



ISHANYA
journey to inclusion

ISHANYA INDIA FOUNDATION

Human Resource Manual

2022 - 2025

For ISHANYA INDIA FOUNDATION

Zathi
Trustee

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1. Background

Organization Introduction

Ishanya India Foundation (IIF), registered as a trust under the Indian Trusts Act is a not-for-profit organization established with an intention to train and empower persons with intellectual and developmental disabilities(PwIDD).

IIF has worked with hundreds of students, parents, professionals through various programs and has collaborated with multiple organizations.

At Ishanya, we cater to individuals with neurodevelopmental disabilities such as autism spectrum disorder, ADHD, Intellectual disabilities, learning disabilities etc..., We work with a varied age group starting from 5 & all the way up to adulthood (We don't have an upper cap on the age), use an eclectic approach and curriculum tailored to the specific needs and abilities of the students.

2. Vision, Mission, Goal

Vision

To assist and empower PwIDDs to unlock their abilities and to spread the message of inclusion.

Mission

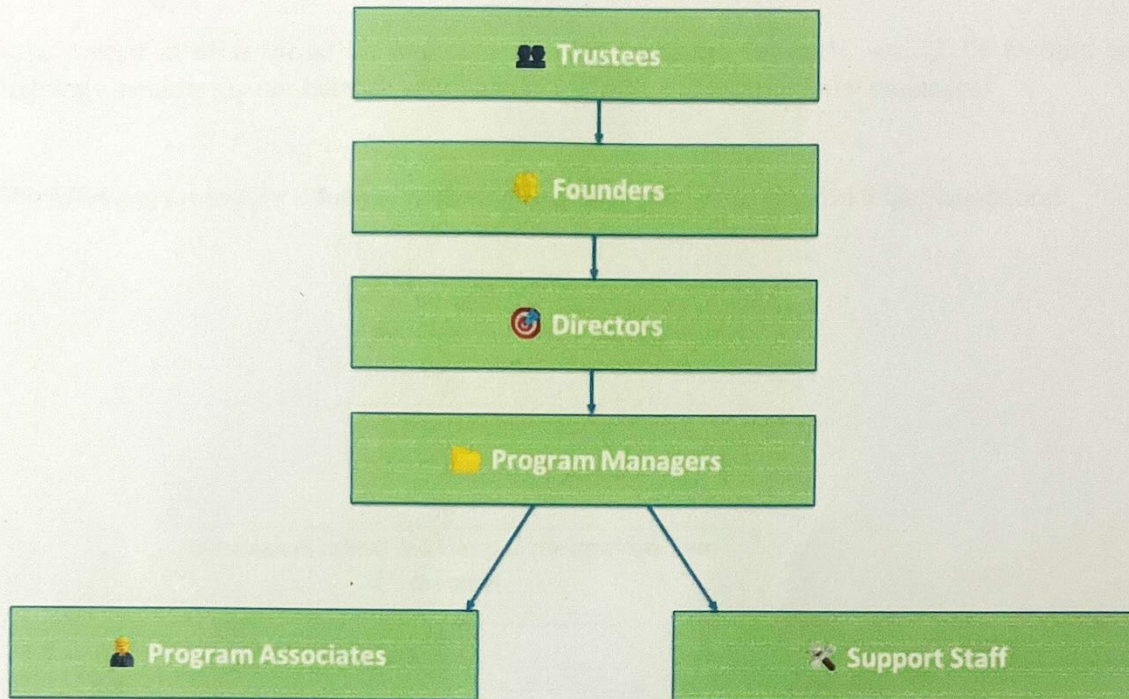
Ishanya aims to provide quality services to PwIDDs and their families by:

- Providing an environment which encourages each individual's learning.
- Focusing not just on academics but also on social and emotional development of each individual.

To promote inclusion by:

- Creating new opportunities, providing freedom of choice & experiences to live a life of equality & independence.
- Creating awareness, identifying the support system required for an inclusive society.

3. Organization Structure



4. Human Resource Policy

For sustainable growth, employee satisfaction and organizational effectiveness, IIF deems it necessary to have a Human Resource Policy that encompasses the policies and procedures followed within the organization keeping in mind the vision and goals.

