



Indian Industries Association

Human Resource Policy

Final

Preface

Indian Industries Association (IIA) started as U.P Chapter of NAYE in 1985 was renamed as Indian Industries Association in 1992 and registered as a Society. Since then, IIA have expanded its membership base and territorial boundaries not only to almost all the districts of U.P but outside U.P also. As on date more than 12000 members are associated with IIA in various States i.e Uttar Pradesh, Uttarakhand, Delhi, Haryana, Gujrat, Maharashtra and Tamil Nadu etc.

IIA functioning is through the Office Bearers who are owning an enterprise and spend some of their time in IIA also mainly for policy decisions at the Central, State and Chapter levels. The execution of the policies, programmes and services of the association decided by IIA Office Bearers is through full time executives & employees of the association. For recruitment, training and development of these full time Executives / Employees a sound HR Policy is the need of the hour.

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

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

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IIA Bhawan, Lucknow

INDEX

S. No.	Chapter	Page No.
1.	Importance of HR policy	4
2.	Objectives	5
3.	Recruitments & Selection Policy	5
4.	On the Job Training and Development	10
5.	Uniform / Dress Code Policy	11
6	Policy on Performance Appraisal	12
7	Pay Package / Remuneration, Benefits & Incentives	12
8	Interest Free Loans to Employees	14
9	TA / DA Rules	15
10.	Promotions	16
11.	Employee Grievance Redressal System	17
12.	Cessation of Employment	17
13.	Transfer Policy	18
14.	Leave Policy	19
15.	Discipline & Culture	20
16.	Gender Policy	24
17.	Safety, Health & Environment	26
18.	Power to Amend H.R Policy	27
	ANNEXURES:	
	<ol style="list-style-type: none"> 1. Cadre Structure of IIA Employees 2. Manpower Requisition Form 3. IIA Employment Application Form 4. Candidate Interview Assessment Form 5. Induction Training Plan Format 6. DAFP (Daily Achievements, Find Solutions & Priority) Format. 7. WAFP (Weekly Achievements, Find Solutions & Priority) Format. 8. MPA (Monthly Performance Analysis) Format 9. Leave Application Form 	

1. Importance of HR Policy

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

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

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

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

It works as a guide to standardization on various aspects of quality services, skill development and performance appraisal through system and processes. The clear perspective of performance appraisal not only motivates the employees, it also promotes faith in HR practices for required consideration for compensation and promotions. A sound promotional policy and discipline & conduct policy provide parameters to maintain high standards of morals and performance benchmarks at work place. A sound work culture provides a very healthy work environment to work with smile.

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

2. Objectives

- ✓ To help the employees and management teams to run the organization in an efficient manner.
- ✓ To help take major human resource decisions, develop association's guidelines and procedures which can make the organization a better run entity.
- ✓ To help in documenting and communicating to all the employees the management's plans, rules, intents and business procedures.
- ✓ To prevent small legal issues from becoming serious legal problems.
- ✓ To organize and announce the management's plans for the growth of the Organization and also explain employee benefits and workplace issues.
- ✓ To define management standards for making decisions on various personal and organizational issues
- ✓ To protect the legal interest of the association as well as define the rights and obligation of the employees of the organization.
- ✓ To increase alignment towards the core business, services and goals
- ✓ To aid HR management in serving organization's internal stake holders better
- ✓ To establish a culture that encourages reflection on quality and facilitates continuous improvement.
- ✓ Develop competent people in IIA
- ✓ Provides platform to adopt next best HR practices in the organization in time to come

3. Recruitments & Selection Policy

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

- ✓ The IIA must have its' own Cadre to start from Executive Trainee to Executive Director.
- ✓ To find out exceptionally good candidate for senior post by lateral entry from open

market along with managing senior positions with promotion of cadre executives

- ✓ Attract new executive & non-executive staff members who possess the attributes which will enable them to perform their work to a high standard of competence and efficiency
- ✓ Provide equal treatment with respect to employment without discrimination of caste, religion and sex etc.
- ✓ Develop and utilize present human resource to the best advantage of IIA
- ✓ The selection for first stage of recruitment of executives will be 'Management Trainee' for one year. Thereafter, he/she will be placed on regular pay scale of Executive Officer.
- ✓ Notify the vacancy for candidates, through press and other media source for participating in an assessment or selection process on given date, place and time.

a. Cadre structure of IIA Employees

The *Cadre Structure of IIA* Employees along with educational qualifications and experience is placed at **Annexure-1**

b. Requisition for manpower requirement and approval thereof

1. For all Executive and Non-Executive posts required to be filled at Head Office or Chapter Office, a requisition will be raised as per the Cadre Structure of IIA by the competent authority on prescribed *Manpower Requisition Form Annexure-2* to HR Department at IIA Head Office. This requisition will be submitted for final approval of President, General Secretary and Treasurer IIA.
2. On approval of the manpower requisition, IIA H.R department will initiate the recruitment & selection process.

c. Selection Criteria and Preliminary Evaluation of Candidates

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

the job as outlined in the position summary. The HR department at Head Office of IIA must assess the relative importance of each skill and qualification to the position.

