The People Philosophy is a broad framework of basic values, principles and guidelines which are the foundation of people related processes and policies at Dream a Dream. It should be used as a guide and in spirit to give direction and definition to the organization’s people policies.
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WHY WE EXIST

“To empower young people from vulnerable backgrounds to overcome adversity and flourish in a fast changing world using a creative life skills approach.”

ORGANISATION VALUES

- **Opportunity**: We strive to provide a range of opportunities that enable everyone with whom we work to meet their needs and fulfill their potential.

- **Integrity**: We are unflinchingly and consistently honest and transparent in our thoughts and actions; we do what we say we will do.

- **Inclusive**: We create an inclusive culture that embraces and celebrates the diversity of race, religion, age, gender, ethnicity, perspectives and beliefs, talents, abilities, sexual orientation and socio-economic status.

- **Child-Centred**: We put the child at the core of all our work. We are entirely focused on the child's needs, abilities, interests, choices and learning styles and we always consider children as active, responsible participants in their own learning.

- **Partnership**: We recognize the importance of building sustainable working relationships with all our stakeholders; finding mutual and lasting solutions based upon shared risks and responsibilities.

- **Innovation**: We are tireless in our quest to find and develop new and effective approaches to the work that we do.

PEOPLE PHILOSOPHY VISION

To build a community of Change-makers who own the change they wish to make.

PEOPLE VALUES

- **Accountability**: We believe each of us is here because we feel passionate and accountable for the change we wish to bring in the world. We believe that each of us is constantly striving to increase the impact of our work.

- **Trust**: We trust in every individual’s ability to make the best decisions and choices for themselves and for the organization.

- **Dignity**: We believe that each person at Dream a Dream contributes equally to create impact. We believe in building a community where dignity comes from recognizing and appreciating the unique abilities within ourselves and others.
COMMUNITY AGREEMENTS
Listed below are our community agreements that help us to achieve the goal of building a community of change-makers.

Each of us shall

- Believe in the cause of life skills.
- Be open to change.
- Be appreciative of differences.
- Bring innovation and creativity in our work.
- Take accountability and ownership for your actions and decisions.
- Consciously increase the impact of your work.
- Be self-motivated and self-driven.
- Seek support when needed.
- Have a questioning bent of mind.
- Give space for questioning to all.
- Maintain Safe Space internally and externally when dealing with children, colleagues and others.
- Work in collaboration and provide support to each other.
- Encourage, participate in and provide spaces for participatory decision making.
- Provide and seek opportunities for mentorship and guidance.
Every role in Dream a Dream is of equal value. Dream a Dream has a functional structure defined by grades for its full time employees and facilitators as illustrated below.

Dream a Dream – Employee Structure (Full-Time employees)

Dream a Dream – Facilitator Structure

ROLE DEFINITIONS
Each role in Dream a Dream is defined in terms of the following:

- Purpose of the role in the organization and its impact on the organization’s vision.
- Description of the responsibilities and deliverables expected from the role holder
- Skills and competencies required to perform the role effectively

A broad outline which can be used as guidelines are as below;

EXECUTIVE
All employees in the executive grade in any function are primarily accountable for the execution of functional tasks. They will be accountable for the smooth functioning of defined processes for the
implementation of programs and processes within their respective functions. They will require having a high level of planning and execution skills.

The focus of this role is in IMPLEMENTATION of activities and programs in the organization.

**Skills Required**

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Below is an indicative profile and skill-sets required at this grade:

- Bachelor’s degree
- Work experience of 1 year and above
- Fresher’s with volunteering experience can apply
- Proficient in platforms like MS OFFICE and other basic computer skills
- Comfortable with written and oral communication in English
- Knowledge of local languages is a definite plus

**ANCHOR**

Under the purview of their respective departments, Anchors are required to work independently to manage their sub-function with minimal guidance. Anchors will be accountable for the implementation of their respective programs and shall own the objectives of their respective functions. They will also be accountable for defining new practices and processes within their functions to increase efficiencies.

The focus of this role is in MANAGING OPERATIONS and IMPLEMENTATION within a single sub-function. In addition, this role supports the Associate Manager / Manager in achieving the goals of the function.

**Skills Required**

This group is comprised of individuals who have some professional experience and skills in their respective function.

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Logistic Management (For e.g.: Coordination with vendors, materials management, coordination of events) | *  
People Management (For e.g.: Managing reportees and teams) | *  

Below is an indicative profile and skill-sets required at this grade:

- Bachelor or Master’s degree
- Work experience of 1-3 years and above
- Fresher’s with volunteering experience may apply
- Proficient in platforms like MS OFFICE and other basic computer skills
- Excellent written and oral communication skills

**ASSOCIATE MANAGER**

Under the purview of their respective departments, Associate Managers are required to work independently and manage more than one sub-function / one function with minimal guidance.

The focus of this role is MANAGING OPERATIONS of multiple sub-functions / one function. The Associate Manager is accountable for the smooth implementation of their functions / programs with minimum support from their managers. This role supports the Manager / Head in achieving the goals of the functions and providing strategic direction to the function. They would be required to have excellent project management skills to ensure the achievements of their goals.

**Skills Required**

This group is comprised of individuals who have professional experience and skills in their respective functions. In addition, this group would have some managerial experience in terms of managing a sub function / a small team.