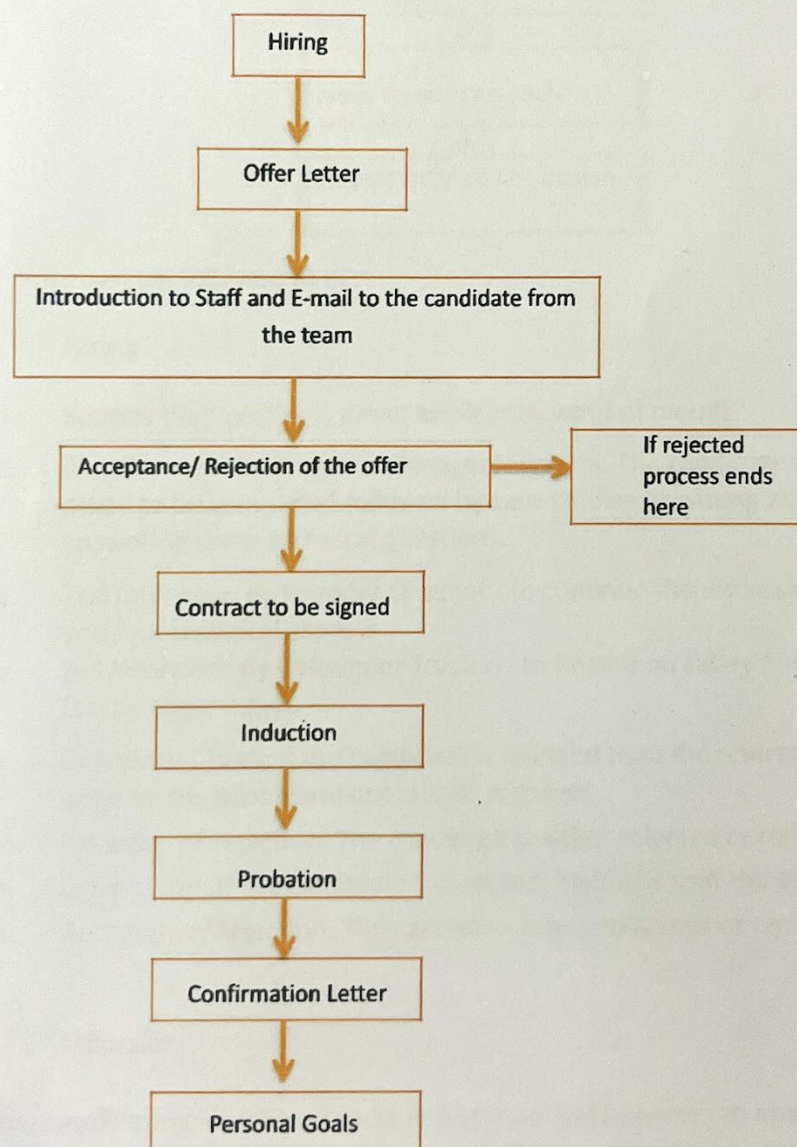
IIF Human Resources Policy also provides guidelines that IIF will use to administer these policies, with the correct procedure to follow.

IIF will keep HR policies current and relevant. Therefore, from time to time it will be necessary to modify and amend some sections of the policies and procedures, or to add new procedures. These policies and procedures apply to all employees, fellows and volunteers.

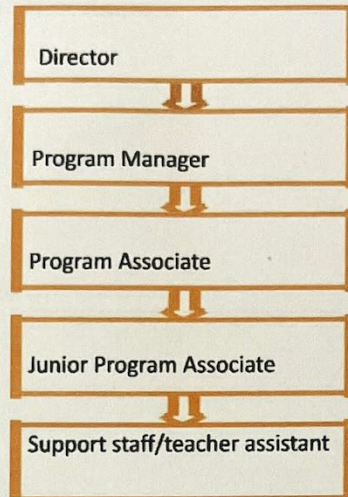
5. Recruitment

Recruitment at IIF is based on requirements and vacancies for each vertical. IIF focuses on keeping a healthy gender balance and a mix of national and international employees.