2. *IIA HR department will prepare Job Descriptions (JD's) of all posts to be recruited in IIA as per the Cadre Structure and get these recommended from PSGT (President, Senior Vice President, General Secretary and Treasurer IIA) for approval from Central Executive Committee.*
3. H R Department will advertise vacancies to be filled at IIA Head Office / Chapter Offices through various channels to attract suitable candidates.
4. On receipt of the applications, first screening will be done by HR Department to match the JD's with the profile of the applicants received. Shortlisted applicants will be required to fill *IIA Employment Application Form (Annexure-3)* before calling them for test and interview.
5. The H R Department will provide to the selection department with job- specific selection criteria and *Candidate Assessment Forms (Annexure-4)* with sample questions.
6. This process serves as a tool to choose right candidates after screening through the written exam which may consist of three parts. The first part 'A' will be on aptitude test, part 'B' will be on general knowledge and part 'C' will be on basic intelligence test followed by Technical skill test . Candidates should be individually assessed against these criteria.
7. A written test of general knowledge and aptitude will be conducted. Normally, individuals who meet the benchmark for selection criteria should be interviewed for the job.

d. The Test and Interview

1. The first job test & interview for Head Office and Chapter will be conducted by executive head and department head to assess the selected candidates' job suitability.
2. The test and interview will comprise of a set of questions, based on the selection criteria. These set of questions are to be designed by HR Department in consultation with the requisitioning department head.
3. The department of Human Resources normally arranges interviews of shortlisted candidates and an advance notice with clear instructions on the time, location and the person to contact, for interview should be sent to shortlisted candidates for appearing for the test / interview.
4. For preliminary test and interview, panel of experts & office bearers for different

positions will be proposed by HR Department. It would be better if norms for test & interview panel for different posts are laid down for future reference.

5. Final interview for Non Executive & Executive (Trainee) posts will be done by the Chapter Chairmen / Departmental Heads. However final interview for all Executive Posts at Head Office and Chapter Offices will be done by President / Senior Vice President, General Secretary, National Treasurer and Executive Director of IIA.
6. Test and Interviews can be conducted physically or online.
7. IIA may or may not pay the cost of travel to the shortlisted candidates for appearing at the notified place, time, location and authority.

e. Appointing Authorities:

Following will be appointing authority for different posts stated in *IIA Cadre Structure*:

1. For Executive Director, Jt. Director & Dy. Director : The President IIA with due process of selection
2. For Assistant Director to Management/Executive Trainees: The President IIA for IIA Head Office staff and Chapter Chairman for Chapter Staff.
3. For Non Executives: President/ Senior Vice President/ General Secretary/ Treasurer at IIA Head Office and The Chapter Chairman at Chapter office

f. Submission of Documents before issue of Appointment letter:

A person to be appointed to any post in the Head Office or Chapter shall be required to submit the following documents before issuing appointment letter to him / her :-

1. Records of age/Date of birth
2. Certificate of medical fitness from a registered medical Doctor.
3. Identification Proof: Copy of Aadhar card / Voter ID / Passport will be submitted.
4. Educational & Professional Certificates: Attested copies of all educational and professional qualifications applicable.
5. Experience certificate (s), if any.
6. Salary certificate of last pay drawn if employed previously.
7. No dues certificate from last employer
8. Any other document as may be required by the office of IIA.

All the documents pertaining to the newly appointed employee must be shown in original to IIA HR Department for verification.

g. Verification of character and antecedent- It will include:

- ✓ Verification of Academic credentials through relevant establishment/institute/board or academy.
- ✓ Verification of prior employment including position, longevity, salary and job performance.
- ✓ Discussion with business, professional and personal references and verification of letters of recommendation.
- ✓ Criminal background check, credit checks, through previous employer and Police Verification for relevant details,

h. Issue of Appointment Letter

Appointment letter will only be given to successful candidates after receipt of all documents & verification as stated above .This letter shall provide the following information:

- ✓ Nature and duties of the position, including any special conditions relevant to the post
- ✓ Names of supervisor and those from whom direction may be sought for joining
- ✓ Start date and duration of the contract.
- ✓ Full-time or part-time (with hours per week defined)
- ✓ Probationary period and the associated conditions should be specified.
- ✓ Level of position and starting salary
- ✓ Eligibility for benefits and vacations
- ✓ Uniform code and other dress details for observing and adhering to dress code while working in office
- ✓ Required notice of end of employment to the employee if he is found different than employment standards

i. Probation period of new appointment

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

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

j. Consequences of Falsification

For current employees, confirmed falsification of criminal history, required educational credentials or professional licenses/certificates may result in disciplinary action and termination of job.

k. Post selection Induction training

On joining, the Employee will be put on pre-induction training which will be of 10 clear working days depending on post / designation.

- For Head Office Executive staff it will be run in Head Office by Executive Head. He may appoint any departmental Head on his behalf for direct supervision.
- For Chapter executive staff the pre-induction training will be run as follows:
 - a) For 6 days in chapter office
 - b) For 5 days in Head Office

Induction Training will be conducted as per the Induction Plan Format **Annexure-5**

4. Excellence Center for Training and Development

- IIA may establish state the art centre for training and development of various stake holders. It will ensure that the organization understands the inputs of skills and competencies required to achieve the strategic goals.
- Excellence centre will ensure that T&D plans help people to match the skills of future capability needs of the organization that will constitute the areas of training. However, the training head of IIA may introduce new subjects and modules based on requirement of the target participants which may include the following:-
 - Capacity building
 - Training aligned to goals of the business and activities of IIA
 - Identification of critical skills, Job person fit requirements.
 - Team building
 - Knowledge transfer on various topics
 - Leadership skills
 - Business attitude
 - Behavioral Training - for all levels
 - Functional Training - for all levels

- Multi-Skill Training - workmen & Jr. staff
- Training for members and office bearers in form of seminars & training workshops
- Entrepreneurial development training for people of all walks of life.
- International Exposure for Sr. Level Executives to learn leadership requirements for global perspective.
- Any other training as per the needs identified

5. Uniform / Dress Code Policy

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

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

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

IIA will provide dress to all its employees as under:-

- 2 Sets of Trouser +Shirt once a year.
- Formal Shoes once a year
- One Blazer once in two years for Executives and One Jacket for Non -Executives.
- **Management has the right to discontinue / hold the uniform policy only if a financial limitation arises.**

6. Policy on Performance Appraisal

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

The IIA Policy on Performance Appraisal is based on employees involvement in the process on Daily, Weekly and Monthly basis. In this process employee will be able to assess his / her achievements , seek help for solving hurdles or for tasks unable to resolve and set priorities on Daily, Weekly and Monthly basis.