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Below is an indicative profile and skill-sets required at this grade:

- Bachelor’s or Master’s degree
- Work experience of at least 3 years and above
- Experience in people management and project management
- Ability to work independently and in teams
- Proficient in platforms like MS OFFICE and other computer skills
- Excellent written and oral communication in English

**MANAGER**

Under the purview of their respective departments, Managers are required to independently manage a large team / complex function.

The focus of this role is providing STRATEGIC DIRECTION to the function. In addition, this role supports the Head in achieving organizational goals / vision. They are accountable for the achievements of the goals of their functions and providing direction and support to all the team members within their function.

**Skills Required**

This group is comprised of individuals with experience and skills in their respective function. They would have considerable knowledge and possess proven technical skills in their respective departments. In addition, this group would have strong managerial experience in terms of independently managing a function / a large team.

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Below is an indicative profile and skill-sets required at this grade:

- Bachelor’s or Master’s degree
- Work experience of at least 5 years and above
- Excellent written and oral communication skills
- Project Management skills
- Ability to manage teams
- Leadership and mentoring skills
- Ability to work independently and have a strategic outlook
DIRECTOR / CXO
This grade is a part of the senior leadership team at Dream a Dream. Employees in this grade are required to lead and independently manage 2-3 functions within the organization.

The focus of this role is in creating the VISION and STRATEGIC DIRECTION of the organization. They are accountable for providing support to the Managers / Assc. Managers in leading and building functional teams while leading the organization towards its strategic growth path.

Skills Required
This group is comprised of leaders with expertise and skills in their respective function. They would have considerable knowledge in organizational development and possess proven leadership skills.

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Below is an indicative profile and skill-sets required at this grade:

- Bachelor’s or Master’s degree
- Work experience of at least 8 years and above
- Brilliant written and oral communication
- Leadership and mentoring skills
- Strategic Partnership Building skills
- Ability to lead organizations
HIRING

Dream a Dream strongly believes in hiring the right person for the right job. The right person for any job in the organization would be someone who not only fulfills the criteria of skills and competencies as described in the Role Definition, but also someone who believes in the vision and values of the organization and is committed to the cause of life skills. An ideal candidate for any position would also be one who is willing to contribute to the organization in the long term and take personal accountability for their roles.

Dream a Dream strongly believes in developing and growing its internal talent in the organization to fulfill its vision. Hence, for any vacant position, the organization is committed to first hire internally available and eligible candidates before hiring from outside the organization.

The internal hiring process is described in more detail under the ‘Growth and Movement’ section. In case an internal hire is not available, an external hiring process will be initiated.

In the external hiring process, a preference would be given to

i) Candidates referred to by employees.
ii) Ex-employees who would like to join back. When an ex-employee applies to Dream a Dream, their previous tenure in the organization will also be taken into consideration.

The external hiring process for any position at Dream a Dream would consist of the following steps:

<table>
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<tr>
<th>Process</th>
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<th>Purpose</th>
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<tr>
<td>Role Definition</td>
<td>Line Manager + HR Manager</td>
<td>Line Manager is required to draft the role requirements and specifications. HR Manager will ensure that the role and its level is aligned with the overall organizational structure.</td>
</tr>
<tr>
<td>Circulation</td>
<td>HR Manager + Line Manager</td>
<td>Circulation of the vacancy to various sources including the Dream a Dream website and other paid / unpaid websites, networks etc.</td>
</tr>
<tr>
<td>Screening of applications received</td>
<td>Line Manager</td>
<td>Shortlist applications based on basic criteria of education, experience, skills etc.</td>
</tr>
<tr>
<td>First interview (phone or face to face)</td>
<td>Line Manager</td>
<td>Assess and shortlist candidates on whether they have the skills to do the job effectively. This process could consist of 1-2 meetings / phone calls along with a task / assignment relevant to the role being hired for.</td>
</tr>
<tr>
<td>Second Interview</td>
<td>HR Manager / Functional Head / Manager /</td>
<td>Assess and shortlist the candidate on whether he/she would be a good fit for the organization and has the potential to learn</td>
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CREATING A HIGH PERFORMING ORGANISATION

At Dream a Dream we are all expected to take complete ownership of our goals and perform to the best of our abilities. We are also expected to take on higher responsibilities and accountabilities with every year that we spend in the organization. These should be reflected in our individual’s goals from year to year wherein, every year the goals should be set at increasing levels of achievement, responsibility and accountability.

GROWTH & MOVEMENT

We strongly believe that each person wants to contribute and achieve more with every year in the organization. We also believe in developing and growing our internal talent in the organization to fulfill our vision. Hence, for any vacant position, the organization is committed to first hire internally available and eligible candidates before hiring from outside the organization.

For full time employees, on completion of 2 successful years in any role (3 years in case of Managers) in the organization, we become eligible for being selected to a role in the immediate next grade based on availability of a vacant position and the accountability taken up by us to fulfill the role. In case of facilitators, completion of 2 successful years as a Facilitator would make us eligible for being a Sr. Facilitator.

On being eligible, we can choose to apply and take up an available vacant role at the next grade. While the eligibility is automatic, we would have to apply by filling out a Goal Sheet outlining the goals that we commit to achieve in the coming year keeping in mind the higher accountability expectations of the role that you are applying for. This can be done in consultation with your line managers, HR and hiring managers. The line manager and People Philosophy Ambassadors will approve the goals based on

i) The nature of the goals being in line with the accountability expectations of that role.

ii) The goals are aligned with the organizational goals and direction.