The following procedure is followed when hiring an employee at Ishanya India Foundation



Although IIF follows a very horizontal workflow, for managerial ease and effectiveness, the given hierarchy is adopted within each vertical.



The following processes are followed at IIF:

5.1 Hiring

- i. Source: Web postings, direct applicants, word of mouth
- ii. 1st Interview: By Program Manager/ Director. The candidate data form is asked to be completed followed by case studies or writing assignments and answering some technical questions.
- iii. 2nd Interview: By Founder Director - to continue the discussion on technical and non-technical aspects
- iv. 3rd Interview: By Cofounder Trustee - to finalize on salary and commitment for the organization
- v. Reference Check: If the candidate is selected then the reference check is done by the admin and operations manager
- vi. Selection or rejection: The candidate is either selected or rejected
- vii. Offer Letter: If the candidate is selected, he/she is sent the offer letter
- viii. Acceptance/Rejection: The candidate is free to accept or reject the offer

5.2 Induction

Once the candidate joins Ishanya India Foundation and becomes an employee, IIF makes sure he/she feels welcome and is ready to start work safely and competently. The Induction is conducted on the first two days from the date of joining. Ishanya India Foundation team meets the candidate to help him/her gain an understanding of the different verticals and projects underway.

The employees are provided information and directed on how to reach out to various other team members for additional support.

Human Resource

- Contracts & Letters
- Leaves
- Policies and Procedures
- Reviews and Appraisals

Accounts

- Reimbursements
- Salaries
- Advances

Administration

- Pantry
- Stationery
- IT Support

All employees are supposed to submit the following within two working days from the date of joining

For Indian Nationals:

- Pan Card copy
- Adhaar Card Copy
- Recent photograph
- Address Proof

For Foreign Nationals:

- Visa copy or other documents
- Passport copy
- Other documents as required

6. Terms of Employment

The terms of employment in Ishanya India Foundation are contractual, either as a full-time consultant, as an intern, or as a volunteer/advisor. IIF has a policy of keeping a healthy gender balance within the organization.

Probation

All staff shall undergo probation for a period of two months, after which time the staff member shall continue in the services of Ishanya India Foundation if expected levels of performance are met. If performance does not match up to the expected levels, the staff shall be informed in writing of extension of probation or termination of service as the case may be. During the probationary period, the services can be terminated with one month's notice from the organization or the employee.

Contract

The terms of employment in Ishanya India Foundation are contractual and are decided between the organization and the staff after the successful completion of the probationary period. Based on organizational needs and the staff's performance, a decision regarding the continuation of services after the period will be communicated to the staff a month before the end of the contract period.

Compensation

The staff members will be paid a consolidated monthly professional fee, as decided at the time of employment. Salary will be disbursed through direct deposit into a salaried bank account at the end of each working month.

Health Insurance

At present, IIF does not provide health insurance coverage as part of its employee benefits. This policy will be reviewed periodically, and any changes or additions to employee benefits will be communicated in due course

Deductions

All income tax on professional/consultancy/ salary charges payable by the staff member will have to be borne and paid by the staff member. Accordingly, the organization will compute and deduct income tax at source (TDS) in monthly consolidated payments as per the prevailing rates and as per the government rules from time to time.

Transfers

The organization reserves its right at any time to transfer staff to such other places as it may deem necessary.

Resignations

A staff member desiring to resign may do so by notifying the company in writing, giving the reasons and the effective date. Failure to give at least two month's (60 days) notice may result in forgoing 60 days of salary accrued. The staff is not entitled to any leaves in the notice period. However, a waiver of required notice may be granted by the senior management in the presence of a sound cause. A resignation feedback interview shall also be organized.

Dismissal

Ishanya India Foundation may terminate an employee's services at any time by giving one-month notice or one month's professional fees in lieu thereof. During the probationary period, any staff member may be dismissed at any time and will not be afforded any severance. Dismissal during, or at the end of, the probationary period shall be based on the staff's unsuitability for the position as determined by senior management.

Final Settlement

Settlements will be made only after the organization's assets such as laptop, mobile telephone, and any other material that may belong to Ishanya India Foundation are duly returned.