For implementing this policy the DAFP (Daily Achievement, Find Solution & Priority) , WAFP (Weekly Achievement, Find Solution & Priority) and MPA (Monthly Performance Analysis) system formats are at **Annexure-6, Annexure-7 and Annexure-8** respectively.

The Objective of Performance Appraisal Policy / System are as follows:

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

7. Pay Package/ Remuneration, Benefits & Incentives

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

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

The '**Pay-Day**' for Executive and Non-executive staff will be 7th day of each month and it will be followed in letter and spirit.

7.1 Remuneration Policy

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

The remuneration and benefit policy attempts to:

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

Remuneration to the Full time Employee: Individuals appointed on Full-time basis will be paid a basic pay with all other allowances as per the position on monthly basis. **Remuneration to the staff on Contract:** individuals appointed on contractual basis will be paid a consolidated fixed amount as per the position on monthly basis as per negotiated amount.

7.2 Benefit package :

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

- Dearness Allowance
- Home Rent Allowance
- Medical Allowance
- For Medical Insurance the employees will be registered with ESIC and contribution will be made as per Law. Those employees who are not covered under ESIC, IIA will contribute certain percentage of the Health Insurance coverage for employees family (Self, Spouse and two dependent children below the age of 25 years)
- For Social security & pension the employees will be registered with EPFD and contributions made as per Law.
- Bonus & Gratuity as per law

7.3 Performance Linked Incentives:

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

7.4 Other Allowances:

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

8. Interest free loan or advances to IIA Office Employees

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

The interest free loan or advance will be admissible to permanent employees for specific purpose/emergencies only, those who have completed 3 years of service in IIA. It may be of maximum to two months consolidated salary and will be recovered from him in 12 monthly installments or less if the employee so desires. The recovery will commence from the next month of paid amount.

Higher amount of interest free loan and extended period of repayments may be considered in exceptional circumstances only at the sole discretion of the President, General Secretary and Treasurer IIA.

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

Grounds for Advance/ Loan

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

9. IIA TA/DA RULES

1. Travel Allowance Entitlement

1.1 Out Station Travel

<u>Level</u>	<u>Travel by Air</u>	<u>Travel by Train</u>	<u>Travel by Road</u>
L 9 & L 10	Economy Class(Only if distance is more than 600 KM and overnight train is not available)	AC 2 Tier/ AC Chair Car	Taxi/ AC Bus
L 7 & L8	Not eligible *	AC 2 Tier/ AC Chair Car	Taxi **/ AC Bus
L 2 & L6	Not eligible *	AC 3 Tier/ AC Chair Car	Taxi **/ AC Bus
L 1	Not eligible	Sleeper Class	Any Public Bus except AC Bus

* In special cases/circumstances with the approval of the PGT at H.O level and CST at Chapter level Travel by Air may be allowed.

** In special cases/circumstances travel by Taxi with the approval of PGT/CST.

2. Local Travel by Own Vehicle

Travel by own Vehicle at the place of duty for official work will be reimbursed at the following rates subject to prior approval on the requisition form by the reporting officer:-

[A] IIA Staff except Executive Director

- By own Car- @ Rs. 8.50 Per KM
- By own Motorcycle/Scooter- @ Rs. 4 Per KM

[B] L9 & L10 will be reimbursement /Vehicle Maintenance charge on production of bills subject to maximum Rs. 3000/- per month.

3. Daily Allowance (D.A) Entitlement

Daily allowance entitlement of IIA Staff where stay arrangements are not provided by IIA will be as under:-

Level	Hotel Charges Per Day (Max)	Food Bill Per Day (Max)	Local Trav
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			el within the City
L 9 & L 10	Rs. 4500/-	Rs. 1000/-	Taxi
L 7 & L 8	Rs. 2250/-	Rs. 900/-	Taxi
L 2 & L 6	Rs. 1500/-	Rs. 800/-	Taxi/Auto
L 1	Rs. 750/-	Rs. 500/-	Auto

TA/DA Rules will be reviewed by CEC on recommendation of General Secretary / President IIA once in 3 years.

10. Promotions:

- Eligible employees will be assessed on merit/performance before being considered for promotion.
- Employee whose performance is ‘**outstanding**’ for last 2 years is eligible for promotion.
- Employee with ‘**very good performance**’ will be eligible for promotion after 3 years.
- Employee with ‘**good performance**’ will be eligible for promotion after 3 years.
- Employee with ‘**satisfactory performance**’ will be considered for promotion after 4 years unless he / she improves grades.
- Employee with ‘**poor performance**’ will be subjected to termination.
- The management may consider an employee for double promotion based on MPA if he/she is of extra ordinary caliber and performance is found to be of exceptional order and merit to ensure he/she remains with the organization.
- Achievement above the annual target may lead to special incentives or increment.
- Recommendation by HR for Increments/Promotion will be based on the below table:

S.No.	Aggregate Rating (Based on MPA)	Grades	Increments
1	More than 90%	Outstanding	To be decided on merit of the Executive/Non- executive by IIA Head Office
2	80 – 90%	Very Good	
3	70-80%	Good	
4	50-70%	Satisfactory	
5	Less than 50%	Poor	To be terminated

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

11. Employee Grievance Redressal System

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

Handling of Act of Indiscipline

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

12. Cessation of Employment

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

12.2 Retirement: Employees Retirement age in IIA will be 60 years. However may be extended at the sole discretion of the IIA Management in view the need, fitness and good health of the employee as well as willingness of the employee to continue in service. These extensions can not be claimed as a matter of right by the employee. If an employee desires to retire premature, he / she will be governed by the notice period condition stated in the appointment letter.