On completion of the above process, we can then move into that role.
A 1-month period from the date of eligibility, based on tenure and a position being available, is provided to each of us within when we would need to complete the above process. Failure to do so (other than in unforeseen circumstances) would mean that we would have to continue in our current positions until the next cycle.

Non-availability of an open position creates a pipeline/waitlist of eligible internal candidates who can apply and take up other positions as and when they become vacant. If more than one eligible internal candidate is available for and interested in a vacant position, a selection process will be conducted by HR Manager and the line manager in line with the external hiring process. The eligible candidate who is not selected will get included in the pipeline/waitlist for other positions. The selected candidate would be required to fill out their Goal Sheet based on their new role.

If we would like to choose not to move to the next grade, or are waitlisted due to non-availability, we move to the “Parking Level” within our current grade. We can choose to remain in the Parking level for as long as we wish, provided there is a role at that grade available. For employees wanting to move to the next grade, the organization is committed to provide new positions for all eligible employees within 2 years of their eligibility.

We encourage a strong culture of job-rotations and cross-functional skill building. Hence eligibility for any role at the next grade would depend solely on tenure and the accountability taken up by the individual and not on the roles previously performed.

The above principles of hiring and growth are applicable to both the employee and facilitator structures independently.

**PERFORMANCE MANAGEMENT**

At Dream a Dream each of us is responsible for managing our performance for the achievement of our goals as well as for seeking support and guidance when needed. We are also responsible for assessing our skills and competencies from time to time and working towards filling the gaps with the support of our team and manager.

In the above context, Dream a Dream’s performance management process aims to:

- Enable each of us to self-reflect on our individual goals and achievements and plan course corrections where required.

- Identify successes and gaps in core organizational competencies (Team work, External Engagement building, maintaining safe spaces, Organization development).

- Understand our individual development needs in terms of skills and competencies for current and future roles.

- Assess our interest and suitability for future roles in the organization.

**COMPONENTS OF PERFORMANCE MANAGEMENT**

We trust every individual to objectively and honestly reflect on and review their performance. We believe that each individual is the best judge of their work.

The Individual Performance Management Process at Dream a Dream comprises of the following:
Self-Reflection - Each individual reflects on and documents their performance review based on the Goal Sheet filled by them. This includes:

- Tracking and alignment of Individual Goals
- Review of Core Competencies as defined (team work, external engagement, maintaining safe spaces, organization development).
- Reflection on self-development needs in terms of skills and competencies for current and future roles.

Feedback taken from other community members on core competencies - Each individual is required to take feedback from other community members (minimum 2) with whom he/she has worked closely during the review period. This is also a way for community members to ensure that the values of the organization and the people philosophy are being upheld and give their honest feedback.

Manager’s Review - In situations where needed, the Manager or the team member can request for a discussion on all or any of the components of the performance review. The purpose of the Manager’s review would be to guide, mentor, and share feedback and/or take corrective action on gaps in any of the components of performance management.

Goal Setting – at the end of the annual review process, each individual will draft his / her goals for the next year based on the organizational and functional goals and the accountability expectations of their role. These goals will be then reviewed and finalized by the manager, in discussion and agreement with the individual.

FREQUENCY
Dream a Dream believes that each individual’s performance is self-driven and hence, performance reviews should be done based on when a need is felt for the same by either the individual or the manager. However, at present a frequency of minimum of six months has been defined for individual performance management reviews. Hence individual reviews need to be completed, documented and submitted to the respective Managers / People Philosophy Ambassadors group in October and March every year.

Goal setting is an annual process and individual goals should be set in April every year. However, any individual who is eligible for a grade change during the year and wishes to apply for a position at their next grade would need to rework on their goals at the time of application. Individuals who are not eligible for a grade change may also modify their goals at the time of the six-monthly individual review in October based on external / internal circumstances. Any changes in goals during the year should be documented and approved by the manager and submitted to People Philosophy Ambassadors group.

MANAGING UNDER PERFORMANCE
For employees who are not performing in their roles as per their own expectations or the organization’s expectations could undergo a performance review discussion at any time during the year. This may be called for either by the individual or by their Managers. This review will be done by the individual along with their Managers using the Performance Improvement Template. If the overall performance based on the review is found to be less than 75% of the expected level, the Manager will mark the individual’s review as a “NI” (Needs Improvement).
Any employee with a NI review will be asked to work on a ‘Performance Improvement Plan (PIP)’ developed in consultation with the Manager. The PIP would be a specific 3 month plan which would include specific goals/objectives to be met by the employee. It would also include specific changes/improvements required in the area of core competencies.

On completion of 3 months, the manager will again review the employee based on the PIP. If this review is satisfactory, the employee will continue to work in his/her current role and achieve the annual goals set out for them. In case the PIP review is unsatisfactory, a second PIP will be put in place for the next 3 months. However, a second unsatisfactory PIP will imply that the individual is not suitable in his/her current role and will exit the organization.

Any period during which the employee is under a PIP (Performance Improvement Plan) will not be considered for the eligibility during growth and movement. Any eligible employee, who has completed the required years, but is under PIP at any point in time, will also not be eligible for movement to the next level until the satisfactory review of the PIP is completed.

