employees' income tax shall be deducted from their gross salary each month. These deductions shall be made according to Income Tax regulations. But it will be each individual's responsibility to get tax clearance.
- c) For Reimbursement of Advances, deductions shall be made from employees' salaries to reimburse the Organisation for any outstanding advances made to the employee by the Organisation. Deductions of this type shall be made according to the terms and schedule of the particular advance.

4.1.2 Salary Advances & Advance Salary

Only those who have completed two years of service with the Organisation may be granted a maximum of two months' salary as advance in case of own marriage and death or severe illness of immediate family members including parents. Such advance is to be refunded within same fiscal year or otherwise decided by the CEO/Hospital Chairman. Such advance will not be provided more than once in a three year period.

4.2 Travel Policy

4.2.1 Travel and Subsistence Expenses

When an employee travels on official duty, reimbursement of out of-pocket expenses are allowed for travel, lodging and boarding subject to submission of valid bills/certified vouchers. All outstation trips should be authorized by the CEO and Medical Superintendent and in case of CEO and Medical Superintendent by the Hospital Chairman. All actual expense claims shall be considered only where the employee has properly justified the claim on a Travel Expense Report and where each claim has been authorized by appropriate Authority.

4.3.2 Mode of Travel

| Level of employees | Domestic | Other countries |
|--|--|-------------------|
| CEO, Medical Superintendent, Head of the Department and Hospital Administrator Level | Economy class air <u>or</u> III AC Train | Economy class air |
| Other Officer Level | III AC Train / AC Chair Car/ AC bus * | Economy class air |
| Non-officer Level | Bus/ Second Class train | Economy class air |

* Exception may be made if different level of employees have to travel together.

Coverage

The following items shall normally be considered for coverage by actual expense reimbursement:

- Any transport expense incurred by the employee for work purposes.
- Lodging expenses incurred by the employee for work purposes.
- Any communication expense (telephone, internet, etc.) incurred by the employee for work purposes while on any official travel.

Special Note:

If an employee is found to have claimed lodging expenses or other travel cost against presentation of fake bills, such an act shall be considered ground for severe disciplinary action, which may lead to termination from employment.

4.2.2 Use of personal vehicle for official purpose

When an employee is required to use his personal vehicle for official purpose with prior permission of competent authority (CEO / Medical Superintendent), he will be entitled to reimbursement at the same rate as applicable for personal use of official vehicle.

4.3 Field Allowance

In case an employee has to work in field for conducting screening camps etc. field allowance shall be paid at the following rate:

| | |
|--|-----------|
| Break-fast (if travel commence before 8am) | Rs. 30.00 |
| Lunch | Rs. 60.00 |
| Dinner (if travel ends beyond 9pm) | Rs. 60.00 |

The above norms can be modified in exceptional cases with prior approval from the CEO or other appropriate authority designated by him/her. Employees are advised not to put pressure on local organisers to provide food and in case break-fast, lunch and dinner is served by the local organiser, employees should not claim field allowances. Taking alcoholic drinks while on duty during conducting a screening camp or while driving will lead to disciplinary action.

4.4 Benefits

4.4.1 The Employees State Insurance Act, 1948

Employees are eligible for ESI as per the provisions of ESIS Act 1948. The object of Employees State Insurance Act, 1948 and Scheme is to provide for sickness, medical, disablement, dependents, funeral benefits. ESIS covered employees are liable to contribute 1.75% from their salaries towards the Employees State Insurance Scheme. The Employer is liable to contribute 4.75% of the employee's salary towards the ESIS. Benefits under the Scheme are:

- Sickness and extended sickness benefit
- Medical Benefit
- Disablement Benefit
- Dependent's Benefit
- Maternity Benefit
- Funeral Benefit

4.4.2 Accrued Gratuity Benefit

All permanent employees will be covered under the gratuity act 1972. If an employee has rendered continuous service of not less than five years, at the time of retirement or resignation, will be entitled for gratuity benefits. The quantum of gratuity is to be computed at the rate of 15 days wages based on rate of wages last drawn by the employee concerned for every completed year of service or a part thereof exceeding 6 months.

