

RUDSICO Human Resource Development Policy

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SECTION I – RUDSICO HR PLANNING

1. Background

- 1.1.** With the increasing economic growth, rapid industrialisation, and improvements in the standard of living within the State of Rajasthan, there is a massive shift in reliance on urban infrastructure resources. Various agencies are presently working in the State of Rajasthan in the urban infrastructure sector with varied roles and responsibilities. Some of the key department / agencies involved in urban development include Department of Urban Development and Housing (UDH), Department of Local Self Government (LSGD), Public Health Engineering Department (PHED), Rajasthan Housing Board, Rajasthan Urban Infrastructure Finance and Development Corporation Limited (RUIFDCO), Rajasthan Awas Vikas Infrastructure Limited (RAVIL), Rajasthan Urban Infrastructure Development Project (RUIDP), Public Works Department (PWD), various municipal bodies, urban development authority and urban improvement trusts and so on. With an objective to enhance efficiency in the urban sector and provision of urban services in the cities and towns in Rajasthan, a need was felt to create a single entity responsible for managing and coordinating all urban infrastructure services and at the same time empowering urban local bodies (ULBs) in the process by facilitating them. The objective was also to merge a few agencies the worked in parallel so as to achieve better synergies among state government programs and central government programs.
- 1.2.** The State Government thus announced the formation of Rajasthan Urban Drinking Water, Sewerage, and Infrastructure Corporation (RUDSICO) with all the responsibilities related to urban drinking water, sewerage, housing, and other urban infrastructures vested in this agency. RUDSICO has been formed by merging Rajasthan Urban Infrastructure Development Project (RUIDP), Rajasthan Awas Vikas and Infrastructure Limited (RAVIL) with RUDSICO (erstwhile RUIFDCO -Rajasthan Urban Infrastructure Finance and Development Corporation Limited) - all organizations working in parallel based on their specific mandate.
- 1.3.** RUDSICO is a State Government Undertaking registered under The Companies Act, 1956 incorporated in December 2004 and renamed as RUDSICO on 19th November, 2015
- 1.4.** The main business line of RUDSICO is to act as a Centre of Excellence in guiding the implementation of urban infrastructure development programs in the state. Promoting urban reforms is at the core of its functioning.
- 1.5.** This is also part of the policy reform agreed upon by the Government of Rajasthan to transform RUDSICO to form a sustainable state-level organization with the mandate to design and implement urban infrastructure projects, and provide project management support to municipal bodies.
- 1.6.** The Schedule of Powers to be delegated to RUDSICO has already been drafted and is under discussion at the level of the State government. Developing and implementing human resource policy, including new vacancy creation is a function subsumed under Part A: Establishment of the Schedule of Delegation of Power.
- 1.7.** The RUDSICO will have two key mandates:
 - Professionalize the urban infrastructure in Rajasthan by developing a corporatized body and;
 - Develop the urban infrastructure in the state through the local urban bodies by assisting them and building their capability in project management.

- 1.8. RUDSICO will serve the whole State of Rajasthan for carrying out the infrastructure and developmental works through the Urban Local Bodies. Assisting all the urban local bodies, Nagar Nigams, Development Authorities and other government and non-government agencies engaged in drinking water, sewerage and other infrastructure development of urban areas of Rajasthan will fall under the ambit of the company.

2. Mission statement of the company

To facilitate urban development by assisting state government and existing agencies in formulation of policy, institutional capacity building and project implementation, and to assist in the funding and implementation of projects.

3. Operating principles

- 3.1. RUDSICO has five operating principles on which the company philosophy is based.

- **Customer Focus:** Provide service to customers and respond to their needs and interests in a respectful, reliable and professional manner.
- **Total Quality:** Provide the highest quality products and services so that we meet and exceed the expectations of our customers.
- **Environmental Responsibility:** Plan and manage the operations as responsible stewards of our natural resources and the environment.
- **Safety Awareness:** Perform work with a high level of safety awareness for ourselves, our fellow employees and the general public.
- **Employee Inclusiveness:** Respect and value the contributions of employees because everyone is important to the success of the operations.

4. Organizational Structure¹

RUDSICO will be governed by a Board of Directors, represented by ten Board members. The details of the Board are provided in the table below:

Sl. No.	Name of the Directors	Designation
1.	Hon'ble Minister UDH & LSG, Government of Rajasthan, Jaipur	Chairman, RUDSICO
2.	Principal Secretary, LSG, Government of Rajasthan, Jaipur	Vice-Chairman, RUDSICO
3.	Senior IAS Officer, Government of Rajasthan	Managing Director (UI&H), RUDSICO
4.	Senior IAS Officer, Government of Rajasthan	Managing Director (EAP), RUDSICO
5.	Principal Secretary, Urban Development & Housing Department, Rajasthan, Jaipur	Director, RUDSICO

¹ Subject to modification by the State Government, as may be necessary from time to time.

Sl. No.	Name of the Directors	Designation
6.	Principal Secretary, Public Works Department, Government of Rajasthan, Jaipur	Director, RUDSICO
7.	Principal Secretary , Public Health Engineering Department, Rajasthan, Jaipur	Director, RUDSICO
8.	Commissioner, Rajasthan Housing Board, Jaipur	Director, RUDSICO
9.	Secretary, Finance (Budget) Department, Rajasthan, Jaipur	Director, RUDSICO
10.	Director and ex-Officio Joint Secretary, Local Bodies	Director, RUDSICO
11.	Independent Director 1	Independent Director, RUDSICO
12.	Independent Director 2	Independent Director, RUDSICO

4.1. Company Verticals

The newly formed RUDSICO will be driven by two verticals i) Urban Infrastructure and Housing (UI&H) and ii) Externally Aided Projects (EAP). Each of the two verticals will be headed by a Managing Director. The two Managing Directors will report to the Vice-Chairman and they will be responsible for the respective functions placed under them.

Vertical	Key Functional Responsibilities	Detailed Responsibilities
Urban Infrastructure and Housing	Urban Infrastructure	Water Supply, Sewerage & Sanitation, Solid Waste Management, GOI and Other Schemes
	Housing	Affordable Housing
	Finance	Finance & Accounting
	Corporate Affairs (CS): shared between two MDs	Company Secretarial Matters
	HR & Admin	Administration, Legal, Public Relations, and IT
Externally Aided Projects	Engineering (PD 1 and PD 2)	Engineering related to EAP
	Finance & Administration	Finance, Administration related to EAP and Accounting
	HR & Admin	Administration, Legal, Public Relations, and IT

Note:

- All HR powers are proposed to be vested with the MD.
- Company Secretarial service is a shared service between the verticals.

5. Strategic Goals of RUDSICO

RUDSICO has been formed with an objective of executing all urban infrastructure projects related to urban drinking water, sewerage and other infrastructure. Given a strong government commitment to the new entity, and the proven historical track record of the three merged companies, RUDSICO is expected to deliver its responsibilities very efficiently and effectively. The Government Order provides power to RUDSICO for implementation and planning of projects on urban drinking water, sewerage and infrastructure in Rajasthan.

The new goals of RUDSICO and the corresponding strategies are well laid out in the business plan of the company. The business plan therefore, provides a strong foundation for defining the company HR plan and policies.