12.3 Termination:

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

the employee in case of a termination.

- Letter of confirmation, extension or termination will be issued by HRD as per final decision.

12.4 Quit without notice:

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

12.5 Death:

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

12.6 Exit Formalities:

Before leaving the job, an Employee is required to obtain No Dues clearance as under:-

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

13. Transfer policy

- ✓ IIA reserves the right to transfer any employee to any of its office in the interest of the organization.
- ✓ Such transfer will be done after taking the employee in the confidence and he/she will be entitled to one time transportation & travelling expenses for him & his family.
- ✓ In no case the choice of work place is the right of the employee.
- ✓ Joining time on transfer: Every employee who has been transferred to other place of duty falling in some other district or state shall be entitled to one week (7 days) joining time.
- ✓ Transfer within the office of same city of the district will not be entitled for transfer grant or joining time.

14. Leave Policy

- ✓ **Casual Leaves:** The maximum period of Casual Leave which a staff is allowed to avail is **10 days in calendar year**. Sundays and Holidays falling during a period of Casual Leave will not be treated as a part of casual leave. Casual leaves not availed during the year will not be carried forward to next calendar year.
- ✓ **Earned Leave:** After completion of 1 year in IIA employee will be given 15 earned leave. Earned leaves will be credited in January each year for the previous year proportionate to regular attendance in the Office excluding un-authorized absence / leave without pay fractions rounded off to 1 if ≥ 0.5 and 0 if < 0.5 .
- ✓ **Maternity Leave** as per Law.
- ✓ **Public Holidays:** 10 public/national holidays in a year to be decided by PSGT for Head Office and all Chapter Offices.
- ✓ **Leave without Pay:** Maximum 30 days in a calendar year with prior permission & justification from Appointing Authority.

Eligibility and Rules

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

Application for Leave

All leaves must be applied for in the prescribed leave application form **Annexure-9**

Sanctioning Authority

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

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

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

15. Policy on discipline & Culture

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

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

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

15.1 Disciplinary Actions

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

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

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

- 1) The rules may be called Indian Industries Association Ethics & Discipline Rules (IIA – E&DR).

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

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

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

Ethics to be followed by the employees of IIA

- a) It is mandatory for all the employees to wear the prescribed Uniform / Dress provided by IIA everyday while on duty.
- b) Office timings are 10:00 am to 6:00 pm. All employees are expected to report for duty at least 5 minutes before time.
- c) Late comings after 10:10 am but before 10:30 am, will lead to deduction of 1/8th day's salary/leave due per instance. Such late coming upto 3 times in a month may be condoned however if it is more than 3 times, the deduction of salary / leave will apply from the 1st instance onward. For late comings after 10:30 am, the deduction will be ½ day's salary/leave due. Same rule will apply for leaving the Office early.
- d) Habitual late coming up to 10.10 am will be counted negatively for punctuality score in the performance appraisal.
- e) Lunch Break will be for 30 Minutes from 1.30PM to 2.00 PM. In exceptional circumstances the timing may be shifted.
- f) For joining / leaving Office > 4 Hours late / before, one full day leave / absence will be recorded.
- g) Personal Computers/Laptops assigned to an employee must be kept neat and clean. It must be ensured that they are properly shutdown before leaving the office.
- h) Chewing of tobacco & smoking are strictly prohibited in IIA premises. Anyone found violating these will constitute an act of indiscipline.
- i) Every employee should ensure that the office premises are kept environmentally clean, and maintain office decorum.
- j) It is the Association's responsibility to protect its employees from bullying, harassment, intimidation and threatening or aggressive behavior of any employee. Any such incidence must be reported initially to the HR. strict actions will be taken against such an employee within a specified period by the Appointing Authority.
- k) Every employee is expected to maintain decency in the usage of machines and other electronic items.
- l) If an employee wants to resign from the job, it is necessary to give 1 month clear notice for the same or deposit one month salary if desires to leave immediately on compelling ground subject to the permission of the Appointing Authority or as per

the offer given in the appointment letter.

- m) The staff of Head Office and that of Chapter will maintain decorum, punctuality and discipline.
- n) If an employee leaves the job before completion of one month from the date of appointment in IIA, no payment will be made to the employee.

15.3 Work Culture

- It shall be the duty of every employee to report on work in time to time and observe the instructions issued on working time to time from Head Office or Chapter Office as case may be.
- All the Executive staff & Non-executive will wear the uniform at work place unless otherwise is instructed. The uniform will be neat, clean and employees will turn out with smart appearance.
- Keeping long shabby hair and wearing chappals, sports shoes in office is prohibited unless a permission is obtained on doing so on some medical grounds.
- IIA is a 'Employees-Friendly' organization. A required sensitivity will be observed on the personal problem of employees and due weightage will be given on any personal problem of the employee.
- All will address to office bearers, members, seniors and colleagues with respect and required courtesy.
- Multi-tasking is the key mantra for all employees and it will be systematically developed to dispose the work and carry out the responsibility in time.
- IIA promotes tension free working, for that freely meeting seniors to seek guidance is appreciated. If any problem in discharge at duty is faced, it should be timely brought to the notice of seniors to seek the remedy.
- ✓ IIA believes in concept of fraternity and building IIA family with strong ties of relationship based on fairness and justice. It shall be duty of all employees to observe the ethical code strictly and work with smile to make work place a enjoyable experience.
- ✓ Cooperation to work is the key element for joint working and therefore it is incumbent upon every person to co-ordinate with other members for efficient disposal of work and responsibilities.