The Organisation will pay gratuity, subject to the following conditions:

- a) The employee has not been dismissed from the Organisation on charge of corruption.
- b) All/any financial liability to the Organisation has been adjusted through the Quit Claim Form.
- c) The accrued gratuity will be calculated as per the employees' latest drawn salary

4.4.3 Provident Fund

All permanent employees will be covered as per the Employees Provident Funds and Miscellaneous Provision Act of 1952. Twelve percent of the employee's basic salary will be deducted and an equal amount will be contributed by company and remitted to each employees PF account. The employee's contribution shall be deducted automatically from the employee's salary. All employees participating in the Provident Fund, shall submit a beneficiary nomination form.

4.4.4 Personal Accident Coverage

All employees of the organisation, irrespective of their status shall be provided with a cover for personal accident.

4.4.5 Accommodation

Only selected employees will be provided accommodation within the hospital. The purpose of providing accommodation is to ensure emergency services and hence those provided with accommodation shall be expected to be on-call duty.

4.4.6 Loan (for special cases)

With the aim of retaining competent employees, the management may consider providing loan to key personnel, who have completed certain period of service with the organisation and always have satisfactory performance evaluation. Such loan can be provided only for the purpose of construction of a house, or to buy a vehicle under specific terms and conditions.

4.5.8 Policy regarding Employees and their family member's use of Hospital facilities

Definition of family: Employee, Employee's spouse, dependent children, and Employee's

parents.

OPD consultation: This will be free to employees and their family in paying OPD. Everyone should follow a regular registration system - no jumping of the queue will be allowed. All employees are advised to attend OPD on the quieter days.

Surgery and/or Ward Admission: For employees drawing salary below Rs. 5,000/- per month Cataract Surgery (General Ward) will be treated free. For rest of the staff 50% of the cost of the Cataract surgery package shall be free. Availability of ward/cabins will depend of occupancy status. For any other package, the employee will get 30% discount.

Laboratory: Any investigation performed in the hospital by pathology lab with SGLEH doctor's written order will be free of cost for employees and their family members.

Spectacles: For spectacles brought from the SGLEH optical shop – employees will get a discount of 25%.

4.4.7 Employee Acknowledgements and Interactions

In order to acknowledge employees or to foster employee interaction, spaces are created, that go a long way in building the culture of the organization. Some of these are given below:

a) Long Service Awards

Employees/Consultants who have had a long and fruitful association with SGLEH are acknowledged for their contribution by giving them long service cash awards and a SGLEH plaque. These awards will be given on completion of 10 years, 15 years and 25 years on Annual Staff Meet of each year.

b) Annual Staff Meet

A space is created every year, where employees can meet and interact in an informal way and in an informal setting outside the office. This helps in getting the employees to know each other better and thus contribute to the building of the culture of the organisation. A one day picnic will be organised once a year, for all employees and their immediate families of that location.

4.5 Health, Safety and Security

SGLEH has an on-going responsibility to assess the risks to the health and safety of its employees to which they might be exposed during the course of their work. It is the responsibility of the CEO, Medical Superintendent and all Supervisory Staff to ensure that all aspects of the policy are implemented and regularly reviewed and any risks are mitigated to minimize risk of harm to health of employees and the public. The policy covers the following areas:

- Workplace risk assessment.
- Accident and incident reporting.
- Fire procedures.
- First Aid.
- Display screen equipment.
- Smoking at work.
- Emergency procedures.

SGLEH endeavours to carry out the procedure set out below:

- Regularly clean office premises and equipment.
- Ensure safety of electrical appliances, sockets and leads.
- Ensure safe exit in case of fire, with regular fire drills and annual checks of fire fighting equipment.

- Have at least one trained first-aider, whose name and contact number is known to everyone.
- Provide adequate first-aid materials, with notice advising their whereabouts.
- Prohibit smoking on work premises.
- Ensure that stationary and office materials are safely and accessibly stored.
- Arrange periodic eye tests for drivers and for all others on request.
- While travelling in SGLEH vehicles, driver and staff travelling need to wear seatbelts.
- Driver while driving the vehicle must refrain from attending phone calls.

It is the responsibility of all staff to report incidents and accidents to the Administrator for recording and if necessary, reporting to the appropriate authority.

4.6.1 Immunisation Policy

All employees directly involved in clinical service delivery will receive immunisation against Hepatitis B by the organisation.

5 Leave

- An employee must obtain prior approval of his/her Supervisor before taking leave by submitting a Leave Application Form (A10). Leave which has no prior approval shall be approved only if there is a valid reason for not obtaining prior approval. This is entirely at the discretion of the person authorising leave.
- Disciplinary action can be taken against the employee taking leave without prior approval. Such leave shall be recorded as Absent.
- Leave is not a matter of right. It is provided if the organisation's activities are not hampered.
- The minimum leave period is half day. Time off less than half-day shall be at the discretion of the HR Manager/CEO.