In cases, where reasons of under-performance are related to role fitment, the individual, on approval of his manager can choose to apply for other open positions in the organization (as an external candidate) and get selected if found eligible and suitable for the same.

It is advised, that a PIP be called for only in exceptional cases where the individual or manager feel that providing additional support and mentorship would help the individual to fulfill their goals.

**REVIEW-EE AND REVIEWER TRAINING**

The goal setting and performance review process at Dream a Dream is somewhat untraditional and based on its core values of accountability, integrity, dignity, trust and openness. In addition, with constant movement and growth of people in the organization, many ‘new’ managers are likely to emerge at every performance review cycle.

Hence it is important that all employees are regularly trained and educated on the philosophy and process of goal setting and performance management. This training should be conducted every six months, before the beginning of the review process. The training should cover aspects like ability to set goals at appropriate grade levels, understanding of organizational goals and objectives, giving and receiving constructive feedback, self-assessment, understanding of core competencies, managing under performance etc.

**COMPENSATION**

**Philosophy**

Fair compensation of employees is integral to achieve the goal of building a culture based on trust and transparency. We also understand that as an organization funded by public funds, we have a higher level of responsibility in deciding and justifying our compensation expenses.

Within the framework of it financial resources, we aim to have a compensation policy which is fair, reasonable, and consistent with compensation paid in the nonprofit sector for positions of comparable complexity and responsibility.

Compensation at Dream a Dream is based on the role that is performed by each individual. The roles are differentiated based on the nature of the goals that the employee takes accountability for.
Salary Budgets

In line with the above, the salary budget of Dream a Dream is a fixed %, decided each year by Chief Executive Officer, People Philosophy Ambassadors and Finance, of the overall organization’s budget. This is approved by the Board. Thus the availability of resources will influence and determine the salary budgets and hence individual salaries.

Since Dream a Dream is largely dependent on donations and grants, the service conditions will depend on the objectives of the organisation and availability of funds

Starting salary and progression

The different grades within the organization as outlined in its structure represent the different levels of complexity of roles. To ensure a fair compensation philosophy, the starting salary for each level is fixed. Any person internal or external taking on a new role at a particular level will have the same starting salary as defined for that level.

At Dream a Dream, every individual is expected to take on higher responsibilities and accountabilities with every year that they spend in the organization. This is reflected in each individual’s goals from year to year wherein, the individual sets goals at increasing levels of achievement, responsibility and accountability. In line with this, the salary of each individual in a role will progress as per specified levels on completion of each year within the organization.

Salary Cap

In the full time structure, the movement in salary levels within a grade will be automatic for up to 3 years (4 years for Managers and Heads). After completion of 3 years (4 years in case of Managers and Heads) in a role, the individual’s salary will remain fixed at the Parking Level (with exceptions of cost of living increases and other salary changes which are made across all levels) till they move to a role in the next grade.

In the part-time structure, successful completion of 2 years in one level will make the employees eligible for the next level. On completion of two years in the second level, the individual’s salary will remain fixed at the Parking Level (with exceptions of cost of living increases and other salary changes which are made across all levels) till they move to a role in the full time structure.

Salary Reviews

In order to keep its compensation consistent with other similar nonprofit organizations, Dream a Dream will conduct a salary review at least once every 3 years. Based on the findings of this review, which shall include discussions with other similar organization on salary packages, changes in cost of living and availability of resources, the salary structure will be revised if required.

EXCEPTIONAL ROLES

At Dream a Dream, there may be certain roles for which it could be extremely difficult to find and hire people within the defined salary structure. For such ‘Exceptional Roles’, keeping the structure intact, an exceptional salary could be offered to the role holder provided the following conditions are met:

- The above exceptions are made of roles in which the required skill set is either scarcely available or available at a higher cost in the job markets.
The process defined for handling policy exceptions will be applicable for deciding which roles should be treated as ‘exceptional’.

- Exceptional roles cannot exceed 10% of the total roles in the organization’s structure.
- The maximum salary paid for the exceptional role should not be more than 50% higher than the usual salary for the role as defined in the structure.
- Exceptional roles are hired as ‘consultants’ to keep the structure intact.

**BUILDING A CULTURE OF LEARNING**

Dream a Dream thrives on a culture of continual learning and development, where people take responsibility for their own learning and support one another in the learning process. It is a place where people freely share what they know and are willing to change based on the acquisition of new knowledge. Exploration, experimentation, ideation, reflection, coaching, experience sharing, learning from mistakes and successes etc., are all be a part of the organization’s learning culture.

Each individual at Dream a Dream is expected take up the responsibility for their own learning. At the same time, the organization also provides ample support and opportunities for us to learn and grow ourselves and the organization.

In addition to building and strengthening a culture of learning, Dream a Dream also has structured learning programs at both individual and collective levels.

**INDIVIDUAL LEARNING**

Individual learning needs are identified and reviewed by each individual and/or the manager as a part of the performance management process. These needs are then prioritized and converted into time bound goals within available budgets. From then on, the individual is accountable for his/her learning goals and is expected to deliver these goals as best as any other functional goal.