- ✓ All employees are expected to give their best on organizing functions, activities and events. It is expected to take additional responsibility with smile and perform with cheers.
- ✓ All resources of IIA placed for the use must be used as if it is of their own with due care and caution .

16. Gender policy

16.1 Sexual Harassment Policy:

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

16.2 Complaints Panel

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

16.3 Grievance Procedure

- ✓ A complaint may be lodged directly with executive Head or next-level authority, or may be filed via email to the General Secretary – IIA Head office. Nothing should prevent a complainant from registering a complaint in writing by the complainant and signed (on every page, at the foot of the page) by the complainant.
- ✓ Any Employee (“Complainant”) may lodge a complaint of Sexual Harassment (“Complaint”) against an Employee / third party (“Accused”) at the earliest point of time and in any case preferably within 10 days from the date of occurrence of the alleged incident.
- ✓ **Meeting with the Complainant:** The Panel will hold a meeting with the Complainant latest within a period of 7 (seven) days from the receipt of the complaint and advance intimation will be given to the Complainant of the same.
- ✓ **Producing evidence:** At the first meeting of the Panel, the Complainant shall be heard and

her/his statement recorded (“Statement of Allegation”). The Complainant can produce corroborative material with a documentary, oral material, etc., to substantiate his/her Complaint.

- ✓ **Meeting with the Accused:** Thereafter, the Accused will be called to a meeting by the Panel and will be informed of the Complaint and an opportunity will be given to the Accused to give an explanation, after which an “Enquiry” shall be conducted.
- ✓ **In case Complaint does not fall under case of sexual harassment:** In the event the Complaint does not fall under the purview of Sexual Harassment, or the Complaint on the face of it does not disclose an offence of Sexual Harassment, the Panel may drop the Complaint after recording the reasons thereof.
- ✓ **In case Complaint is found to be false:** In case the Complaint registered by the complainant is found by the Panel to be false and maliciously submitted at any stage, the Complainant shall be liable for appropriate action as per the code of conduct rules of the IIA.

16.4 The Enquiry

- ✓ The Panel shall immediately proceed with the Enquiry and communicate the same to the Complainant and the Accused. The Panel shall record all the proceedings of the Enquiry and all parties present at any of the communication meetings, shall endorse the same in token of authenticity thereof.
- ✓ The Panel shall hand over the Statement of Allegation to the Accused and give an opportunity to the Accused to submit a written explanation if she/he so desires within 7 (seven) days of receipt of the same.
- ✓ The Complainant will be provided with a copy of the written explanation submitted by the Accused.
- ✓ If the Complainant or the Accused desire any witness/es to be called, they shall communicate in writing to the Panel the names of witness/es that they propose to be called.
- ✓ If the Complainant desires to tender any documents by way of evidence before the Panel, she/he shall supply true copies of such documents to the Panel. Similarly, if the Accused desires to tender any documents in evidence before the Panel he/she shall supply true copies of such documents to the Panel and will affix his/her signature on the same to certify it to

be a true copy.

- ✓ The Panel will call upon all witnesses mentioned by both the parties.
- ✓ The Panel will provide every reasonable opportunity to the Complainant and to the Accused, for putting forward and defending their respective case.
- ✓ The Panel shall complete the Enquiry as soon as is reasonably possible and communicate its findings and its recommendations for disciplinary action to the President IIA.
- ✓ The President IIA will review the findings of the Panel and take appropriate disciplinary action.
- ✓ The IIA will have zero tolerance for sexual harassment, so if the findings of the Panel are that an incident or incidents of sexual harassment have in fact occurred, the offending employee(s) will be terminated. Where sexual harassment occurs as a result of an act or omission by any third party or outsider, the President IIA shall take necessary and reasonable steps to assist the affected person in terms of support and preventive action against such third party or outsider.

17. Safety

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

resolve them permanently.

Employees Responsibilities:

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

18. Powers of Amendment to HR Policy:

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

Final

Cadre structure of IIA Executives

Designation in IIA					
Levels	Designation	Qualification	Experience (in years)	Technical Qualification	Reporting
L – 10	Executive Director	MBA / Post Graduate / Engineering Graduate	17yrs and Above of relevant position and field	Should have thorough knowledge of Industry & Government functioning with exceptional management skills. Responsible for proper functioning of all regions & departments.	President , Sr VP, General Secretary and Treasurer at National level
L – 9	Joint Director / Regional Director / Department Director	MBA / Post Graduate / Engineering Graduate	15 yrs and Above of relevant position and field	Should have thorough knowledge of Industry & Government functioning with exceptional management skills. Should be able to manage IIA functioning at Regional level / handle the affairs of the department independently.	Executive Director
L – 8	Dy. Director / State Chapter Head	MBA / Post Graduate / Engineering Graduate	13yrs and Above of relevant position and field	Should have thorough knowledge of Industry & Government functioning with exceptional management skills. Should be able to manage IIA activities at State level.	Joint Director / Regional Director / Departmental Director / State Chapter Chairperson
L – 7	Assistant Director (Incharge of Group of Activities at H.O / Chapter Head	MBA / Post Graduate / Engineering Graduate	11 yrs and Above of relevant position and field	Should have thorough knowledge of Industry & Government functioning with liaisoning skills. Conceptualise proposals for the progress of the Association .	Dy. Director / State Head / Chapter Chairperson
L – 6	Manager (Head of minimum 2 activities at H.O / Chapter Incharge)	MBA / Post Graduate / Engineering Graduate	9 yrs and Above of relevant position and field	Should be able to analyse Industry problems , Make representations in local language & English and liais with all concerned . Should be able to manage his team & Activity	Assistant Director / Chapter Chairperson