5.1 Type of leaves:

- Casual leave
- Home leave
- Sick leave
- Maternity leave
- Mourning leave
- Study leave
- Leave without pay
- In lieu-leave

5.1.1 Casual leave

- An employee shall be entitled to a maximum of 5 days casual leave in a year
- Un-availed casual leave cannot be carried forward to next year, nor can it be encashed
- Casual leave must be approved in advance and at a time not more than 2 day shall be availed

5.1.2 Home leave

- An employee is entitled to 1.5 days of home leave for each completed month.
- In a particular year an employee can receive financial compensation up to a maximum of 18 days annual home leave (to be paid on a pro-rata basis). Accumulated leave cannot be carried forward to the following year. Employees are encouraged to make advanced annual home leave planning so as not to hamper the activities of the hospital.
- Request for leave must be submitted a minimum of seven days in advance using leave application form.

5.1.3 Sick leave

- An employee shall be entitled to 7 days of sick leave in a year.
- An employee who is sick and unable to attend work should inform his/her supervisor, as soon as possible, preferably on the first day of absence.
- Doctors prescription should be submitted in case of sick leave for more than 3 days.
- Sick leave cannot be carried forward. However, in case of severe illness, CEO/Hospital Chairman may consider granting of additional sick leave to an employee.
- All employees who have not taken Sick Leave and did not receive sickness benefits under Employees State Insurance Scheme may receive financial compensation in respect of un-availed sick leave.

5.1.4 Maternity and Paternity leave

All female employees who are not covered under Employees State Insurance Scheme when becoming pregnant shall be entitled to total 90 days of maternity leave. No annual leave shall accrue during the period of maternity leave. It is the responsibility of the employee concerned to inform in writing at least two months in advance from the date since when she is intended to take leave. Maternity benefits are not applicable during probationary period and also during the first 9 months of joining. A male employee, with less than two surviving children, will be eligible for three

day's paternity leave at the time of birth of his child. Paternity leave requests should be addressed to the employee's immediate supervisor at least 10 days in advance.

5.1.5 Mourning leave

An employee who is himself required to be in confinement shall be entitled to mourning leave of 15 days. This is only applicable in case of death of immediate parents, spouse and own children.

5.1.6 Study leave

Study leave shall be dealt with on a case to case basis.

5.1.7 Leave without pay

In exceptional cases an employee who does not have any unutilised leave may be granted leave without pay. Such leave shall not exceed 2 months in the whole service period. An employee taking leave without pay shall not be entitled to any benefits: financial & others.

5.1.8 In lieu leave

When an employee is required to work during a holiday with prior approval, he/she shall be entitled to a in lieu leave. In lieu leave has to be obtained within 30 days of its accrual. Helper level employees shall not normally be entitled to this leave. Instead financial compensation as per the rules shall be provided. Staff attending outreach camps may also get financial compensation in place of in-lieu leave.

5.1.9 Leave during probation

While under probation an employee will not be entitled to leave. In exceptional cases an employee will be granted leave without pay.

5.1.10 Leaves not to be converted

Other than in case of conversion to maternity and mourning leave, leave once approved cannot be converted into another type of leave.

5.1.11 Public holidays during leave

Other than in case of Annual Leave, public holidays including Sunday falling during leave period shall be counted as leave.

5.1.12 Assignment of responsibilities

It is expected that employees will make advance arrangements through their supervisor, to have their essential responsibilities assigned during their absence.

5.1.13 Leave during training

No home leave or casual leave shall accrue during the period of a training for a period of more than one month.

5.1.14 Leave for Trainees and Students

Only 12 Casual Leaves shall be given to those who are taken as a trainee or joined as a fellow. No sick leave and Earned leaves shall be given to them. If the students/to work during a holiday with prior approval, he/she shall be entitled to a in lieu leave.

5.1.15 Public Holidays

Besides Sunday, in an Indian Calendar year, a total of 9 days shall be provided as public holidays. The occasion and date shall be decided by the hospital management at the beginning of the year.