Automatic Cessation of Service

A staff member's services would be liable for automatic termination under the following circumstances:

- i. Misconduct
- ii. Continuous ill-health
- iii. Violation of agreements
- iv. Continuous absenteeism for more than a week without any written notice to management
- v. Mental incompetence, unsound mind, insolvency and criminal status

6.1 Other Terms and Conditions

During the probationary period

The consultant's services can be terminated with one day's notice by either party.

In case of unsatisfactory performance, the consultant's probationary period can be extended, the tenure of which is at the sole discretion of the management.

The consultant cannot avail of paid vacation but the same will be carried over on successful completion of the probationary period and accrue to his/ her account.

The consultant will get, up to 12 working days, paid vacation inclusive of sick leave and personal leave per year starting June 1 to May 31 and will be calculated on pro-rata basis if the consultant joins midyear

In addition, Ishanya India Foundation gives a total of 30 national/ festive holidays allowing the employee to choose holidays they wish to avail of during the year

Approval for vacation is to be obtained at least three weeks in advance but the consultant's responsibilities and workload may not be able to take a full month off at one time

This vacation time cannot be rolled over to the following year and will not be compensated for if not taken

This contract may also be terminated by mutual agreement by giving a notice period of one month.

The Organization shall have the right summarily and without notice to terminate the appointment if the consultant is found guilty at any time of neglect, subordination or breach of any of the terms of the contract, or commit any act which is likely to be detrimental to the organization

All materials / documents and any property of the organization including intellectual property collected / handed over to the consultant in pursuance of this contract, shall remain the sole property of the organization and that the consultant shall not have any claim, title, lien on them, or divulge to any person, firm or any organization

At the end of the contract period the consultant will be bound to return all and any of the materials / documents and property of the organization including intellectual property which he/ she has used in pursuance of his/ her responsibilities

At the end of the contract period, based on the needs of the organization and the consultant's performance, a decision regarding the continuation of services will be made and communicated to the consultant a month before the end of the contract period.

This agreement is executed in duplicate and one copy will remain with the organization and the other with the consultant

Any disputes, disagreements, and discord arising out of the contract are subject to Bangalore jurisdiction

7. Employment Policies

7.1 Work Schedule and Leave Policy

The guidelines below establish uniform policies for all staff (full/part-time) of Ishanya India Foundation at all locations. All staff are expected to become thoroughly familiar with and adhere to its provisions.

Official Hours of Work

The workday begins at 9.00 am and ends at 5.00 pm. Variations in the regular workday must be approved by Senior Management.

Travel time (except travel to and from work at the #769, 7th Main Rd, KSRTC Layout, 2nd Phase, JP Nagar, Bengaluru, Kar 560078 office) will be considered as work time and logged accordingly by those individuals on authorized travel.

Daily Attendance and Punctuality

It is the duty of all staff to report for work and be punctual on every official working day. If they are unable to attend or are late due to unavoidable circumstances, they should immediately inform their manager on the same day. All absences shall require a reasonable explanation from employees and approval from managers. Absenteeism and habitual late-coming patterns are eligible for disciplinary action.

Definition of Work Week

The workweek is defined as beginning on Monday and ending on Friday. Ishanya India Foundation does not encourage employees to work on holidays. However, working outside office hours on Saturdays, Sundays, or public holidays may be unavoidable at times, as a responsible staff member, one is expected to work additional hours whenever required.

Leave and Absence Policies

The leave year shall cover the period of June to May.

Ishanya India Foundation believes in making time available to staff for rest, recreation to re-energize and for fulfilling various social obligations and needs. IIF gives 1 1-week break in the month of May in order to fulfill the above-mentioned reasons.

In the event of situations such as floods, riots or any other eventuality that may prevent staff from being able to reach the office, Senior Management, upon receiving such information, shall make an appropriate decision accordingly.

Leave should be planned in such a way that it does not affect the productivity or continuation of a program. The leave application needs to be approved by the reporting authority. All leave requests should be sent through email to info@ishanyaindia.org, with the reason and dates. In case the employee is applying for leave due to sickness, the email must be sent immediately after the employee reports back to work.