L – 5	Deputy Manager (Head of an activity at H.O / Chapter Incharge)	MBA / Post Graduate / Engineering Graduate	6 yrs and above of relevant position and field	Should be able to analyse Industry problems , Make representations in local language & English and liais with all concerned .	Assistant Director / Chapter Chairperson
L – 4	Senior Executive (To look into /assist an activity at H.O / Look into Chapter activities)	MBA / Post Graduate / Engineering Graduate	3 yrs and above of relevant position and field	Should be able to analyse Industry problems , Make representations in local language & English and liais with all concerned .	Manager / Dy Manager / Chapter Chairperson
L – 3	Executive (To look into /assist an activity at H.O / Look into Chapter activities)	MBA / Post Graduate / Engineering Graduate /Graduate in any discipline	1 yr and above of relevant position and field	Should be able to analyse Industry problems , Make representations in local language & English and liais with all concerned .	Manager / Dy Manager / Chapter Chairperson
L – 2	Management / Executive Trainee	MBA / Post Graduate / Engineering Graduate /Graduate in any	No Experience required	Should be having good academic record, aptitude and communication skills.	Manager / Dy Manager / Chapter Executive Incharge
L – 1	Attendants / Mali / House Keeping Assistants	10 th Pass	Experience will be preferred		

NOTE:- (Chapter Executive Head)

1. The Executive Head of the State Chapters will be of the level of Dy. Director
2. District chapter may have Executive Head of the level of Assistant Director / Manager/Dy. Manager/ Senior Executive / Executive depending upon the size & strength of Membership in the Chapter.

Requisition For Manpower Requirement

To,
Head Hr
IIA

- Name of the Department/ Chapter-
- Name & Designation of The Requisitioning Person-
- Position to be filled (Job Title)-
- Responsibilities –
- Qualifications required-
- Skills and Experience required-

Date

Signature of The Requisitioning Person
Mobile Number :-
Email Id :-

For HR Department Use

Comments / Approval of the Competent Authority:- _____

Comments Of Head (HR): _____

Signature Of Head (HR)

Comments of ED IIA : _____

Signature Of ED

Comments/ Approval of President/ General Secretary/ Treasurer

Treasurer _____ Signature

General Secretary _____ Signature

President _____ Signature



INDIAN INDUSTRIES ASSOCIATION

(APPLICATION FOR EMPLOYMENT)

(A) PERSONAL DETAILS

1. NAME :-----
2. POSITION APPLIED FOR:-----
3. FATHER / HUSBAND'S NAME:-----
4. PRESENT OCCUPATION:-----
5. PRESENT ADDRESS:-----
MOBILE NO:----- EMAIL ID:-----
6. PERMANENT ADDRESS:-----
7. DATE OF BIRTH:-----
8. AADHAR NUMER:-----
9. PASSPORT NUMBER:----- EXPIRY DATE-----
10. MARRITAL STATUS:----- NUMBER OF CHILDREN
(SON-----), (DAUGHTER-----)
11. LANGUAGES KNOWN:

READ	WRITE	SPEAK

12. EXTRA CURRICULAR ACTIVITIES / HOBBIES:-----

13. ACADEMIC RECORD:

EDUCATION	NAME OF INSTITUTION	YEAR FROM	YEAR TO	QUALIFICATION	% MARKS	DIVISION /DISTINCTION

REASON FOR GAP IN STUDIES, IF ANY:-----

14. MAJOR ACADEMIC ACHIEVEMENTS (DISTINCTION, SCHOOL/COLLEGE HIGHER RANKS, UNIVERSITY RANKS):-----

15. PROJECT WORK DETAILS (IF ANY):-----

16. MEMBERSHIP OF PROFESSIONAL INSTITUE / BODIES:-----

17. DETAILS OF EXPERIENCE (LIST ALL YOUR WORK EXPERIENCE BEGINNING WITH FIRST EMPLOYMENT)

PERIOD		EMPLOYEE NAME WITH LOCATION	NATURE OF BUSINESS	DESIGNATION HELD	GROSS SALARY (CTC)DRAWN	REASON FOR LEAVING
FROM	TO					

18. WHAT ACCORDING TO YOU HAVE BEEN YOUR MAJOR CONTRIBUTION / ACHIEVEMENT WITH RESPECT TO YOUR PAST & PRESENT EMPLOYMENT:-----

19. PRESENT EMPLOYMENT:

- NAME & ADDRESS OF THE EMPLOYER:-----

- NATURE OF EMPLOYERS BUSINESS:-----
- TOTAL NUMBER OF EMPLOYEES:-----
- ANNUAL SALE TURNOVER (Rs):-----
- DESIGNATION AT THE TIME OF JOINING:-----
EFFECTIVE FROM (DATE)-----
- DESIGNATION AT PRESENT:-----
EFFECTIVE FROM (DATE)-----
- SALARY AT JOINING (Rs):-----
- SALARY AT PRESENT(Rs):-----

- BREAK UP OF PRESENT SALARY(Rs):-----

- EXPECTED SALARY:-----

20. WHAT IS YOUR CAREER OBJECTIVE? FOR EXAMPLE WHERE DO YOU WANT TO SEE YOURSELF AFTER 5 YEARS ?:-----

21. WHICH OF THE FOLLOWING FACTORS WOULD YOU ATTRIBUTE FOR LEAVING YOUR PRESENT EMPLOYER (STATE “YES” OR “NO”):-

LACK OF JOB SATISFACTION	
LACK OF JOB CHALLENGE	
LACK OF GROWTH OPPORTUBNITIES	
FOR BETTER OPPRORTUNITIES	
FAMILY CONSIDERATIONS / CONVENIENCE	