6 Duties of Employees

6.1 Job Descriptions

It is the primary duty of employees of the Organisation, to fulfil the tasks assigned to them under their job descriptions and as per the goals they set with their supervisors. Level of fulfilment of job descriptions and goals shall be the major basis on which performance evaluations are made.

6.2 Official Working Hours

6.2.1 Definition

Official Working Hours shall be from 9:00am to 5:00pm. Working hours would be flexible for certain category of staff based on the nature of their job. SGLEH expects its employees to fulfil the duties assigned to them in their job descriptions, even if this at times requires working in excess of working hours.

6.2.2 Senior Staff Hours

Officer Level Employees as Senior Staff, should base their working hours on the principle of fulfilling their duties, as prescribed in their job descriptions and not on any fixed work period. Senior Staff should attend work for at least the official working hours prescribed in their assignment, in order to fulfil the duties of supervision and in order to set a good example.

6.2.3 Field Staff Flexible Field Hours

Employees who are assigned to work in field sites, shall be defined as Field Staff. Field staff shall attend work for a period of not less than 48 hours per week, but which may be arranged according to the local field conditions and should be recorded and verified by the respective supervisory staff as well as the HR Manager.

6.3 Daily Attendance

6.3.1 Duty

It is the duty of all employees to report for work every official working day.

6.3.2 Absence From Duty

If employees are unable to report to work due to unavoidable circumstances, they should attempt to inform their supervisors as quickly as possible the same day.

Absence from duty of more than one half day shall require the submission of a leave application form (A9) on the first day after returning to duty. Any absence from duty shall require reasonable explanation and approval from the Supervisory Staff.

6.3.3 Attendance Records

It shall be the duty of each employee to record every day their time of arrival and departure in punching machine. This record shall be used to monitor punctuality, absence etc. Besides punching machine, an **Attendance Register** is also kept basically for new joiners till they get punch cards/registered in the bio-matrix system for punching their attendance. Secondly, it is used by the employees who go to any camps, sometimes by those employees who forget to bring their punch card. All the Vision Centers maintain their attendance at their respective units and send the record to SGLEH HR department on weekly basis. Failure to punch the machine or sign the attendance record shall be treated as unauthorised absence, unless adequately explained on a leave application form. The HR Manager shall regularly review attendance records for leave and monthly payment calculation.

7 Various Hospital Committees and Staff Meetings

Hospital Committees are regular standing committees deemed necessary by hospital administration in formulating policies, coordinating and monitoring hospital-wide activities that are considered critical in the delivery of quality services. Following committees shall meet on regular interval to discuss various issues pertaining to the hospital operations and other committees may be constituted or appointed as and when required. Minutes of the meeting should be maintained of the decision taken. Agenda should be circulated in advance.

1. Hospital Core Committee

Purpose: to review overall performance of the hospital team, discuss on key policy issues and future development of the hospital

Members: CEO, Hospital Chairman and Members of the Hospital Core Committee

Frequency of meeting: every month or as and when need arises

Minute to be prepared by: CEO

2. Financial Management and Purchase Committee

Purpose: to deal with all issues related purchase of equipment and machinery of the hospital, review financial status – income and expenditure pattern, key issues and audit compliance.

Members: CEO, MS/HOD, HA, FM, Hospital Chairman/Member-Hospital Core Committee

Frequency of meeting: every two months or as and when need arises

Minute to be prepared by: Finance Manager (FM)

3. Community Outreach Committee

Purpose: plan and review performance of outreach program and resolve any related issues

Members: CEO, MS, HA, MM, OC, Hospital Chairman/Member-Hospital Core Committee

Frequency of meeting: first week of every month or as and when need arises

Minute to be prepared by: Marketing Manager

4. Project Implementation Committee

Purpose: to review performance of various projects /construction work and resolve any related issues; develop follow-up action plan and communications with funding agencies

Members: CEO, MS/HOD, HA, FM, Hospital Chairman/Member-Hospital Core Committee

Frequency of meeting: Second week of every month

Minute to be prepared by: Hospital Administrator (HA)

5. Public Relation and Fundraising Committee

Purpose: to plan and initiate various activities related to PR, Marketing and Fundraising

Members: CEO, MS/HOD, HA, MM, Hospital Chairman/Member-Hospital Core Committee

Frequency of meeting: once in two months or as and when need arises

Minute to be prepared by: Marketing Manager

6. Clinical Quality Assurance Committee

Purpose: ensure compliance of clinical quality, review treatment outcome, critical incidences and legal requirements pertaining to clinical aspects

Members: CEO, MS/HOD, HA and a member of the Hospital Core Committee

Frequency of meeting: First week of every month

Minute to be prepared by: Medical Superintendent or HOD of Eye Department

7. Human Resource and Grievance Redressal Committee

Purpose: to decide on recruitment, conflict, grievance, termination or related matter

Members: CEO, MS/HOD, Hospital Administrator, HR manager and Hospital Chairman

Frequency of meeting: Last week of every month; Minute to be prepared by: HR Manager.