The Employee should check their respective leave balance before applying for the same and make necessary arrangements. Any leave beyond the entitled number of leaves, will be considered as loss of pay. The deduction from the salary will be made immediately from the month the loss of pay applies. If any leaves are unused at the end of the academic year, a maximum of 4 leaves can be carried forward to the next year. There is no provision to en-cash any unused leave. A minimum of half-day leave can be availed.

Probationary Period

During probation and notice period, employees are expected not to take any leave (except in an emergency situation, which will be dealt with on a case-to-case basis).

Earned leave

All staff members are entitled to an earned leave of 18 working days every year. This is not applicable to those staff who are on an employment period of 12 months or less than 12 months. Any leave entitlements for such staff will be decided on a case-by-case basis at the time of joining.

Staff who wish to avail of annual leave of more than 3 days must submit their request in writing at least one week in advance to their manager for approval.

A maximum of 3 days of leave in a row can be taken. In case of sickness beyond 3 days, the leave request has to be supported by a medical certificate. If the leave is casual and it is beyond 3 days up to 5 days, the leave has to be planned and approval taken at least one month in advance and compensatory classes arranged for.

If an employee falls sick, he /she is expected to inform the concerned reporting authority immediately with adequate time to make alternate arrangements.

Any leave taken in excess of the above entitlements shall be treated as unpaid leave. Application for such leave can be approved only by the senior management.

Attending Workshops

Employees who are away from the office attending work-related workshops, conferences, or events will not be considered as leave and will be treated as working days. All work-related events will require prior approval to attend.

National Holidays

Ishanya India Foundation gives a total 30 days of festive/national holidays, allowing them to choose which holidays they wish to avail of. These are paid holidays. There are no compensatory holidays for days that fall on Saturdays or Sundays.

Extraordinary Leave

Extraordinary leave (taken for medical grounds, personal family matters, etc.) may be granted by the management at its sole discretion and strictly on a case-to-case basis. In cases where all eligible leave is exhausted, the leave granted will be deducted from the employee's salary.

Leaves applied in case of emergencies will be dealt with by the reporting authority on a case-to-case basis.

Maternity leave

All women staff, who have worked continuously at Ishanya India Foundation for at least eighteen months, shall be eligible for paid maternity leave to cover a period of confinement, miscarriage, abortion, or adoption. In cases where the staff member has worked for a period of less than eighteen months, the staff member will not be eligible for any leave, and any leave taken will either be extraordinary leave or considered as a break in service without assurance of continuation.

Senior management must be notified of planned maternity leave at least four months in advance. The staff shall be entitled to 180 days of paid maternity leave which can be taken either prior and/or after delivery (pre-natal and post-natal) of the child or processing of adoption.

7.2 Travel Policy

This policy should be adhered to by all employees of Ishanya India Foundation (full-time/part-time/intern or volunteer) when undertaking any work-related travel, whether domestic or international.

This policy is subject to change without prior notice at the discretion of the senior management team.

Any questions related to this policy should be directed to the management.

Section 1 – Responsibilities

1.1 Senior Management Team

All managers must be fully aware of Ishanya India Foundation's current travel policy and be able to communicate to all staff the most up-to-date policy and procedures.

The management team will determine if travel is really necessary to achieve a goal and will approve expenses only in accordance with the policy detailed below.

1.2 Employee (full-time/part-time/intern or volunteer)

Employees will notify the senior management team as early as possible of necessary travel arrangements. If travel plans are made 7 days or more in advance, the trip will, in most cases, cost considerably less. If travel is requested less than 7 days prior to departure, a low-fare airline (if a flight is needed) must be used

Employees must work around the donors/organizations schedule when requesting travel arrangements. Ishanya India Foundation employees should never inconvenience a donor/organization

Employees should only incur expenses that are consistent with the business needs and exercise care in determining appropriate expenditures

Employees should only use company authorized travel providers and vendors the company has negotiated discount programs with

Employees should submit expense reports as outlined in the expense section on this policy, on a timely basis.