6. Organizational Mandate of RUDSICO

The organizational mandate is well defined in the Memorandum of Association (MoA) of the newly constituted RUDSICO. They are:

- To formulate and directly undertake urban infrastructure development projects in the state of Rajasthan
- To guide and assist urban local bodies in implementing and monitoring infrastructure development schemes and programs
- To extend loans and financial assistance to urban local bodies to implement schemes based on the review of their financial viability
- To provide technical and financial consultancy services to urban local bodies to enable to implement urban reforms
- To function as a state level nodal agency (SLNA) to coordinate and implement all urban infrastructure and reforms related initiatives funded by the government of India, the state government or multilateral and bilateral agencies

7. Staff Strength and modalities

The core staff of RUDSICO comes from the erstwhile three companies viz. RUIFDCO, RAVIL and RUIDP. Of the total 316 existing posts 76 (24%) are from RUIDP, 97 (31%) are from RUIFDCO and 143 (45%) are from RAVIL. Detailed breakup is given below. New staff is proposed be recruited based on need, the exact number of new recruitments and their positions cannot be estimated at this stage. It will be a part of the human resource planning exercise, every year. However, it is envisaged that in the first year some field engineers (supervisors) at the middle and lower middle level will be recruited.

To gather an understanding of the staff profiles, staff strength of the three different organizations in the pre-amalgamation era, (top, middle, lower and support staff level) is made and the results are presented in the table below:

Level	RUIFDCO	RAVIL	RUIDP	Total	Typical Designations
Top level	9 (12%)	6 (6%)	12 (8%)	27 (9%)	PD, CE, ACE, GM (E)/Supt. Eng., CFO, FA, CA, CS
Middle level	7 (9%)	27 (28%)	32 (22%)	66 (21%)	EE, Statistical Officer, Senior Accounts Officer, Admin officer, Dy. Legal Remembrancer
Lower level	25 (33%)	43 (44%)	92(64%)	160 (51%)	AEN, JEN, AO, AAO-I, AAO-II, Assistant Programmer, PA/Steno
Support Staff (Bottom level)	35 (46%)	21 (22%)	7 (5%)	63 (20%)	Comp Operator , Clerk, Peon/Office Boy, Store Keeper
Total	76	97	143	316	
Percentage	(24%)	(31%)	(45%)	(100%)	

7.1. The human resource distribution across four levels (top, middle, lower and support) of the three different organizations brings out the following key features:

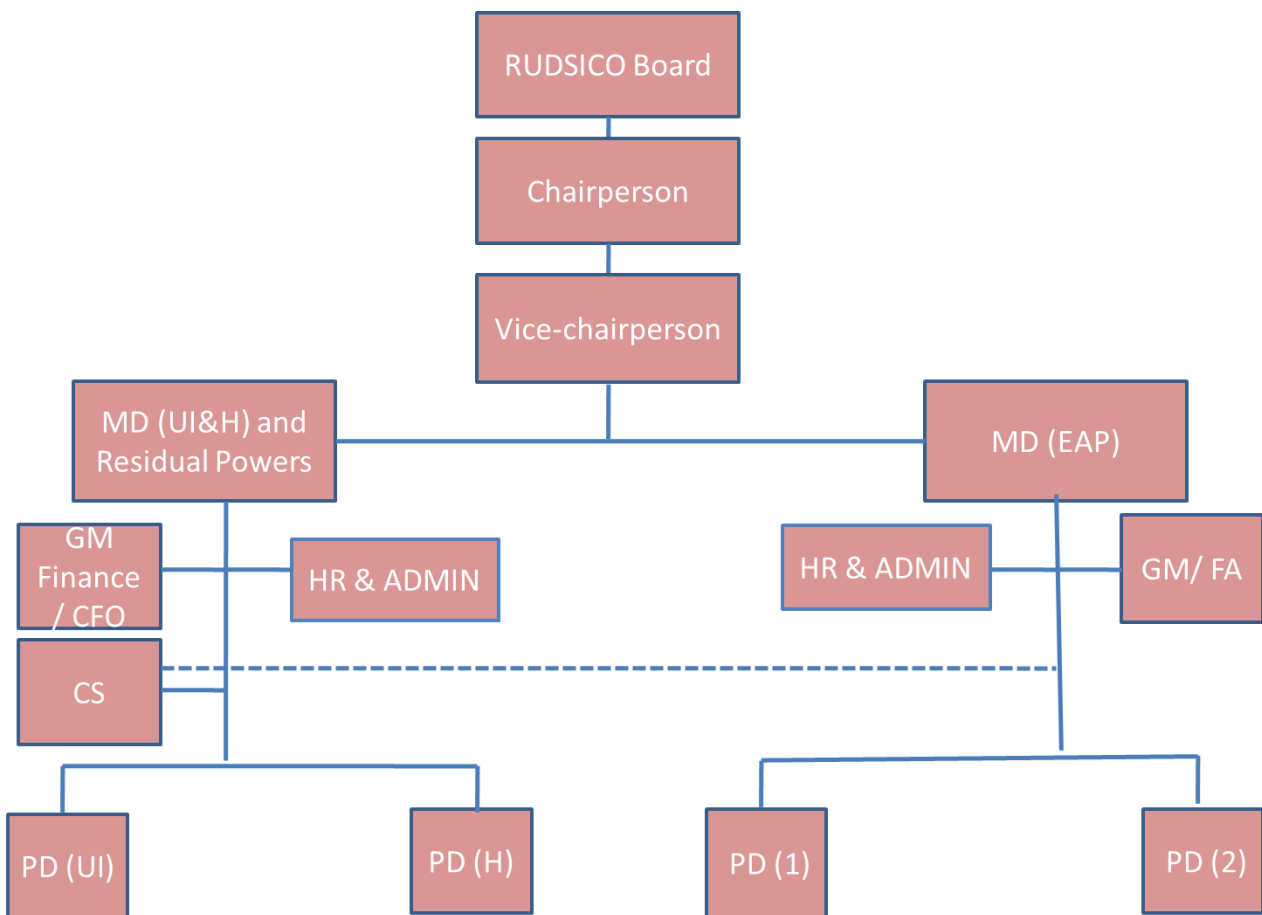
- In terms of absolute numbers, RUIDP has the highest staff count with 143, followed by RAVIL(97) and RUIFDCO (76). This indicates that in “as is” organizational amalgamation scenario, over 45% of the staff will come from RUIDP stream, thus playing a major contributor of staff strength; followed by about 31% of staff belonging to RAVIL; balance 24% being drawn from RUIFDCO.
- Within RUIFDCO, the current staff distribution among four different levels (top, middle, bottom and support) highlights a different scenario. RUIFDCO is “bottom heavy” with 46% of staff belonging to support staff category. The typical designations in this category are: i) Computer Operator ii) Clerk/Office Boy/Peon and iii) Store Keeper.
- RUIDP will bring in about 143 (45%) staff members; in the level hierarchy a majority of them belong to middle and lower levels (22%+64%=86%); only a small percentage (8%+5% =13%), belong to top and support staff levels respectively.
- In the post-amalgamation scenario, RAVIL will bring in a about 97 (31%) of total staff.

7.2. In the post-amalgamation scenario, RUDSICO will draw staff from the erstwhile RUIFDCO, RAVIL and RUIDP, and any other agency that may be operating the urban sector, with approval of the state government. The staffing analysis extends the following key implications to RUDSICO.