In additions to the above mentioned meeting of hospital committees, departmental meetings shall be conducted as and when necessary to discuss operational issues and annual staff meeting is conducted for improving team work and inter-personnel relations among various teams and staff of SGLEH.

HR PROCEDURES

8 Orientation and evaluation

8.1 Job Descriptions

It is suggested that supervisors attempt to ensure that each employee has a job description (A11) in which the employee's function is related clearly to the functions of his/her colleagues, supervisors and subordinates. It is the duty of every supervisor to attempt to assure that every employee of SGLEH understands his/her role on "the team". The employee's job description, which is the responsibility of the Department In-charge to prepare and submit to the employee through his/her immediate supervisor, is only the first step in this process.

Job Description Review

Suggested Frequency :

- a) During job interviews;
- b) At start of employment with the Organisation;
- c) During work planning and appraisals (annually);
- d) Changes in job status;
- e) As required.

Suggested Methods:

- a) Agreement in advance between Supervisors on programme / department goals. This will normally be done annually.
- b) Discuss job description with employee and amend if mutually agreed by employee, immediate Supervisor, and designated Appointment Authority.

8.1.1 Work Planning

It is suggested that each employee, with and under the guidance of his/her immediate supervisor(s), plan his/her work in general on an annual basis and, reviewed for each trimester. It is suggested that the employee's job description and work plan be as closely related as possible.

The supervisor and his/her subordinate may change goals and tasks as mutually required:

- a) to accomplish project (programme) / department objectives;
- b) in response to administrative and/or programmatic changes beyond the supervisor's control.

It is recommended that the degree of achievement of plans be assessed informally at approximately four months' intervals and formally in the annual appraisal by the supervisor with the employee, utilising the Job Description and Performance Appraisal Form.

8.1.2 Personnel Records

A numbered file for each employee will be maintained by the HR Manager shall be maintained confidentially in a separate locker. Access to an employee's file will be subject to CEO's approval. Each numbered employee file will contain the following documents :

- a) Personal History Form.
- b) Leave records
- c) Copies of all correspondence where subject is the employee.
- d) Job Description.
- e) Copies of Certificates and Licences.
- f) Contract of Employment.
- g) Copies of all Performance Evaluations.
- h) Copies of all Salary / Benefits adjustment notices.

- i) Copies of all appropriate medical records.
- j) Copies of letters in connection with disciplinary action

It will be the employee's responsibility to inform the Organisation in writing of any change in personal status such as marital status, number of dependants, permanent address, beneficiary nominee, etc.

The Accounts department will maintain copies of standard documents pertaining to salaries and benefits only. It will be the duty of all staff who have access to personnel records for work purposes, to adhere strictly to the confidentiality of that information. Failure to adhere to this policy will result in disciplinary action.

8.2 Job Orientation

8.2.1 General

HR Manager and supervisors are responsible for organising job-specific orientations for new staff, at the commencement of their employment with the Organisation.

8.2.2 General Programme and Administrative Orientation

As a part of the general job orientation, the HR Department may develop a Programme Orientation Course with following suggested areas of curriculum:

- a) Programming Activities & Principles.
- b) Five-year Programme: Objectives and goals
- c) Agreement: INGO/NGO.
- d) Funding and Operational Constraints.
- e) Organisation: Legal status
- f) HR Policies (career paths, personnel action procedures, salary, benefits, and leave).
- g) Accounting Procedures (payments of salaries, travel expenses, etc.).
- h) Organisation Structures (overview of depart., channels of communication, responsibility levels, etc.).
- i) Procurement and inventory procedures.
- j) Accommodation & library: dos and don'ts

The suggested duration of such a course is approximately one day. The course will be scheduled in a way so as to cause minimal disruption to day to day work.