**COLLECTIVE LEARNING**

Collective learning needs are learning needs that are common to a group of people, be it a team, a function, a role or the entire community. The process of identifying collective learning needs is facilitated by any member from People Philosophy Ambassadors group. In collaboration with the functional heads, managers, team leaders and the larger community, HR Manager identifies these learning needs and develops organizational learning plans on an annual basis. The learning plans include the learning process, methodology timelines, specific programs/facilitators, participants and budgets etc. The implementation of the learning plans is facilitated by HR Manager in collaboration with the respective participants.

**WORKPLACE GUIDELINES**

Dream a Dream believes in a working environment of positivity, trust and ownership. The workplace guidelines and policies aim to govern the day-to-day smooth working of the organization. These guidelines are applicable to all employees of Dream a Dream.
- Guidelines on pursuing work outside Dream a Dream
- Child Protection Policy
- Policy on addressing Sexual Harassment at the workplace
- Work and Leave Agreements – Full Time Employees
- Work and Leave Agreements – Facilitators
- Community Welfare policies (education support, financial support)
- Recognition for Long Service
- Separation / Exit Policy
- Retirement age to be 60 years

Details of these guidelines are given below. This is not an exhaustive list and other workplace related guidelines can be added and existing guidelines updated based on need from time to time.
GUIDELINES ON PURSUING WORK OUTSIDE DREAM A DREAM

Dream a Dream is a high performing organization. We believe that all members are self, motivated and perform at their optimal levels to deliver results and create impact. Each team member is responsible for managing their performance for the achievement of their goals.

However, we do understand that there are opportunities when employees may want to pursue other work (voluntary or paid) outside of Dream a Dream and the following are guidelines to enable this:

- The additional work carried out should not be in conflict to the mission and values of Dream a Dream.
- As employees of Dream a Dream, committed to the work of the organization is involved in, it is understood that employees would not utilize time / effort that they would have spent on organizational work to engage in any other work.
- Information, data or lists belonging to Dream a Dream or developed for the organization, are the Intellectual Property of Dream a Dream and cannot be used or shared for any other purpose.
- Dream a Dream premises, infrastructure and equipment cannot be used for any other purpose.
- Additional work taken on should be discussed with the Line Manager and on his approval should be shared with the community. If any community member finds the additional work violating any of the above guidelines, they can raise their concern and the final decision will be made by the community.
- In cases where employees of Dream a Dream are invited to different organizations as resource person (as a representative of Dream a Dream), honorariums / gifts received by them may be kept with the employees after intimation to the organization. However, the employee has the discretion of donating the honorarium to Dream a Dream.
- Employee will automatically retire from the services on attaining the superannuating age of 60 years.

WORK AND LEAVE AGREEMENTS

Full Time Employees Work Agreements:

Dream a Dream works 7 days a week. Each full-time employee at Dream a Dream is expected to put in 40 working hours per week. The employee can choose when he/she wishes to complete the stipulated no. of hours every week. However, for the smooth functioning of the teams, it is required that full time employees are available in office between 11 a.m. to 5 p.m. from Monday to Friday.

Part Time Employees Work Agreements:

- Over a span of one year each facilitator would be accountable for conducting minimum 28 sessions per batch of participants, without compromise.
- Facilitators are expected to conduct all sessions as planned.
- A facilitator to complete other work related to documentation, reporting etc. as per set deadlines.

Leave Agreements:

Definition: Leave is defined as absence from work by an employee of Dream a Dream.

Coverage: This policy is applicable to all full-time and part-time employees. If included in the terms of contract, maybe applicable to consultants, interns, etc.

Period: Jan to Dec (Calendar Year). Leave will be calculated on the basis of calendar year.
During any of the leaves taken below it is expected that each individual share adequate information with their team members to enable them to take decisions and manage work effectively.

**TYPES OF LEAVE**

**Casual Leave:**

Leaves taken for 1 day or less will be considered as Casual Leave. Casual Leaves are based on trust and hence there is no maximum limit to the no. of casual leaves an employee can take in a year. Any employee, who cannot put in the stipulated 40 working hours per week, would be expected to apply for Casual Leave for the shortfall.

Employees whose appointment letter or job roles require them to work on Saturdays or Sundays need to apply for Casual Leave if they are taking leave on Saturdays or Sundays.

A Casual leave would automatically fall under the definition of Privilege Leave if it’s more than 1 working day in a row.

Casual Leaves have to be informed to the Line Manager through mail, phone or in person.

**Earned leave:**

One day of leave for every 20 days worked which is 15 days in a year.

Calculated as 365 days – 52 Sundays.

Employees must apply for this leave in advance and get approval from their manager.

Earned leave would be calculated on working day basis rather than week day basis – which mean Sundays and Saturdays (where applicable), national holidays, etc. would not be counted as leave in case of continuation.

**Medical leave:**

Leave available to an employee on account of sickness, injury or illness – related reasons.

Calculated as 1 day each in a month i.e. 12 days in a year.

Applicable to all employees of the organization, including those on probation.

Medical leave would be counted as ‘week days ‘ and not as ‘working’ days – which means Sundays and Saturdays (where applicable), holidays, etc. would be counted as leave should they fall during the leave period.

Employees must inform the reporting manager at the earliest regarding the illness or other reasons – though they might submit the formal leave application upon resuming work.

Medical leave cannot be applied for in advance unless it is for scheduled medical tests, surgery, hospitalization, etc.