- Project implementation experience, rather than organizational management experience is at the core of staff skills.
- The “bottom heavy” feature of RUIFDCO (46%) is likely to transcend itself to the newly constituted RUDSICO, thereby influencing the overall organization system, culture and strategy.
- At another level, the three current organizations are likely to be middle heavy, with close to half (51%) of the staff belonging to lower levels. An additional feature to be taken note of is that a number of job titles are not in tune with the new generation work demands in the context of newly drawn up RUDSICO mandate. (refer organizational mandate is section 6) Job titles such as Steno, LDC, Clerk and Peon are some typical misfits, which will largely influence their job roles.
- The newly defined organizational mandate requires a big transformation in staff attitude, skills and work practices. Guide, assist, extend financial assistance, provide technical and financial consultancy services, enable ULBs to implement urban reforms are the most important underlying themes in the mandate. Therefore, the staff members in the new scenario will have to add “value” to important functional skills for the successful operationalization of the new RUDSICO corporate body.

8. Organization Realignment

- 8.1.** The Board of Directors is appointed by the Government of Rajasthan. The Board of Directors is empowered to provide policy, administrative and execution framework for the company and the two MDs are the Executive Head of their respective functions.
- 8.2.** Deriving from the mandate spelt out in the MoA, the new RUDSICO role can be grouped under three major of organizational responsibilities i.e. i) direct implementation of urban infrastructure development of projects ii) advisory and consultancy support to ULBs and iii) co-ordinate funding assistance.
- 8.3.** To leverage the mandate, we recommend that some realignment may be made in the organizational structure of RUDSICO, as detailed out in section 4.1. The top level organizational arrangement is shown in the figure below².



- 8.4.** The Managing Director will hold the overall accountability to their respective functions (i.e. UI&H and EAP). The MD (UI&H) is supported by four technical specialists:

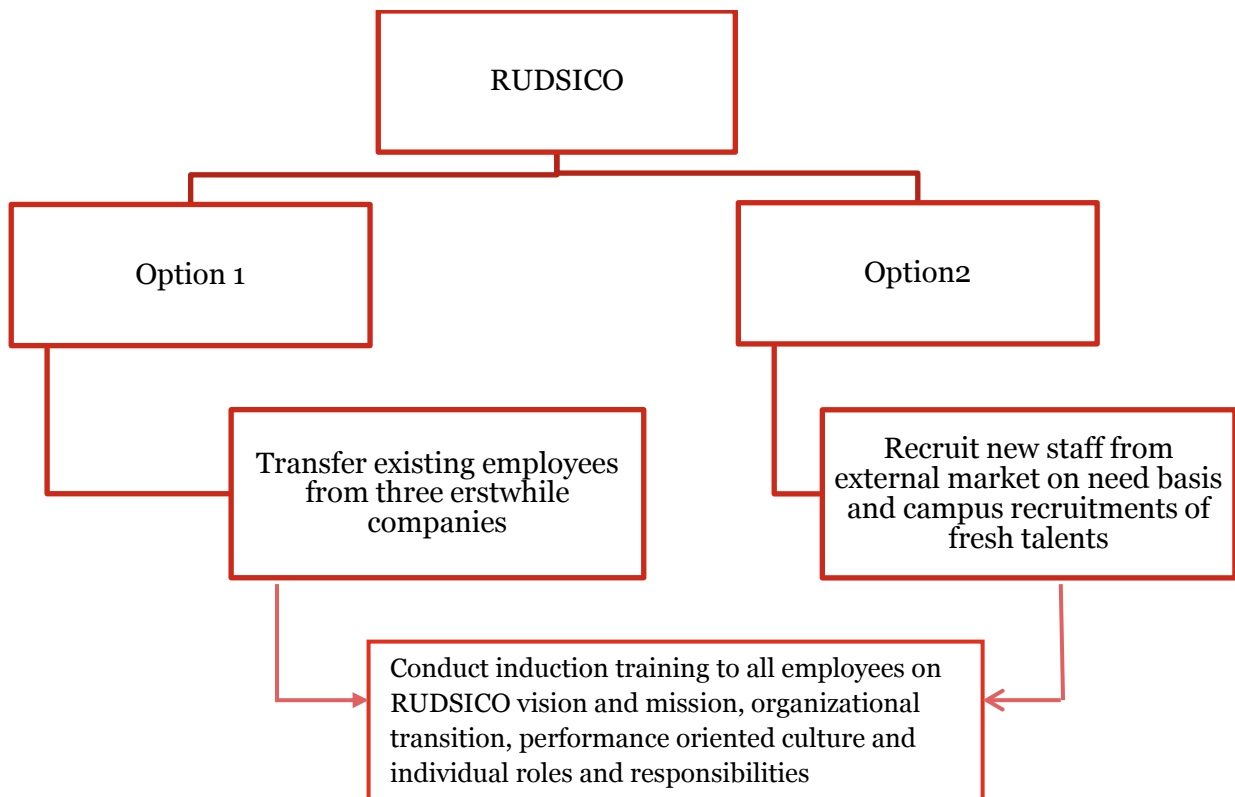
- Urban Infrastructure
- Housing
- Water Supply and
- Sewerage

² Organization structure is subject to approval of Government of Rajasthan

- 8.5. The HR & Administration will vest with the respective MDs.
- 8.6. The Finance and Company Secretary functions will be headed respectively by a qualified CFO/GM/FA and CS. The CS will advise both the MDs on all company secretarial matters and CFO/GM/FA will report to respective MDs.

9. Staffing Numbers

- 9.1. The guiding point here is - keeping the main business line of RUDSICO as a ‘Centre of Excellence’ in implementation of urban infrastructure development programs in the state and promotion of urban reforms. Hence, the role of RUDSICO will transition from the earlier dominant ‘project mode’ of three individual entities (RUIDP, RUIFDCO and RAVIL) to playing a more strategic role and management role while guiding the state level urban development organizations and ULBs in implementing urban reforms. The projection of staff numbers is made within the spirit of this planned organizational transition.
- 9.2. The heads of these four line functions report directly to the MD (UI&H). The MD (EAP) will have a separate PD (Engineering) and a Finance & Accounts Specialist. In all finance and accounts matters pertaining to EAP, the F&A specialist will be guided by the CFO.
- 9.3. Two options are considered for recruitment of staff in the new organization.



9.4. The projected staffing numbers and their distribution within RUDSICO are tabulated below. The proposed staff strength is indicative based on the estimated work load. It can be expanded or reworked as the new organization evolves and the work load changes. The estimated total staff strength of 223 as presented below does not include class IV staff.

Office of the Managing Director-UI&H		
Level	Designation	Proposed Number of staff
Top	Managing Director (UI&H)	1
	Technical Advisor	1 (optional)
	GM Finance /CFO	1
	CS	1
	HR & Administration	1
Support	Personal Secretary to MD	1 (optional)
	PA to the MD	1 (optional)
	Office Assistant	2
	Support Staff	6
	Sub-total	15

Office of the CFO/FA		
Level	Designation	Proposed Number of staff
Top	Chief Financial Officer	1
	General Manager-F&A	1
Middle	Senior Accounts Officer	2
	Accounts Officer	6
	Asst. Accounts officer	10
Support	Support Staff	10
	Sub-total	30

Office of the Company Secretary		
Level	Designation	Proposed Number of staff
Top	CS	1
Middle	Manager-Legal and Company Affairs	1
	Law Officer	2
Support	Support Staff	4
	Sub-total	8

Office of the GM (HR & Administration)		
Level	Designation	Proposed Number of staff
Top	General Manager- HR &Administration	1
Middle	Manager/Officer-Administration	1
	Manager/Officer-HR	1
Support	Support Staff	14
	Sub-total	17