8.2.3 Job Specific Orientation

Immediately upon commencing employment or upon promotion or transfer to a new position, an employee may expect his/her supervisors to provide a job specific orientation, covering the following suggested areas:

- a) Discussion of job responsibilities
- b) Introduction to staff within the sphere of the new employee's job, executive and senior staff.
- c) Introduction to counterpart and other related organisations, as appropriate.
- d) Review of job specific issues (programme documents, vehicle regulation, etc.).
- e) Review of job specific personnel policies.

The suggested duration of such a course is approximately one half day to five days, depending on the nature of the job.

Orientations for new employees, or employees being promoted to new jobs, should not be considered "one time" efforts by the supervisor. Priority should be given to a full general orientation during the employee's first day with the Organisation or in a new position. However, it is recognised that considerable time is necessary to adjust to a new working environment.

It is recommended that each supervisor attempt to meet with new employees on a regular basis, as frequently as appropriate for the position.

8.3 Performance Evaluation

8.3.1 The purpose of a performance evaluation is to:

- a) Give the employee feedback on his/her effectiveness in reaching objectives - on a qualitative and quantitative basis - which were agreed to in advance between the employee and his/her supervisor.
- b) Enable the Organisation to document an employee's performance for current and future reference.
- c) Enable the Organisation to possess a consistent basis for considering performance awards, promotion, or disciplinary action, for an employee.
- d) Enable the employee to understand how the Organisation perceives his/her performance and therefore enable the employee to take steps where needed for improvement.

8.3.2 Frequency

Written performance evaluations will be prepared for all employees annually, at the end of the fiscal year. Other occasions for performance evaluations may include:

- a) End of probation period;
- b) Before considering any promotion;
- c) Before considering any change of employment status;
- d) Before considering any change of employment classification;
- e) Before considering any disciplinary action;
- f) Before considering any transfer of an employee.

It is suggested that informal meetings between employees and their supervisors take place approximately every four months. During these sessions the goals and tasks that were planned for the previous four month period may be reviewed and goals and tasks for the following four months may be refined as necessary.

The written annual evaluation should contain no surprises for the employee since it will be a reflection of the trimesterly meeting between each employee and his supervisor.

At any time during the year the employee and his/her supervisor may concisely document significant problems and successes. Such documentation, signed and dated by the employee and his/her supervisor, should be available in the employee's confidential file. A form for this purpose will be made available to all supervisors during the first trimester of fiscal year by the HR Manager.

This selective documentation will serve as a memory for future reference during the annual performance review. It is the duty of all supervisors to ensure that employees are evaluated in a timely manner.

8.3.3 Format

All performance evaluations will be based on the standard format. This includes the assessment of general and job-specific areas of performance based on the employee's general job description and the goals established by the employee and his/her supervisor. The format includes space for the employee's comments and recommendations. Areas noted for improvement in the previous evaluation should also be reviewed and commented on.

Each area of evaluation will be rated from 1 through 5, per the following scale:

| Rating | Recommendations |
|------------------------------------|-----------------------------|
| 1. Does Not Meet Minimum Standards | Warning/disciplinary action |
| 2. Needs Improvement | No grade |
| 3. Meets Expectations | One grade |
| 4. Exceeds Expectations | Two grades |
| 5. Outstanding | Three grades |

The overall average performance of the employee will be based on all evaluation ratings and this will form the basis for recommendations. In case of Unsatisfactory and Excellent recommendations, a narrative justification for such rating should also be enclosed.

8.3.4 Evaluator

Each employee, shall first be evaluated by his/her immediate supervisor. Such evaluation shall then be reviewed by the CEO/Medical Superintendent.

8.3.5 Procedure

The supervisor will prepare a written evaluation on the standard format after discussing the draft evaluation with the employee. CEO/Medical Superintendent shall then make his/her evaluation. Employee shall give his/her comments and sign at the specified place.

The final evaluation will then be submitted to the HR Department. The HR Department's function will be to:

- a.) Assure that evaluations are submitted on time;
- b.) Assure that evaluations contain all the required signatures and dates, and are otherwise complete;

The HR Manager, in consultation as required with other Executive Staff, will utilise the evaluation rating summaries to ensure the following:

- a.) Supervisors are utilising similar criteria and procedures in conducting their employee appraisals.
- b.) Major deviations between "hard" and "easy" supervisors are statistically smoothed.
- c.) Supervisors receive feedback on their evaluation techniques relative to those of colleagues and the professional standard required by the Organisation.

The evaluation process should be initiated at least one month before the respective due dates.