Section 2 - Business Travel

Business travel relates to any work-related travel by an Ishanya India Foundation employee outside of their normal routine job duties. Business travel is defined as starting when the employee leaves their place of regular employment (or his/her residence) for the purpose of business. The business trip is considered as completed when the employee returns to his/her place of regular employment (or residence) whichever occurs first.

2.1 Local Travel

Ishanya India Foundation will **NOT** reimburse any transportation costs or pay a transportation allowance to any employee for travel between the home and office.

Reimbursement will be given only for local travel if the employee is on company business. Employees should **ALWAYS** use the most appropriate and cost-efficient mode of transport available.

Reimbursement will only be provided on actuals and on the submission of a completed expense report and valid receipt/s. Claims must be made within 7 days of the actual travel date to the finance team.

2.2 Mode of Transport

Air

All travel by air will be in economy class.

Low-fare air carriers such as SpiceJet, Go Air, and Indigo must be used, wherever possible. All air travel must be via the most direct and economical means. Deviations from the lowest fare available must have the management team's approval.

Booking of "Non-Refundable" airfares is recommended. These fares are usually considerably less expensive than refundable unrestricted fares. In most cases, if the travel must be changed or the trip, the funds can be used as a credit toward future travel, less a service charge imposed by the airline.

Your boarding pass must be retained and submitted along with your ticket/e-ticket.

Train

Please retain and submit your ticket for reimbursement. Female employees if traveling alone are permitted to travel in First Class Ladies for any local journey.

Employees traveling by train on a journey that is over 2 hours and taken during the day should be booked in a 2AC Chair. If overnight travel is required, then travel should be booked in a 2AC Sleeper.

Please retain and submit your ticket for reimbursement.

Bus

Please retain and submit your ticket to finance to be reimbursed.

Rickshaw

If traveling by rickshaw, no receipt will be given. You will need to complete a voucher on return to the office and submit this to finance for reimbursement.

If you are traveling by any other pre-book/prepaid rickshaw – a receipt will be provided. You will need to retain this receipt and submit it to the finance department for reimbursement.

Taxi

If you are traveling by any other pre-book/prepaid taxi – a receipt will be provided. You will need to retain this receipt and submit it to the finance department for reimbursement.

Personal Vehicle Reimbursement

If an employee uses his/her personal two-wheeler on approved business travel, Ishanya India Foundation will pay 4 INR per KM. IIF will also reimburse all actual auto tolls and parking fees, on submission of a receipt.

If an employee uses his/her personal car on approved business travel, Ishanya India Foundation will pay 8 INR per KM. IIF will also reimburse all actual auto tolls and parking fees, on submission of a receipt.

Mileage from an employee's home to a regularly assigned work location is not a reimbursable expense. However, if the employee goes directly from home to another work assignment other than the regular work location, and the distance to the work assignment is greater than the distance to the regular work location, the employee can expense the difference.

In order to receive reimbursement for mileage, the employee must complete an expense report specifying the purpose of the trip, start and finish odometer reading, point of origin, destination, and time of the trip.

The employee assumes responsibility for all parking and traffic fines.

Section 3 - Domestic Travel (India)

All the travel arrangements and bookings will be made by the administration team. The details of the travel should be shared through email

Where possible, all travel reservations should be made a minimum of 7 days in advance of the outbound travel date.

Any unplanned travel must be approved by a member of the management team before any reservation is confirmed.

A completed expense claim form and all valid tickets/receipts must be retained and submitted within 14 days of the outbound travel date to the finance team.

3.1 Accommodation

Accommodation will be provided for all employees traveling on business where an overnight stay is required.

All reservations for accommodation should be made in advance as far as possible.

Wherever possible please request that the host organization to book accommodation in advance as they will often have a "regular" place that is used by them frequently.

Female employees must ensure that their safety and security are always paramount when reserving any accommodation.

3.2 Per Diem and Accommodation Standards/Rates

A per diem will be provided to all staff members on official business travel. The per diem is paid to cover food and boarding/lodging costs during business travel.

Staff members may choose, preceding a business trip, to submit a claim for an advance per diem to a member of the senior management team for their approval.