22. PLEASE INDICATE REPORTING RELATIONSHIP OF YOURSELF (PROVIDE ONLY DESIGNATION) TO WHOM YOU ARE REPORTING AND THAT OFFICIAL IS REPORTING TO WHOM AND WHO ALL ARE REPORTING TO YOU:-----

(B) GENERAL INFORMATION

23. DO YOU HAVE ANY RELATIVE / FRIEND WORKING WITH THIS COMPANY OR WITH ITS UNITS?: “YES” OR “NO” -----
IF “YES” GIVE HIS / HER NAME , DESIGNATION , DEPARTMENT IN THE COMPANY AND RELATIONSHIP WITH YOU:-----

24. ARE YOU AWARE OF ANY ILLNESS OR INJURY WHICH MAY LIMIT YOUR WORK PERFORMANCE OR ATTENDANCE IN THE COMPANY IF YOU ARE APPOINTED? -----

25. HAVE YOU ANY CRIMINAL RECORD IN INDIA OR ANY COUNTRY? -----

26. IN CASE YOU ARE SELECTED HOW MANY DAYS / MONTHS NOTICE PERIOD TO BE
SERVED TO YOUR PRESENT EMPLOYER:-----

27. HAVE YOU EVER BEEN INTERVIEWED IN THIS COMPANY BEFORE? -----
If "YES" STATE THE POSITION FOR WHICH INTERVIEWED-----

(C) REFERENCES

NAME	DESIGNATION	ORGANISATION	CONTACT NO.	E-MAIL

(D) DECLARATION

I DECLARE THAT THE PARTICULARS GIVEN IN THIS APPLICATION ARE TRUE AND ACCURATE TO THE BEST OF MY KNOWLEDGE AND I UNDERSTAND THAT OMISSION OR ANY FALSE STATEMENT MADE BY ME ON THIS APPLICATION WILL BE SUFFICIENT FOR MY IMMEDIATE TERMINATION IF EMPLOYED IN THE COMPANY

DATE:-----

NAME:-----

SIGNATURE : -----

COMMENTS : -----

SIGNATURE



Annexure -4

Interview Assessment Sheet

[Based on Role Definition]

**Indian Industries
Association**

Department		Revision: 00
		Ref No. :
Covered Area		Eff. Dt. :
		Page No. : 1/1

Interview for the post of	Date	
Name of the Candidate	Location	

Sr. No.	Factor	Rating			Remarks
		HR	HOD /ED	PSGT	
	HR Assessment [25 Marks]				
1	Qualification (s) [5]				
2	Experience Profile [5]				
3	Consistency in previous jobs [5]				
4	Personality (Appearance, Dress, Manners) & Confidence level [5]				
5	Communication skills & Positive mental attitude [5]				
	Technical Assessment & Key Accountabilities [50 Marks]				
6	Ability Test [5]				
7	Job knowledge [KPI/KRAs] [15]				
8	Suitability for IIA [15]				
9	Analytical skills & logical reasoning for the job [15]				
10	Management Assessment & Key Competencies [25 Marks]				
	Total	/100	/100	/100	

Assessment:	Outstanding	Very Good	Satisfactory	Unsatisfactory
	91 – 100 %	70 – 90 %	50 - 70 %	Below 50 %

For Office use only

Joining Potential	Strong / Weak / Average
Previous Salary	Expected Salary
Offered Salary	Referral Check [Ok/Not Ok] Attached/Mailed
Interviewers	

Signature

Final Remarks & Recommendation of Interview Committee


Sign of HR	Sign of President IIA
------------	-----------------------



Daily Sharing by the Team Mate - New to the IIA Team

Name	DOJ	Date
What NEW did I (L)earn Today -		
(IIA / Goals / People / IIA Team / Rules & Regulations / Work Practices / any other)		
1		
2		
3		
4		
5		
Some Questions / Concerns / Clarifications (QCC) on my Mind ???		
1		
2		
To be shared (mailed or WhatsApped) to HR every evening		

Annexure-5 (B)

INDIAN INDUSTRIES ASSOCIATION	INDUCTION PLAN	
Name		Revision: 01
Department		Ref No. : IIA/HR/D01
Covered Area		Eff. Dt. : Page No. : 1

S. No.	INDUCTION ELEMENT	Day	Trainer	Time Budget	
				Days	Hours
GENERAL INDUCTION					
1	Joining Formalities (a) File Complete (Application & All Doc.) (b) Seat Location (c) Diary, Pen, I-Card, Biometric & IIA Intranet (d) Mail ID & SIM (if required) (e) Internal Introduction	1			
2	Visit to the IIA Campus (Introduction to HOD & Supervisor)				
3	About IIA <ul style="list-style-type: none"> ● IIA Rules & Regulations ● IIA Operational Guidelines 				
4	Organization Chart- IIA & Staff				
5	HR Policies				
6	Understanding IIA Departments/Brochures/ website/MyIIA App/Daily Reporting (AFP & WAFP & MPA) (a) Daily AFP (b) WAFP (c) MPA (Monthly Performance Analysis) Feedback from Candidate				
DEPARTMENTAL INDUCTION-					
7	About _____	2			
8	Feedback from Candidate	-			
9	J.D Clarity <ul style="list-style-type: none"> ● What IIA is Expecting on your Role ● What are your Roles & Responsibilities? ● How to do that 	3			

10	Brief of Induction by Candidate Meeting with HR & HOD/ED (With complete file including daily Sharing, concerns/ solution & WAFP with KPI).	4		
Sign of HR		Sign of ED		

Final

DAFP

[Daily Achievement, Find Solution, Priority]

- **ACHIEVEMENT:**


- Task that was taken in priority & achieved completely [100%]
- **Follow up, E-Mails, Support, Data Sharing to anyone is not a part of Achievement**
- In case of any additional task done, mention it as FYI
- If any of the task was not achieved then it should either be a part of “Find Solution” or “Priority” again.