Office of the PD-UI		
Level	Designation	Proposed Number of staff
Top	PD-UI	1
	AEE	5
Middle	AE	10
	JE	10
Support	Support staff	10
	Sub-total	36

Office of the PD-H		
Level	Designation	Proposed Number of staff
Top	PD-H	1
	AEE	5
Middle	AE	15
	JE	10
Support	Support staff	6
	Sub-total	37

Office of the Managing Director-EAP		
Level	Designation	Proposed Number
Top	Managing Director (EAP)	1
	GM/FA	1
Middle	HR& Administration	1
	Systems Officer/MIS Officer	2
Support	Personal Secretary to MD	1 (optional)
	PA to MD	1 (optional)
	Support staff	6
	Sub-total	13

Office of the PD-1 (EAP)		
Level	Designation	Proposed Number of staff
Top	PD	1
	AEE	5
Middle	AE	6
	JE	6
Support	Support staff	4
	Sub-total	22

Office of the PD-2 (EAP)		
Level	Designation	Proposed Number of staff
Top	PD	1
	AEE	5
Middle	AE	6
	JE	6
Support	Support staff	4
	Sub-total	22

Office of the GM/FA		
Level	Designation	Proposed Number of staff
Top	General Manager-FA	1
Middle	Senior Accounts Officer	2
	Accounts Officer	3
	Asst. Accounts officer	4
Support	Support Staff	6
	Sub-total	16

Office of the Manager (HR & Administration)		
Top	Manager- HR &Administration	1
Middle	Officer-Administration	1
Support	Support Staff	5
Sub-total		7

SECTION II – HUMAN RESOURCE POLICY MANUAL

HR Policy design and applicability

1. Introduction

The HR Policy Manual is drafted for the Rajasthan Urban Drinking Water, Sewerage and Infrastructure Corporation (RUDSICO). All employees directly or indirectly report to the Managing Director who is accountable to the Board. He is authorized to appoint staff against approved vacancies, determine the conditions of appointment and services and salaries.

With a view of leveraging the benefits of constituting a completely new organizational entity, a new HR Policy and Procedure Manual has been drafted. The idea was to promote the “new generation-high performance” work culture.

2. This manual

The aim of this manual is to inform and assist you to quickly and easily become a part of our strong team in the Company. This is only brief overview. If more information is required, contact your Departmental Head or HR wing.

This will be applicable to only who will be recruited from market and those who will be appointed on regular basis. You are requested to study this manual carefully.

3. Our Belief and Work culture

We have a clear performance orientation, with emphasis on completing project work efficiently within the given time and budget. We will protect our commercial sustainability for sustainable operation. We believe in hard work, self-discipline and team approach in the overall interest of the Company.

We believe that every employee is an integral part of our team. Professional integrity, team working, living up to the commitments made to the customers/clients/citizens are some of the values that we uphold under all circumstances.

While working together, difference of opinions are bound to surface. We believe that differing viewpoints are best reconciled and the most appropriate decisions are made in a transparent, ‘hierarchy free’ environment. All verticals and functional departments must work in total harmony in the overall interest of the Company.

4. Work Ethics

We will work with highest level of integrity and commitment to providing best possible services to our citizens/clients and customers. Self-discipline and professional commitment are the building blocks of our work ethics and they will be zealously guarded.

We believe that every employee is an important part of our team. Contributing to the best of one’s abilities in a team environment is of utmost importance. While working together, differences of opinion bound to surface; they must be resolved harmoniously in a spirit of ‘what is right and not who is right’. Departments must work in total harmony in the overall interest of the organization.

5. Customers and Clients

Our customers and clients are our most important asset. We will:

-
- Treat them fairly and with respect
 - Ensure quick response to their need
 - Offer value added products and services
 - Honour our commitments against all adversities

6. Customer Centricity and Client Centricity Approach

We place premium on high level of service orientation and business sense. Our service standard and commitment to customers, suppliers and clients forms the basis for sustained relationship.

All employees are expected to follow the formal and informal service ethics as practiced by the organisation. We consider “customer centricity” as an important aspect of promoting our image amongst our customers, clients and citizens. Any violation of these would be considered as breach of discipline.

All employees are expected to be punctual at the meetings with customers, clients and citizens. Their requests, grievances, if any must be dealt with promptly and politely.

Information given to customers, clients and citizens must not misrepresent facts. They must be accurate, precise and to the point. If an employee is not able to respond to the needs/queries of the customer on his own, he/she must seek clarification from the authorized person in the company.

Information specific to the company's processes, current projects, future acquisitions, financial capabilities/obligations, likely investments, new customers etc. are strictly confidential. By virtue of the position in the Company some employees are bound to have access to such confidential information. Disclosure of information of confidential nature to outsiders must have explicit permission from the MD or other authorized persons designated by him.

7. Special Features

Some of the special features of RUDSICO are:

7.1. Organic in nature

Because of the flat nature of the organization, there will be fewer rules and regulations, boundaries will not be water tight and may change form as the organization evolves and the business grows.

7.2. Performance is at the centre

Performance of individual sections and the Company as a whole is the central focus. The vision, mission and goals of the Company will be shared and owned by all. This will be the driving factor.

7.3. Collaborative work spirit

Collaboration will bind the verticals and horizontal sections together; the same spirit will spread across staff within a given section.

7.4. Decentralized decision making

Decisions will be made at the level where the problem resides. Therefore, sufficient autonomy is given to each section/project offices

8. HR Policy and Procedure

The purpose of this HR Manual is three fold:

1. Provide staff members with a statement of announced HR policies and procedures.
2. Define the terms of employment and conditions of service of all staff directly employed by the company.
3. Outline the procedures governing the conduct of staff members and the operation of defined policies.

The terms of employment and conditions of service may be revised, amended or altered by the MD at any time. Such changes will be issued in the form of replacement pages to this Manual or official circulars.

The principle, rules and procedures defined in this document are not exhaustive in covering every detail pertinent to HR management. But, these do provide a sufficient foundation for guiding both the employer and employees in the understanding, interpretation and implementation of HR policy.

These policies and procedures apply to all employees, irrespective of their past employment status and conditions.

The MD is entrusted with the responsibility to interpret and administer the service conditions. However, he may, at his discretion, delegate or withdraw this authority to or from anyone without assigning any reason.

8.1. General policy on personal conduct

The company expects its employees to maintain a high standard of conduct and work performance to make sure the business maintains its good reputation with customers and clients. Good personal conduct contributes to a good work environment for all.

This involves all employees:

- Observing all policies and procedures
- Treating colleagues with courtesy and respect
- Treating customers and clients in a professional manner at all times

8.2. Telephone policy

Use of Company telephones for private purpose is generally discouraged. In exceptional circumstances when they are used for private purposes, it is expected to be kept to reasonable levels. Use of mobile phones is permitted, subject to adherence to generally accepted mobile telephone etiquettes.

8.3. Internet use policy

The internet is provided strictly for business use. The Company has the right to access the system to check if private use is excessive or inappropriate. Failure to comply with these instructions is an offence and will be subject to penalty for an offence, or repetition of an offence, may include dismissal.

8.4. Photo Identity Card

All employees (regular and on contract) will be issued a Photo Identity Card upon joining service. Under special circumstances temporary employees also may be issued a temporary Photo Identity Cards. All employees should carry their Identity Card with them to their place of work and in course of travel. Identity Card is the property of the Company and at the time of cessation of service, it should be returned to the company.