Per Diems within India for all Metros/State Capital Cities* are set at 1000 INR for food and up to 6000 INR for lodging as per actuals. All receipts must be submitted within 05 days of the outbound travel date to the finance team.

Per Diems within India for non-Metros* are set at 750 INR for food and up to 3000 INR for lodging as per actuals. All receipts must be submitted within 05 days of the outbound travel date to the finance team.

The per diem can be claimed from the date of departure (the outbound travel date) through to the day prior to arrival back (the inbound travel date) to the office.

Ishanya India Foundation will cover all expenses related to food and accommodation charges as per the above. However other out-of-pocket expenses that may be incurred such as working meals, local transportation, airport tax, etc., may be reimbursed. All receipts must be submitted within 05 days of the outbound travel date to the finance team.

In case of an invitation for national business travel from another organization, which will bear all the travel and other related costs, staff members may not claim a daily per diem.

Reimbursement of any other out-of-pocket expenses that might be incurred may be reimbursed on approval from a member of the senior management team. All receipts along with an expense form must be submitted within 14 days of the outbound travel date to the finance team.

Metro cities, Delhi, Mumbai, Bangalore, Chennai, Hyderabad, Jaipur, Ahmedabad (and State Capital cities)

Towns – non-metro cities/rural districts

3.3 Passport and Visa

Passport

It is expected that all staff members (full-time/part-time/intern or volunteer) will carry the necessary and valid documentation when traveling on business.

Visa/Permit

Should a visa or permit be required by any staff member (full-time/part-time/intern or volunteer) for work travel, then Ishanya India Foundation will cover these fees. The employee will be responsible for obtaining all the necessary paperwork and the visa/permit prior to the planned travel date.

Section 4 - International Travel

Should International travel be required, it will be reviewed on a case-by-case basis.

7.3 Sexual Harassment Policy

Ishanya India Foundation considers workplace sexual harassment to be a serious offense and will deal with such incidents in the strongest possible manner.

Scope of this Policy:

This policy applies to all individuals who are employed in a permanent, contractual, temporary, or fellowship capacity at any Ishanya India Foundation's office location. This policy document is also being forwarded to all the Ishanya India Foundation's offices with clear advice to establish a similar approach in dealing with this issue.

This policy pertains to sexual harassment in the workplace, or during work-related travel and meetings. However, as a representative of Ishanya India Foundation, all staff are expected to act responsibly and respectfully both within the office and beyond office hours.

Definition of Issue:

A broad definition of sexual harassment consists of any physical or verbal behavior and any form of communication that has unnecessary, improper, or unwelcome sexual connotations. Sexual

harassment may vary in form depending on circumstances. It may consist of, but not be limited to, any of the following:

Unwelcome sexual advances, requests for sexual favours, display of sexual visuals, sexual audios, pornographic or obscene material and any other verbal or physical conduct of a sexual nature

Transmitting any message, by mail, telephone, e-mail etc. which is obscene, lewd, suggestive or blatantly sexual in nature

Any explicit or implicit communication wherein a sexual favour or demand, whether by words or actions, is made a condition for an individual's employment, career progress, promotion etc. thereby creating a hostile environment.

Sexually charged jokes or remarks and behaviour which have sexually-oriented innuendoes

Consistent pattern of unnecessary physical contact, staring or targeting unreasonable attention at an individual in day-to-day dealings

Any pervasive pattern of behaviour which makes others uncomfortable, insecure or feel humiliated or disadvantaged on the basis of gender differentiation

Actual sexual assault

As mentioned above, this is an indicative but not exhaustive list of possible forms of sexual harassment.

Complaints Handling Process:

Ishanya India Foundation has established the following process to ensure that any incidence of sexual harassment is dealt with appropriately, sensitively, and expeditiously.

Complaints Committee for Sexual Harassment: Ishanya India Foundation has established a Complaints Committee for Sexual Harassment, headed by Seema Mahoorkar, Senior Program Associate

Process for dealing with incidents of sexual harassment

Any employee/fellow/intern who experiences sexual harassment can get in touch with any member of this Committee. Alternatively, the affected employee/fellow/intern may approach his/her supervisor and the supervisor will be expected to inform a member of the Committee immediately. All such complaints shall be in writing with full details of the incident.