- **FIND SOLUTION:**

- A hurdle or a task which you are unable to resolve
- Task which is pending due to other department or person

- **PRIORITY:**

- The tasks that need to be accomplished or completed in that particular day

	WEEKLY AFP REVIEW		Ref No.: IIA/Ad/004	
			Eff. Dt. :	
Name				
Week Number				
Date				
HOD Name				
Department				
ACHIEVEMENTS (OPERATIONAL)				
SR.	LAST WEEK PRIORITIES		ACHIEVEMENTS	
1				
2				
3				
4				
5				
6				
NON PLANNED ACHIEVEMENTS				
1				
2				
3				
MONTHLY COMMITMENT (As per MPA of		STATUS AS ON DATE	PERCENTAGE ACHIEVED	
..... 2023)				
1				
2				
FOUND SOLUTION IN LAST WEEK				
SR.	LAST WEEK ISSUES	SOLUTION FOUND	UNRESOLVED	ACTION PLANNED FOR UNRESOLVED ISSUES
1				

2				
3				
4				

PRIORITIES FOR THE COMING WEEK

TASK [DN]		DATE & TIME	NDN
1			
2			
3			
4			
5			
6			

OPERATIONAL KPI (Key Performance Indicators)

SR.	KPI	METRIC	ACHIEVEMENT	SCORE (%)
1				
2				
3				
4				
5				
6				

Average Score in Percentage

OPERATIONAL KRA (Key Responsible Areas)

SR.	KPA	METRIC	ACHIEVEMENT	SCORE (%)
1				
2				
3				
4				
5				
6				
7				

Average Score in Percentage

Signature of Employee	Signature of HR	Signature of Management
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Final



**Annexure -8
Monthly Performance Analysis**

**INDIAN INDUSTRIES
ASSOCIATION**

Department		Revision : 00
		Ref No. : IIA/HR/002
HOD		Eff. Dt. : 01/04/2024
		Page No. : 1/3

Name:	Designation:	Month:
--------------	---------------------	---------------

Commitment for Next Month*:	HOD Rating (0 - 100%)	PSGT Rating (0 - 100%)
Achievement as per commitment of last Month:		
Any Special achievement during last month:		

KPI (MIS)	% Achieved	Remarks (HOD/ PSGT)
Week No.		
Week No.		
Week No.		
Week No.		
Average		

Daily AFP (working days only) [..... /]	HR Verification	
	OK / Not OK	

Ratings				
Sr.no.	Parameter	By Self	HOD	PSGT
1	KPI (Key Performance Index) % (Average)			
2	Behavior & Attitude (out of 10)**			
3	Misconduct (out of 10)** (Also mention no. of Memos issued)			
4	Regularity & Punctuality (out of 10)**			
5	Response Time <ul style="list-style-type: none"> No reply of Phone/email/sms/whatsapp/calls Response time of internal & External calls 			

Justification:

*This must be out of your KPI. It can be out of box / good for your department / Growth of IIA.

Rating by HR

Sr. No.	Parameters	Rating
1 (a)	MPA Commitment Achieved (%)	
1 (b)	DAFP Accountability (%)	
2	Uninformed Late comings (Out of 10)** Note: Informed late comings above 3 times in a month will be considered as uninformed	
3	Uninformed Leaves (Out of 10)** Note: 10 for zero uninformed leaves	
4	Uninformed Late Sitting, if any (Out of 10)**	
5	Honesty & Loyalty (Out of 10)**	

Justification:

**Below ratings to be given based on 'count' of Uninformed Late Comings / Late Sittings / Misconducts.

Count	0	1	2	3	4	5	6	7	8	9	10
Rating	10	9	8	7	6	5	4	3	2	1	0

Rating by HOD		Max	Rating
1	KPI	34	
2	Behavior & Attitude	2	
3	Misconduct	2	
4	Regularity & Punctuality	4	
5	Response Time	5	

Rating by HR / PSGT		Max	Rating
1	MPA Commitment Achieved	20	
2	DAFP Accountability	15	
3	Uninformed Late Comings	5	
4	Uninformed Leaves	5	
5	Uninformed Late Sittings	3	

6	Honesty & Loyalty	3	
7	Any Other special Achievements	2	
	Total	100	

Performance - Cumulative MPA % of the employee (to be filled by HR)

Factor	Below 50%	50 - < 70 %	>=70 - <80 %	>=80 - < 90 %	>=90 - < 95 %	95 % and above	Achievement
Rating	0	1	2	3	4	5	

Score Card **GREEN (70% & Above)** **YELLOW (50% - <70%)** **RED (below 50%)**

Signature of Employee	Sign of HR	Sign of HOD
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Signature of President	Signature of SrVP	Signature of General Secretary	Signature of Treasurer
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INDIAN INDUSTRIES ASSOCIATION

AN APEX BODY OF MICRO SMALL & MEDIUM ENTERPRISES

(IN THEIR SERVICE OF MSME SINCE 1985)

Leave Request Form

Employee Name	Designation				
Type of Leave applied for:	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; border: 1px solid black; text-align: center;">CL</td> <td style="width: 25%; border: 1px solid black; text-align: center;">EL</td> <td style="width: 25%; border: 1px solid black; text-align: center;">LWP</td> <td style="width: 25%;"></td> </tr> </table>	CL	EL	LWP	
CL	EL	LWP			

Leave Period: From _____ To _____

No Of Day _____

Address while on Leave _____

Contact No while on Leave _____

Date-

Signature of the Applicant