8.5. Smoking

We strictly adhere to the government guidelines. Smoking is strictly prohibited in the office premises. This policy extends to all staff regardless of age, sex or position within the Company and covers to all visitors and guests.

9. Human Resource Planning

9.1. Policy

The respective MDs are responsible for the company level human resource planning. Human Resource Planning is an important annual exercise that is linked to the annual budgeting process. Project Directors/Chief Engineers are required to review the departmental staff, skills and capabilities of their current employees against the requirements necessary to carry out future business plans

9.2. Procedure

- All new appointments to be made only against the approved vacancies and they should be based on sound human resource plans.
- Project Directors/CEs are responsible for review of their departments and making recommendations for future requirements.
- Project Directors/CEs are responsible for preparing job descriptions to HR & Administration wing.
- The MD retains the right to review, amend, approve or reject human resource plans submitted by Project Directors/CEs/Departmental Heads
- HR department is responsible for the safe custody and inter-departmental comparison of all approved human resource plans and budgets.

10. Recruitment

10.1. Policy

All appointments in the Company will be made against approved positions only. The Company always aims to employ the best matched candidates to the job based on merit and competence. Recruitment may take from two different streams, against approved vacancies:

- Absorptions from erstwhile RUIDP, RAVIL and RUIDFCO and other state departments
- External market, either on regular basis, temporary basis or on contract basis
- Campus recruitment of fresh engineering graduates or diploma holders or graduates from general stream, depending on the need and vacancy announcement

Upon recruitment, all external candidates will be considered as new recruits and they will be treated equally with no bias towards caste, cadre, creed, community or gender

10.2. Procedure

- Human Resource budget will be prepared once a year by the respective departmental heads. It will be approved by the MD only after a detailed discussion with all departmental heads.
- In exceptional cases, when business exigencies demand immediate approval, the MD may consider each case on merit.
- Once approved, the departmental head may initiate action for recruitment. There will be a selection committee to finalize selection, as indicated below:
- Each position will have a job description covering key activities, tasks, skills required, expectations, and deliverables. These may be translated as Key Result Areas and will become the main input for performance appraisals
- The recruitment process may include some or all of the activities described here. Filling up of structured Application Blank, selection testing, group discussions, personal interviews, practical testing, and reference checks are important pre-requisites. Reference checks will be done discreetly and only if the candidate is a serious contender for the job.
- Successful candidate will initially be given a letter of offer, followed with an appointment letter after formally joining. The appointment letter will specify the nature of employment e.g. regular, temporary, and part time, contract, consulting etc.

10.3. Selection committee for various levels of employees

Level	Selection Committee	Final Approval
Top Management	Committee constituted by the Board	Board
Senior Management and Consultants	Committee constituted by the respective MDs	Respective MDs in consultation with Vice-Chairperson
Middle Management and Supervisory	Respective PDs/CEs, Nominated Committee Members and GM-HR & Admin (UI&H)/Manager-HR & Admin (EAP)	Respective MDs
Other non-technical staff	Respective PDs, and GM HR & Administration (UI&H)/ Manager - HR & Administration (EAP), one nominated member by MD (UI&H / EAP)	Respective MDs
Support Staff	Departmental Head, Nominated Committee Members Head-HR & Administration	Respective MDs

11. *Joining formalities*

11.1. Ensuring completion of joining formalities of the new entrant will be the responsibility of the departmental head. Upon completion the documents must be handed over to the HR department for safe keeping of personal files.

11.2. The following documents must be completed by the employee on joining.

- i. Copy of the Letter of Offer
- ii. Joining Report
- iii. Birth Certificate (as age proof)
- iv. Aadhar card (proof of residence)
- v. Two passport size photographs
- vi. Academic Qualification Certificates
- vii. Experience Certificates
- viii. Relieving Certificate from the previous employer (if already employed)
- ix. Medical Certificate (if specified)
- x. PF, ESI, NPS (if applicable) and other statute related forms

11.3. HR department is vested with the responsibility of safe keeping of personal files. Personal files are treated as confidential and will be accessible only to the authorized persons.

11.4. Categories of Employees

The Board recognizes the following classification of personnel.

1. **Absorbed Employees from erstwhile government entities:** These are employees who are absorbed from RUIDP, RUIDFCO, RAVIL or other government entities at the time of constitution of the Company. They will join the company on new employment terms of the company, without jeopardizing their existing entitlements.
2. **Contract Employees:** Contract Employees are employees who have been appointed on contract for a specified period, or for specified work on a specified project/program
3. **Young Professionals:** Fresh graduates recruited through campus recruitments. The appointment will be on a consolidated salary basis. They will be placed on training under the specified department for a fixed term. They can be moved from department to department, site to site based on need. Initially they will be a small group in number, eventually they will constitute a “critical mass” of RUDSICO with a defined career path.
4. **Temporary Employees:** Temporary Employees are employees who have been appointed either to fill a regular position which is temporarily vacant or for work which is essentially of a temporary nature likely to be completed within a limited period. They are not eligible for any benefits/allowances which are applicable to regular or contract employees, except such statutory benefits which may be admissible to them
5. **Part time Employees:** Part-time Employees are employees who have been appointed to work for specified hours in a day or in a week which is less than the normal hours of work. They are not eligible for any benefits/allowances which are applicable to regular or contract employees

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6. **Full time or part time Consultants:** This is considered only for short term contract based employment on special need basis, where internal skills are not available. Therefore, they will be governed by the conditions of their contract.

12. Induction

12.1. Policy

It is important for each employee to be oriented to the Company mission, values, culture, nature of business and key people in the organisation. The main objective of induction is to familiarise the employee with the Company culture and values and also the systems and processes guarding the business.

12.2. Procedure

This is applicable to all the regular employees of the company. For all other categories of employees it will be decided based on the category and nature and of employment.

13. Probation

13.1. Policy

All new employees on regular employment category will be placed on probation for a period of six months initially. The probation clause will not be applicable to the erstwhile employees of RUIDP, RUIDFCO, RAVIL or other government entities. At the end of this period, based on his/her performance one of the following situations would emerge

- he/she may be confirmed
- he/she may be placed on extended probation for a maximum period of additional six months
- his/her services may be discontinued

While moving an employee from probation to confirmation, if any changes in the salary and grade structure of an employee are too effected, it must have MD approval. Final decision regarding any employee will be made only by the MD.

13.2. Procedure

No employee is considered confirmed unless given in writing. Probation is a period of review and appraisal to make sure both the business and the employee are satisfied the role is as advertised, and is being performed satisfactorily. Permanent employment is given only when the employee satisfactorily completes their probation.

1. Conduct informal and formal appraisal during the probation period.
2. At the end of the probation period, complete a final probation appraisal and advise the employee of the result.

13.3. The PD/CE/ head of the line department is responsible for:

1. Arranging for work area for the new employee before he/she commences work.

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2. Detailed orientation on the job responsibilities, in addition to induction (if applicable).
 3. Close monitoring the employee's performance and providing feedback during his/her probationary period.
 4. Arranging for appropriate training, as needed.

14. Attendance

14.1. Policy

Punctuality and regular attendance are essential to ensure optimal productivity and high level of citizen service. For the Company to achieve these goals employees are required to maintain a satisfactory record of attendance.

All employees are expected to report to work on time every day that they are scheduled to work and to maintain a satisfactory record of attendance. If an employee is unable to report to work they are expected to notify their immediate supervisor within the set time duration.