The employee needs to submit medical certificate from a registered medical practitioner for more than 3 consecutive days of medical leave.
Any employee of Dream a Dream absent due to illness or injury, will continue to receive the normal salary so long as the leave credit is available. After leave credit is exhausted, the employee may seek for leave of absence from work, which may be approved by the manager. However, this leave would entail loss of pay.

Under special circumstances, if an employee wishes to avail of extended medical leave, an application for the same would be made to the Manager of their respective function who may consider the leave request, based individual circumstances and distribution of workload amongst team members.

**Maternity Leave: 180 calendar Days – Application to be supported by a doctor’s certificate.**

Applicable to all women employees of Dream a Dream under the Maternity Act. The employee should have been employed for a minimum period of 6 months to claim eligibility under this leave. The maternity leave will be allowed on the advice of the gynecologist in case of miscarriage-abortion indicating medically terminated pregnancy.

**Special Leave:**

In addition to Privilege Leave, Medical Leave and Maternity Leave, which are statutory in nature, Dream a Dream also offers 5 kinds of special leave. Special leave are progressive people practices that strengthen employee engagement. The duration of leave has been calculated as per central government guidelines.

All kinds of special leave have to be approved by the line manager in advance (except for bereavement leave).

All these types of leave are over and above the declared National Holidays as issued by Karnataka Govt.

**Types of Special Leave:**

**Bereavement leave:** 7 working days offered to an employee on the death of immediate family member or person in a close relationship.

**Adoption Leave:** 30 days of leave, for both male and female employees wishing to adopt. Application to be supported by adoption documents

90 Days – for Single Parents

**Paternity Leave:** 30 days of leave for male employees upon birth of a child. Paternity leave can be availed within 18 months from the date of birth of the child in 2 slots of 15 days or 30 days in a stretch.

**Study Leave:** Employees who submit proof of being enrolled in a full-time/correspondence educational course can apply for Study Leave of up to 15 days twice a year to attend their examinations

**Learning Leave:** Learning Leave is being offered to employees to promote self-directed learning and personal growth. Every employee can avail of up to 10 days leave per year to invest in any kind of learning that they wish to pursue. This leave is based on a trust system, and the employee is not required to provide any proof of their learning. The leave can be taken together or can be spread across the year, based on the learning that the employee chooses to pursue.
**Sabbatical**: Long leave granted to an employee with specific approval from the **Chief Executive Officer**.

Conditions under which an employee may seek a sabbatical –

- **Personal** - for higher education, for parenting, health reasons, travel, personal stock taking, etc.

- **Organizational** - deputation for a specific period to another organization, organizational assignment, training, etc.

**The period of sabbatical would be maximum of 3 months.**

The employee shall receive no salary during the period if the sabbatical is personal. If the sabbatical is organizational, the salary of the employee would be reviewed and finalized after a discussion with the **Chief Executive Officer**.

At the end of the sabbatical taken due to personal reasons, the employee would be reevaluated for an appropriate position at Dream a Dream and if found suitable, re-employed.

Re-employment after sabbatical for personal reasons is not automatic. Employee’s performance in the interview, selection process, availability of open position, organizational need, etc. would determine the organization’s decision to accept or reject re-employment. Preference however, would be given to the employee rather than an external candidate for the position.

**All the leave agreements applicable to full-time employees will also be applicable to facilitators with the following exceptions:**

- Facilitators are entitled to only 1 casual leave per month provided they make up for any cancelled sessions.

- Privilege Leave and Learning Leave will not be applicable as per the full-time employee leave agreements. However, to compensate, the entire month of April will be considered as paid leave, as there would be no sessions held during this month.

- On days when schools are not working (exams and vacations), facilitators can apply for leave as Privilege Leave.

**Leave Application Process:**

Employees are required to fill the Leave Application Form and submit to their Line Manager at least 3-days in advance. Once the Line Manager has approved the leave, it should be duly informed to the Admin Department for necessary records. The Admin team would be responsible to track the Leaves taken by each employee.

In case of an emergency leave, where approval has not been taken, the employee should inform the Line Manager through appropriate means (Phone / Email) stating the reasons clearly for the leave. The appropriate leave application form should be filled in as a procedure after the employee has come back from the leave. All Holidays coming during the Leave period of the employee would be appropriately deducted when filling out the leave application form.

Failure to inform the line manager about any leave taken will lead to loss of pay.
Leave Calendar & Leave Record:

All leave would accrue from the 1st of January every year. Leave balances would be calculated pro rata for employees joining midyear.

The leave has to be updated in Paybooks by all employees through ESS login (Employee self service) and approved by their Functional Head/Manager

All employees are expected to review and plan their respective leave schedules at the beginning of the quarter for any planned leave they might be expecting to take.

All employees are expected to inform their Functional Head/Manager either in advance (in case of privilege leave, planned leave, etc.) or on the day they resume work (in case of medical leave only). Prior approval may be had through an email or on phone. Once the employee resumes work, leave application form to be filled, duly approved by manager and submitted to admin team for updating of leave records.

All employees are expected to check their leave record before applying for leave. Leave taken in excess of eligibility or leave credit would invite loss of pay.

Admin team would update leave records based on the leave application submitted by the employee applying for leave. The line manager will submit the Leave records to Admin Team for further update.