On receipt of such a complaint, the Committee will immediately arrange to fully investigate all relevant details of the matter. It will do so with all possible care, sensitivity, and discretion in protecting the sensibilities of the impacted employee/fellow/intern. The member, who has allegedly committed the offense, will be given all reasonable opportunities to be heard by the Committee.

The result of this investigation will be formally recorded and discussed within the senior management team for appropriate action.

The Committee will normally complete this process and make its formal recommendation within 10 working days after receiving the complaint unless there are exceptional circumstances.

Necessary action will then be taken with regard to the offending member based on the circumstances and seriousness of the offense.

Where Ishanya India Foundation is legally advised that any such incident constitutes a criminal offense, Ishanya India Foundation will inform the relevant authority, provide full details and request appropriate action. If the aggrieved employee/fellow/intern directly takes any action, against the offending member, either civil or criminal, the Committee, on becoming aware of such action by the aggrieved employee/fellow/intern, shall be entitled to, Suo moto, start the internal enquiry/investigation and recommend appropriate action.

Ishanya India Foundation will ensure that the career interests of the complainant are not adversely affected by virtue of the individual having drawn attention to such an offense.

In order to ensure that this important matter is not trivialized, any complaint, which, in the opinion of the Committee, is blatantly false or frivolous or has been motivated by reasons that are clearly unconnected with gender issues, would be viewed very seriously by the company and appropriate action taken against such complainants.

If the Committee receives an anonymous reference related to sexual harassment, it will draw the attention of the supervisor concerned with the relevant business or location. The matter will be fully examined by the concerned supervisor and its conclusions and plans for necessary action will be communicated to the Committee.

Heads of departments and senior management at all Ishanya India Foundation locations will also be expected to be sensitive to any circumstances or behavior among their colleagues which appear to go against the company policy on this matter. In case they become aware of any such incidence, they will immediately inform the head of the Committee and take appropriate action as advised.

Ishanya India Foundation has added the following instructions to ensure, to the best of its ability, the security of its Staff:

No employee will be subject to any form of retaliation for making a good faith report of conduct that they believe violates the above-mentioned policies.

If attending work-related social events, meetings, dinners, etc. outside of office hours, employees should try and have another Ishanya India Foundation staff member accompany

them if possible. Employees must inform their supervisors of any such events they plan to attend.

Employees must use sound judgment when socializing with external contacts developed through work initiatives.

Employees traveling for work must inform their supervisors of the dates, duration, location, and purpose of the visit. Contact information for the partner organization must be documented and provided to a supervisor.

During site visits or work-related travel, employees must always use sound judgment and take every measure to ensure their safety. Examples of things to consider may include: Understanding if it is safe to go out at night on your own; keeping host and supervisor informed regarding where you will be staying; avoiding attracting unnecessary attention to yourself with unruly behavior; understanding from the host organization any cultural or local sensitivities.

Employees /fellows/interns catching up after office hours have to be careful and should take care of themselves as Ishanya India Foundation will have no control over any accidents that may occur after office hours

8. Performance Appraisal and Reviews

Ishanya India Foundation considers performance appraisals and reviews an integral part of the entire career life span of its staff as to any progressive organization. Ishanya India Foundation understands and values the contribution of their staff, also realizes that management must bear responsibility for how their staff performs their jobs and the role that motivation and encouragement play in increasing the efficacy of their work.

Performance management is not an annual event. This is a continuous process that takes place throughout the year and that is what Ishanya India Foundation believes in. It is also not a process used to determine salary or other material benefits as these can have a negative effect on the development of staff, nor is it a tool to punish staff.

Ishanya India Foundation strongly believes that a performance discussion should have no surprises! This means that the manager, as well as the staff, must be aware of all important matters and nothing should come out as an unknown entity at the actual discussion itself. This also means that the process of performance management must be followed in a committed manner. The manager's own performance is as important as the staff member's. The focus should be on performance management and development.

For ISHANYA INDIA FOUNDATION


Trustee