14.2. Procedure

1. Some categories of employees as per the requirements of the Company will attend duty in shifts. This will be intimated to the concerned employees.
2. The normal working hours will be from 10:00am to 6:00pm, with one hour lunch break.
3. With a view to regulate the attendance/absenteeism and also with a view to have a uniform attendance marking system, the guidelines mentioned below are being followed:
4. Every employee / trainee is required to swipe/ log/ sign attendance sheet as per the system provided by the management while coming on duty and as well as while departing for the day.
5. While marking attendance, impersonating for another person is strictly prohibited. Such instances would be considered as misconduct and disciplinary action would be taken against the defaulter as per rules applicable which also includes dismissal from the service.
6. Leave will be sanctioned in whole units or half-a-day units. No short leave will be permitted.
7. Leave Applications submitted by employees will be sent to the HR department. Leave history will be recorded in the Attendance Register as well in Leave Register

15. Holidays

1. The Company observes National and Festival Holidays in accordance with the local statutory provisions.
2. Every year the Company will declare a list of 12 Holidays for festivals including National Holidays. Company remains closed on such days. However, the Company reserves the right to work on any of the holidays declared in case of any exigency, within the local statutory provisions.
3. The list of holidays will be announced at the beginning of every year.

16. Leave

16.1. Policy

All regular, confirmed employees are eligible to enjoy leave as per their entitlement. However, leave cannot be claimed as a matter of right. It has to be earned prior to claim. Exigencies of work take precedence over leave.

16.2. Procedure

Leave will be classified under the following categories.

1. Annual Leave
2. Medical Leave
3. Casual Leave
4. Maternity Leave
5. Paternity Leave

Following rules shall apply:

- Annual leave entitlement will be limited to 30 days in a year.
- Annual leave at the first instance can be availed of only after completion of 12 months of service in the company.
- For calculation of annual leave, any holiday/ weekend that fall at either end of the leave will be excluded. However, holiday/ weekend falling within the leave period will be included.
- After completion of first year of service, annual leave will be credited on a quarterly basis.
- Accumulation of annual leave is permissible up to 90 days.
- Annual leave can be enjoyed by an employee in not more than three installments in a year.
- Encashment of accumulated annual leave is permissible only at the time of separation. Encashment will be done on the basis of gross monthly salary, exclusive of annual benefits.
- Medical Leave entitlement will be a total of seven days in a year.
- In case of more than two days of medical leave, a certificate from a qualified doctor is required.
- There is no limit to accumulation of sick leave.
- Casual Leave entitlement will be a total of 12 days in a year.
- Casual leave is being provided for meeting personal emergencies for which planning cannot be done. However, it should be intimated to the line department head as soon as possible.
- Casual leave cannot be availed of for more than two days at a stretch. Casual leave will be granted on a pro-rata basis. i.e. one day per month. It cannot be availed in advance
- All leave calculations will be done on calendar year basis.

- Different types of leave cannot be combined together.
- Any leave beyond the above eligibility will be treated as leave without pay. Any leave taken without approval will attract disciplinary proceedings.
- Maternity leave and paternity leave will be as per government regulations

17. Travel Policy

17.1. Policy

Some travel will be undertaken by certain categories of employees on the business of the Company. Air/Rail/Bus/Taxi travel expenses will be borne by the Company during such travel and per-diem expenses will be reimbursed within the limits specified. (this limit will be specified and announced by the HR department in consultation with GM Finance). Per-diem will be split into room rent and meals. The Company reposes full faith in the financial discipline of all employees. However, in the interest of economy, employees have an obligation to restrict all expenses within reasonable limits.

17.2. Procedure

- 1) Per-diem limits will be specified as per designation
- 2) Employees on travel are required to restrict their board and lodging expenses as per the limits specified
- 3) Expenses limits include personal expenses such as tips, laundry, etc.
- 4) Classification of the towns (within the state and outside the state will be listed) and per-diem limits will be announced.
- 5) Time will be calculated on a 24 hour basis from the time of departure from home station till the time of return. Any fraction of 24 hours will be treated as follows:
 - Less than six hours: Nil
 - Six- Twelve hours: Half a day
 - More than Twelve hours: full day
- 6) Mode of travel and entitlements and are mentioned below:

Designation	Inter-city		Within the city
MD	Air Business Class		Company hired taxi
PD/CE/GM/CFO/FA	Y Class	I AC	Private Taxi
CS/FO/Senior Advisors on long term contract	Economy	II AC	Public Taxi
AEE/Superintendent	Economy with prior approval	II AC	Public Taxi/Three Wheeler
AE/AO	-	II AC	Three Wheeler
Others	-	II Class	Three Wheeler/ Bus/Public Transport

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- 7) All travel will make only after obtaining sanction from the respective MDs/ Accounts department in the prescribed format.
 - 8) For outstation travel, employees are entitled to take travel advance against approved tour program. All such advances are required to be settled in full within 48 hours of return to duties.
 - 9) Employee cannot draw fresh advance without settling the previous advance drawn.
 - 10) Claims for travel expenses are required to be submitted to the Accounts department as per the format. All claims must be supported by enclosing the original vouchers for:
 - Air travel/ Taxi charges/local travel other than three wheeler charges
 - Room tariff
 - Telephone/fax expenses incurred on Company business
 - Any entertainment expenses incurred on behalf of the Company
 - 11) Bills/vouchers/receipts are not required for expenses on food
 - 12) Discretionary power to this policy vests with the respective MDs.

18. Transfers

18.1. Policy

The Company will have multi-location operations, including field offices/site offices. Therefore, due to exigencies of work, transfer of staff from one location to another location becomes inevitable. This policy enables staff to relocate to the new place with minimum discomfort to the staff and his/her family.

18.2. Procedure

1. All employees may be transferred from location to location depending on the need of the Company, without any change in salary, benefits or other working conditions
2. Transfers may be effected in any of the following manners:
 - From one department to another department
 - From one post to another post
 - From one site another site

19. Compensation and Benefits

19.1. Policy

Employees deserve fair compensation for the effort they put in and for the contribution they make. The Company will strive to be most competitive in employee compensation and commits to make payments by the first working day of the succeeding month.

19.2. Procedure

Compensation is defined in terms of Cost to Company (CTC concept). However, for the sake of salary administration, it is broken down into the following components.

1. Basic Salary: This will be determined based on the level and grade of the employee in which he/she is placed.
2. House Rent Allowance: This allowance is only for those staff who resides in a rented accommodation (suggested: 50% of Basic Pay)
3. Transport Allowance: This allowance is to meet the expenditure for the purpose of commuting between the place of residence and the place of duty (suggested: Level 1: actual; Level 2: Rs 5,000 per month; Level 3: Rs 3,000 per month; Level 4 Rs 2,000 per month)
4. Medical Reimbursement Allowance: All regular and long-term contract employees are eligible for this benefit. In-patient medical expenses of self and family are reimbursed at actual in the Board approved hospitals. Out-patient expenses are subject to the following limits: (suggested: Level 1: Rs 3,000 per month; Level 2: Rs 2,000 per month; Level 3: Rs 1,500 per month; Level 4 Rs 1000 per month). This will be reimbursed on production of bills and receipts.
5. Leave Travel Allowance (LTA): This is given to the extent of one month's salary (Gross Pay) to all regular employees.
6. LTA can be availed for self and family twice in a block of four years as defined by Income Tax Act and Rules.