8.3.6 Recommendations

- a) **Excellent performance award:** A higher salary increment will be awarded on the approval of the Management to an employee who has "Excellent" evaluation. Note that "Excellent" performance awards should not be frequently expected.
- b) **"Improvement Needed" performance:** This will be based on an evaluation showing lower than satisfactory performance. No salary increase may be awarded by the CEO/Medical Superintendent. The employee will be given a limited time to demonstrate improvement in specified key performance areas.
- c) **Best staff award:** A cash prize shall be provided to the employee who is selected as the Best Staff of the Year. Each employee will have to recommend one employee, other than him/her self, for the award. The employee receiving maximum recommendations shall be entitled to the award. However, to be entitled to the cash prize a minimum of 5 recommendations should be received.
- d) **Unsatisfactory performance:** This will be based on an evaluation, justified in writing, showing a generally "Unsatisfactory" performance. Disciplinary action will be taken, against the employee, on the approval of the CEO/Medical Superintendent and Hospital Chairman.

8.3.7 Supervision:

It is suggested that supervisors be responsible for setting annual performance goals and for reviewing progress - and problems - toward achieving those goals, approximately every four month, with their subordinates. It is recommended that supervisors hold staff meetings as frequently as required to maintain adequate communication within their program, department, or section. It is recommended that supervisors take initiatives to improve their knowledge of the Organisation and how it functions, in addition to their technical and or speciality areas:

8.3.8 No Dues Certificate

Any employee, or nominated beneficiary in the case of death, who leaves the Organisation, will be obligated to sign a Full & Final Settlement Form, according to the standard format. Failure to sign the form will cause the employee to forfeit all salary and accrued benefits due to the employee.

8.3.9 Hand-over take over

An employee on severance from the employment must hand-over all property, documents and other materials in his possession, to the satisfaction of the management. It is desirable that a hand-over note with important information, such as follow up/pending matters, contact person, etc, for use by the person taking over be prepared.

8.4 Grievance Procedures

It is the responsibility of supervisors to assure that :

- Employees understand the SGLEH Grievance Procedure;
- Employees are aware that no reprisals will be taken against them for using the Procedure;
- All officially recorded grievances will be responded to thoroughly and quickly.

The Procedure :

- Employees are encouraged to first bring any grievance(s) to the attention of their immediate supervisor(s) in writing (A12). Hopefully this will bring about a fair and reasonable solution.
- Should the immediate supervisor be unable to resolve the grievance to the satisfaction of the employee, then the employee should bring the grievance in writing to the attention of the HR Manager and then to the CEO.
- If there is no resolution of a grievance through the above procedures, the Hospital Chairman, who is entrusted with final responsibility for the interpretation, application, and administration of SGLEH HR policies, will make a final decision ---binding on all parties.

8.5 Employee Satisfaction Survey

Employee Satisfaction Survey is an employee feedback system related to various HR practices and procedures. This mechanism helps in getting a feel of the HR climate of the organization, specific factors related to employee satisfaction and dissatisfaction, area of improvement, issues related to job description, performance evaluation, salary structure, promotion and various employee benefits.

Employee Satisfaction Survey will be initiated by the HR Manager using a format (A13) and this process will be carried out in the fourth quarter of a fiscal year. As per the feedback of this process the HR strategy and system would be refined for the new fiscal year.

9 AMENDMENTS TO THE HUMAN RESOURCES MANUAL

The HR Policies and Procedures of SGLEH may be amended at any time through written amendments, issued by the Hospital Core Committee, as follows :

- Under unusual circumstances, as when a directive is received from donor agencies, within the stipulations of the Agreement, which applies to the Organisation's administration/personnel policies, the Management may issue a written amendment to this Manual accordingly.
- Under normal circumstances, any staff may (and are encouraged to) propose changes to this Manual. All proposed changes will normally be considered during annual updating of the Manual. However critical changes, having budget implications, if required, may be made at any time, with the involvement of the donor agencies.

Generally the HR Manager will co-ordinate proposed Manual revisions -- in close consultation with the CEO. All executive staff will consult with supervisors who, if necessary, will consult with their staff, prior to the finalisation of changes or additions to this Manual. This process is involved in order to avoid

- a) Frequent changes;
- b) Changes which will not stand the test of time;
- c) "Policies by memo",.

Amendment will preferably come into effect from 1st April of a fiscal year.