Accumulation of leave:

Employees can accumulate up to 10 days of Privilege Leave up to a maximum period of 2 years.

Medical leave not availed of during the year cannot be carried over to the next year.

Medical leave and privilege leave can be combined under special circumstances – employee has to submit a leave application to their reporting manager for the same.

Leave during probation:

Employees during probation would be eligible only for casual and medical leave and not entitled for privilege leave during their probation. Accumulated privilege leave will be credited to their leave balance once they are confirmed. No special leave would be applicable. Leave taken during this period, in excess of leave credit, would invite loss of pay.

Leave during notice period:

Employee is permitted to avail only casual and medical leave, during the notice period.

List of Holidays:

An official list of holidays would be released every year by the HR department (based on the circular of the Karnataka government). The list would be published and put up on the official notice board.

Contingency declared off:

The organization may declare the office closed at short notice for contingency purposes like death of a national or state leader, internal organizational reasons, etc.
COMMUNITY SUPPORT POLICY

PURPOSE

Dream a Dream would like to ensure that all employees are provided with a supportive work environment and help each employee to further even in their personal aspirations. In order to achieve this, the following guidelines have been put in place to support the employees at Dream a Dream.

AREAS OF SUPPORT

1. Education Support
2. Financial Support - Personal Loan

EDUCATION SUPPORT

Education Support is provided to employees who wish to either complete their basic education or expand their learning through acquiring additional skills.

Eligibility: Full Time Employees and Facilitators

Eligible amount:

Full Time Employees: Rs. 20,000 or actual tuition fees whichever is less.

Facilitators: Rs. 10,000 or actual tuition fees whichever is less.

Conditions to be fulfilled:

1. Should be a confirmed employee of Dream a Dream.
2. Part-time employees or employees on contract are not covered.
3. The reimbursement/fees is available once in every financial year i.e. April to March.
4. Covers courses that an employee takes up after joining Dream a Dream though reimbursement is available only on confirmation.
5. If an employee enrolls for a course after joining Dream a Dream but before confirmation, he/she will necessarily have to pay the fees and claim the reimbursement on confirmation after production of original receipt.
6. Support excludes other fees such as grants, donations, capitation fees, bus fees, uniform, books etc.
7. After availing the reimbursement/fees should an employee leave the organization he/she will have to refund the amount paid in the following manner:

<table>
<thead>
<tr>
<th>Resignation from date of reimbursement</th>
<th>Percentage of fees to be refunded</th>
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<tbody>
<tr>
<td>Less than 6 months</td>
<td>100%</td>
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<tr>
<td>Over 6 months and less than 1 year</td>
<td>50%</td>
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</tbody>
</table>

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</thead>
<tbody>
<tr>
<td>Over 6 months and less than 1 year</td>
<td>50%</td>
</tr>
</tbody>
</table>
FINANCIAL SUPPORT – PERSONAL LOAN

Financial support is provided to employees through a personal loan to meet any emergency requirements.

Eligibility: Full Time employees and Facilitators

Eligible amount: 1 month’s gross pay.

Personal loan will be applicable only for employees on rolls, one-month salary will be paid as personal loan on request, if the employee’s salary exceeding Rs 50,000/- then they are eligible to get maximum of Rs 50,000/- as loan

Conditions to be fulfilled-

1. Should be a confirmed employee of Dream a Dream.
2. Employees on contract are not covered.
3. Request for Personal Loan should be made to the Line Manager stating the reason and duly approved by the Line Manager.
4. New loans can be applied for only on repayment of earlier outstanding.
5. Repayment of the personal loan should be done in a maximum of 10 months from date of disbursement of loan.
6. Any outstanding loans at the time of leaving the organization would be deducted from the final settlement of the employee. Dream a Dream holds the right to use legal methods of recovery if the outstanding loan amount is higher than the amount of final dues.

RECOGNITION FOR LONG SERVICE

Dream a Dream values its employees and encourages employees to join, stay and grow with the organization as the organization grows with them. In order to acknowledge those who stay and successfully contribute to the organization, the following reward system is applicable. This reward system is applicable to all employees of Dream a Dream including those on contract.

The reward will be disbursed on completion of 3, 5, 10 and more than 10 years.

All employee benefits will be provided based on the availability of funds.

SEPARATION / EXIT POLICY

Dream a Dream intends that at the time of leaving, an employee should exit with good memories and more importantly as a life-long ambassador of the organization.

Any employee resigning from a position on his / her own accord is requested to give written notice to their line manager according to the terms & conditions of his/ her appointment letter prior to his or her last day of employment, in order to provide sufficient time to recruit and train a replacement. This will allow Dream a Dream to conduct a smooth transition and avoid disruption of activities. In case of short notice, the organization may deduct salary equivalent
to the number of days short in notice period or may ask you to work against short notice period to avoid deduction.

Employees are required to return all documents, books, office keys, loan, advance or any other asset in his/her possession that belong to, including all hard and electronic copies, not later than last day of employment. If employee wishes to retain copies of certain documents, he/she is required to seek approval of immediate supervisor. The immediate supervisor of an exiting employee is responsible to ensure that the employee abides by the above and any exception should be approved by HR Manager and the Chief Executive Officer / Functional Head.