20. Gratuity

20.1. Policy

Gratuity shall be payable to an employee as per the provision of 'Payment of Gratuity Act, 1972' as amended from time to time.

20.2. Procedure

The payment of Gratuity to employees upon cessation (by way of retirement, resignation, dismissal, disablement or death etc.) of service is a statutory obligation under the Payment of Gratuity Act, 1972. All regular employees of the Company are covered under the Terms of Payment of Gratuity Act, 1972. Under this act, Gratuity shall be payable to an employee on the cessation of his/her employment after he/she has rendered service of not less than five years:

1. on his/her superannuation, or
2. on his/her retirement or resignation, or
3. on his/her death or disablement due to accident or disease

The amount of gratuity shall be equal to fifteen days wages last drawn by the employee concerned for every completed year of service or part thereof in excess of six months

6. 15 days wages would be computed in the following manner:

$$15 \text{ days wages} = \frac{(\text{Basic} + \text{DA; if applicable}) \times 15 \times \text{No. of years of Service}}{30}$$

21. Performance Management

21.1. Policy

The purpose of performance management is to help the employee to improve performance and recognize and reward superior performance. It will include informal and formal review. The Company follows Key result Area (KRA) focused performance.

21.2. Procedure

To enable this, performance planning and specific targets and expected results will be documented at the beginning of the year. The Company will follow a three level performance review i.e. self-appraisal, appraisal by the immediate supervisor and validation and approval by the zone/departmental head. All employees will undergo a formal performance review, at a pre-determined frequency. The procedure shall be as follows:

1. Self-appraisal format to be completed by the employee, prior to appraisal by the supervisor.
2. Formal performance meeting will be held by the immediate supervisor, where the self-appraisal will be reviewed, and the performance over the period will be discussed.
3. During the review meeting, the supervisor and the employee will jointly determine objectives for the next appraisal period. These will be formally documented and signed by both the parties.
4. Training and development will be considered as part of the process.
5. The standard format for performance planning and appraisals will be shared with all employees.

22. Productivity

22.1. Policy

The Company follows a 48 hour work week. All employees are expected to meet high productivity standards. The standards contributing to high productivity include, but are not limited to, the following:

1. Consistently reporting to work according to work schedule
2. Meeting deadlines
3. Assisting others with information, knowledge, time and resources
4. Being prepared to log in extra time when necessary
5. Limiting unscheduled absences
6. Being prepared for meetings
7. Following-up on activities that have been delegated
8. Following systems and procedures

23. Annual Increments

23.1. Policy

Salaries in the Company will progress from year to year, subject to acceptable level of performance. The primary purpose of appraisals is to meet the development needs of an employee. Increments every year will be regulated by a combination of complex set of variables such as, rate of inflation in the economy, performance of individuals and special contributions by an employee etc.

Since the above factors are inter-connected there are no rigid formulae to affect increments. The quantum of increase will vary from year to year.

23.2. Procedure

1. Annual increments will be released every year in the month of April.
2. The appraisal forms will be completed for all employees, by their respective departmental heads, at least one month in advance.
3. Rate of increments will be announced by the MD, every year separately and will be linked to Performance Rating as determined in the Appraisal Form.
4. Increments will be linked to basic salary and proportionate increase will take place in benefits determined on a percentage (%) basis of basic salary. If the benefits are on a slab basis, increase in its quantum will be decided independently.
5. Employees with less than six months of service will not be entitled to receive any increment.

24. Learning & Development

24.1. Policy

The purpose of this policy is to develop a learning organization wherein the responsibility of imparting training as a part of overall people development lies with the individual himself and his/her reporting authority. The Company aims to create and support human resources proficient in their technical/professional knowledge and core/specific competencies to take on future opportunities. All employees will be encouraged to undergo functional training as well as soft skills training.

24.2. Procedure

1. HR department is responsible for identifying learning & development needs for employees in consultation with and with support of department heads.
2. Employees are encouraged to discuss their individual needs for learning and development with their heads and/or HR department. This opportunity should be pursued particularly during the appraisal process.
3. Respective PDs can make recommendations for their staff members for specific training courses.
4. The responsibilities for the learning and development processes are listed below:

Training Needs Assessment	GM-HR & Administration (UI&H) /Manager HR & Administration (EAP) in consultation with respective PDs
Nominations for training in the state or within the country	Respective PDs Coordination by GM -HR & Administration (UI&H)/ Manager - HR & Administration (EAP)
Nominations for overseas training	MD (UI&H / EAP)

25. Career Planning / Progression

25.1. Policy

The Company is committed to career development of its employees at all levels. Efforts are made to enhance knowledge and skills to enable employees to improve their performance and to broaden their career paths. Promotions to higher positions and higher bands are made based on the parameters set up by the Board from time to time.

25.2. Procedure

1. To implement this policy, the following guidelines shall be observed.
2. Promotions to Higher Positions:
 - A vacant position or a new position will be advertised/posted internally first, declaring clear eligibility criteria.
 - Every eligible employee can apply for the position.
 - All promotion decisions shall be taken by a Committee (to be constituted).
 - However, the MD retains the right to veto the recommendation of the Committee.
 - The Committee shall assess the staff on pre-defined criteria.
 - If the Committee is of the opinion that no internal candidate is eligible for the post, it may decide for alternate sources of recruitment.

26. Personal Files and Employee Records

26.1. All papers having relevance to the employment should be filed in the personal file. The suggested documents to be maintained in personal file of each employee are:

- Bio Data with photographs
- Copies of testimonials relating to qualifications and experience.
- Copy of Date of Birth Certificate.
- Completed Application Blank with passport sized photograph.
- Interviewer Rating Form.
- Copy of Letter of Offer
- Joining Report
- Copy of the Appointment Letter
- Relieving Letter/ Experience Certificate from previous employer.
- Employee Declaration Form (to be designed)

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- Form 11 under EPF Act.
 - Nomination & Declaration Form (Form 2) under EPF Act.
 - Gratuity Nomination Form F.
 - Copy of Form 16 as per Income Tax Act.
 - Copies of Annual Performance Appraisal Forms.
 - Copy of Transfer Letter, if applicable.
 - Copies of Increment/ Promotion Letters.
 - Copies of Disciplinary communications, if any.
 - Employee Training Information.
 - Full & Final Payment Certificate in case of employee separation

27. Separation

27.1. Policy Statement

The Company recognizes two types of separation - voluntary and involuntary. The details are described below:

1. Voluntary Termination
 - Resignation
 - Retirement
2. Involuntary Termination
 - Termination for a cause
 - Death

27.2. Procedure

In case of resignation, an employee must give notice as per the terms and conditions of employment. The employee's notice of resignation must be confirmed in writing. All outstanding dues of resigned employee will be settled within 15 days of final separation, subject to clearance of all outstanding dues, if any. All employee separations will be handled in a professional manner and quick alternate arrangements will be made for replacement so that services to citizens are not jeopardized.

28. Grievances

28.1. Policy

The Company is committed to creating a positive working environment for its employees. This positive working environment is nurtured to ensure that the mission of the Company is fulfilled in an effective and efficient manner and to ensure that the dignity of all employees is respected.

The grievance procedure aims to achieve the following objectives:

1. Ensure that employees receive fair and equitable treatment.
2. Provide employees with a conducive environment and a well-structured procedure for expressing their grievance.

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3. Promote sound employee-supervisor relations through communication and reconciliation of work related problems.
 4. Grievance Management is not a mechanism for revising the existing policies and procedures
 5. Grievance information must be treated in a discreet and confidential manner by all persons concerned.
 6. In the interest of the prompt resolution of employee grievances, the action at each step of the grievance procedure must be taken as soon as possible. However the time limit mentioned at each step of the grievance procedure is only for convenience and is not mandatory.

29. Retirement

29.1. Policy

1. The retirement age is set at 60 years. On attainment of 60 years of age, an employee shall retire from the service of the Company. The date of retirement will be the last working day of the month, in which he / she attains the age of 60 years.
2. The MD retains the right to hire such an employee as a Consultant, for such period as mutually decided between the staff member and the Company. In such instances he/she will be governed by his/her contract conditions.

30. Disciplinary Action

Any one or more of the following disciplinary action, for reasonable and sufficient reason, can be taken by the MD in case of any staff has been found guilty of a misconduct.

1. Censure
2. Warning letter
3. Recovery from the pay, of the whole or part of any loss caused to the Company by the employee's negligence, default of breach of any regulations or orders.
4. Suspension on loss of pay and allowances.
5. Withholding of increment.
6. Dismissal from service.
7. All such actions will be initiated and coordinated by the HR department, subject to clearance by the MD

31. Conflict of interest

31.1. Policy

Conflict of interest arises whenever the personal, professional or business interests of an employee are potentially misaligned with the best interests of the Company.

All employees are required to act in good faith towards the Company. Employees need to be aware of the potential for a conflict of interest to arise, and should always act in the best interests of the Company.

As individuals, employees may have private interests that from time to time conflict, or appear to conflict, with their employment with the Company. Employees should aim to avoid being put in a situation where there may be a conflict between the interests of the Company and their own personal or professional interests, or those of relatives or friends. When such a conflict occurs (or is perceived to occur), the interests of the Company will be balanced against the interests of the staff member and, unless exceptional circumstances exist, resolved in favour of the Company.

It is impossible to define all potential areas of conflict of interest. If an employee is in doubt as to whether a conflict exists, he/she should raise the matter with their manager.

31.2. Procedure

Employees must:

1. Declare any potential, actual or perceived conflicts of interest that exist on becoming employed by the Company to management;
2. Declare any potential, actual or perceived conflicts of interest that arise or are likely to arise during employment by the Company to management;
3. Avoid being placed in a situation where there is potential, actual or perceived conflict of interest if at all possible.
4. If an employee declares such an interest, the Company will review the potential areas of conflict with the employee and mutually agree on practical arrangements to resolve the situation.
5. Employees must disclose any other employment that might cause a conflict of interest with the Company to their supervisors. Where there are external involvements that do not represent a conflict of interest, these must not affect performance or attendance. If such involvement does affect performance or attendance it will be considered a conflict of interest.
6. Employees must not set up or engage in private business or undertake other employment in direct or indirect competition with the Company using knowledge and/or materials gained during the course of employment with the Company.
7. Engaging in other business interests during work hours will result in strong performance management action.
8. Failure to declare a potential, actual or perceived conflict of interest or to take remedial action agreed with the Company, in a timely manner, may result in performance management proceedings including dismissal.

Annexure

Key Result Area (KRAs) of some Key Positions

Designation	Key Result Areas	Performance Indicators
MD	Strategic planning, annual business plans and expansion plans	Strategic planning to be in place on a five year perspective and approved by the Board Annual business plan of the company to be in place before the beginning of succeeding Financial Year
	Budget	Long-term budget (3 to 5 years) and annual budgets to be in place
	Contractual Matters	Fool-proof vetting of contracts before formally signing contracts
	Client Relations	Top level customer relations (measured through quick and efficient resolution of differences)
	Government relations	Top level government advocacy (measured through quick and favourable decisions in favour of the company) Grievances of top level government (polity and administration) to be resolved within 48 hours of reporting
PD/CE (UI), (H), (to be detailed out separately as per specific positions)	Project Engineering	Execute 100% of projects to the design, cost and time and cost parameters (within 5% variation) Ensure all approved DPRs are executed (+) (-) 10% variation with justification
	Business Acquisition	At least 25% of identified new business opportunities are converted into actual businesses
	Cost of Acquisition	Cost of new business acquisition to be within the bench mark set by the Board
	Business Expansion	Acquire new business @ 5% increase in value every year
	Legal & Contractual Compliance	100% compliance of all contractual obligations
	Project Execution	All projects to be executed within the defined time and cost parameters
	Profitability	Retain net profit of all executed contracts at a minimum of 20% (to be decided by MD)
	Training Support	Work in collaboration with HR and Training and provide 100% training support to ULBs as per agreed plans
CFO	Profitability	Approved annual budget of the company to be in place at least a month in advance of the beginning of the succeeding financial year Capital made available to the company in line with business plan at viable cost
	Expenditure	All expenses are within the allocated budgets with (+)/ (-) 5% variation

Designation	Key Result Areas	Performance Indicators
		Zero % error in bill passing and expense payments
	Accounts receivables (Revenue collection)	100% of receivables to be collected from clients and credited on or before due date
	Annual report	Annual report of the company to be placed before the Board for approval at least one week in advance of the Board meeting
	MIS and FIS	MIS and FIS systems in place and monthly MIS and FIS for the company compiled within a week of the succeeding month Zero errors in FIS reporting
	Statutory Audit	Internal audit of all schemes and statutory audit of the company to be completed as per requirement All audit closures to be completed within three months of submission of audit report
	Balance Sheet	Prepare and submit balance sheet to the MD on agreed timelines
Head (IT)/IT Manager	IT Systems	Develop, procure and install 100% IT systems as required within the given budget and timelines ((+)/ (-) 5% variation)
	IT Asset Management	Ensure 100% uptime of all IT systems, using in-house resources or vendors
	Automation of Project Processes	Automation of 100% of office and work processes and updating as and when required
	IT Budgets	IT budgets are prepared as per guidelines and approval obtained before hand
GM HR & Administration	Human Resource policy and Planning	Long term human resource policy and plans for the Company to be in place
	Talent acquisition	Adherence to talent acquisition as per Company guidelines Recruitment from the external market on need basis
	Facility management	Project-specific HR plans to be put in place in line with the strategic and long term HR plans
	Office and Project Site Administration	Administration systems in place and fully operational 100% adherence to time keeping and office discipline procedures
	Performance Management System	Results focused performance management system in place 100% of increment and promotion instances are based on merit measured through objective performance appraisal system

Job Responsibilities of other positions

Site Manager/Site Engineer	<ul style="list-style-type: none"> • Direct supervision of all work at the job site. • Ensuring Quality Assurance at site. • Scheduling subcontractors and material deliveries. • Verifying BoQ and certification • Verifying and insuring that all work is done in accordance with implementation plans. • Insuring that all work is performed in accordance with all legal guidelines. • Reporting on work progress at site • Ensuring safety at site.
Environmental & Social Coordinator / Safeguard officer	<ul style="list-style-type: none"> • Set up, implement and revise the ESMS • Communicate ESMS requirement • Assist Appraisal team in Project Risk Assessment using the ESMS framework • Co-ordination with external consultants for Due Diligence (if required) • Ensure that all decisions are supported by appropriate social and environmental reviews • Participate in decision-making process • Determine and include environment, health and safety action plans • Monitor and track project performance & reporting (both external & internal) • Reporting compilation (internal & external) on accidents/ incidents and regular reporting on the required frequency • Periodic ESMS review • ESMS training need identification, co-coordinating training & estimating budget