Exit Interview

All employees leaving Dream a Dream will be requested for an exit interview. The purpose of the exit interview will be to take feedback from the exiting employee on his/her experience at Dream a Dream can seek suggestions if any, on improvement in areas of internal / external working of the organization. The exit interview can be conducted by People Philosophy Ambassadors or any Manager / Head of a function other than the function in which the exiting employee has worked last. The interview should be conducted in full-confidentiality with assurance to the exiting employee that the information will not be specifically shared with anyone outside the People Philosophy Ambassadors.

The interview will be conducted on a specified format of open ended questions and the responses will be documented and submitted to person interviewing. Manager - Operations will be responsible for collating the information gathered through the exit interviews and present the same to the community (in a generic and non-person specific form) at least once a year. The community would be responsible for analyzing this information and develop and agree on suggestions for improvements if any. These suggestions shall be taken forward by an appropriate working committee for implementation.

Termination of Services

An employee’s services may be terminated in certain special circumstances including and non-exhaustive of:

- Under -performance (as decided by the performance management process)
- Misappropriation of funds
- Misuse of propriety documents
- Misconduct or violation of organizational policies
- Act expeditiously on any allegations of harassment or other serious misconduct.
- For termination, a Board Committee will be formed who will look into the matter and take a decision on the termination of the employee. The decision of the Board Committee will be final and binding.
POLICY EXCEPTIONS AND UPDATIONS

A cross functional committee of 3 or more would form the People Philosophy Ambassadors Group at Dream a Dream. This People Philosophy Ambassadors Group, along with one main HR Representative would be available for implementation of all the policies mentioned in the document (e.g. hiring, identifying community learning needs etc.)

POLICY EXCEPTIONS

While this document tries to provide for most possible situations, there are likely to be circumstances in the organization which cannot be dealt with within the defined philosophy / policy effectively and efficiently. Hence the following provision is made for making any exceptions to the guidelines mentioned herein.

The person proposing the exception must consult the HR-Group with the same. The HR-Group can approve or disapprove the exception, after taking feedback from the community.

In cases where the exception involves the ED or any other Functional Head, directly or indirectly, the decision will be taken by the Dream a Dream Board Members.

POLICY UPDATION

In addition, it is recommended that the following process be undertaken for any addition / updation in the People Philosophy / people related policies from time to time.

- The People Philosophy Ambassadors -Group would thoroughly think through the implications of the changes to the policies.

- The changed policies would then be presented to the community for feedback and consent.

- The approved policy changes / updates be included as a “revisions” (with relevant dates) in the main document and circulated to all employees.

- The committee would represent the voice of the people and having followed this process, it would be assumed that representatives in this committee have adequately voiced the opinions of their teams.
APPENDIX: TEMPLATES

INDIVIDUAL PERFORMANCE MANAGEMENT

PERFORMANCE IMPROVEMENT PLAN

EXIT INTERVIEW
INDIVIDUAL PERFORMANCE MANAGEMENT

<table>
<thead>
<tr>
<th>Employee Name</th>
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<tbody>
<tr>
<td>Designation</td>
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<tr>
<td>Function</td>
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<tr>
<td>Date of Assessment</td>
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<tr>
<td>Assessment Type (Half Year / Annual)</td>
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</table>

SELF ASSESSMENT

PART A – TRACKING & ALIGNING INDIVIDUAL GOALS

GOAL 1

<table>
<thead>
<tr>
<th>#</th>
<th>Objectives</th>
<th>Timeline for completion</th>
<th>Self-Comments on status of progress (include results, challenges, course corrections)</th>
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</thead>
<tbody>
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GOAL 2

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<tr>
<th>#</th>
<th>Objectives</th>
<th>Timeline for completion</th>
<th>Self-Comments on status of progress (include results, challenges, course corrections)</th>
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*Include more boxes to cover additional goals and objectives as required*
### PART B – ASSESSING CORE COMPETENCIES

<table>
<thead>
<tr>
<th>Core Competency</th>
<th>Self-Assessment (include examples of demonstration and overall comments)</th>
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<tbody>
<tr>
<td>Team Work</td>
<td></td>
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<tr>
<td>External Engagement</td>
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<tr>
<td>Maintaining Safe Space</td>
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<tr>
<td>Organizational Development</td>
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</table>

### PART C – LEARNING AND DEVELOPMENT

#### LEARNING GOAL 1:

<table>
<thead>
<tr>
<th>#</th>
<th>Objectives</th>
<th>Timeline for completion</th>
<th>Status of progress (include experiences, outcomes and challenges)</th>
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#### LEARNING GOAL 2:

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<th>Objectives</th>
<th>Timeline for completion</th>
<th>Status of progress (include experiences, outcomes and challenges)</th>
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## Feedback from others on Core Competencies

<table>
<thead>
<tr>
<th>From (employee name):</th>
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<tbody>
<tr>
<td><strong>Core Competency</strong></td>
<td><strong>Observations and Feedback (Please include specific examples)</strong></td>
</tr>
<tr>
<td>Team Work</td>
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<tr>
<td>External Engagement</td>
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<tr>
<td>Maintaining Safe Space</td>
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<tr>
<td>Organizational Development</td>
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<tr>
<td>Overall employee comments (Include overall self-assessment of performance and approx. percentage of overall target achievement)</td>
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<tr>
<th>MANAGER’S REVIEW (OPTIONAL)</th>
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<tr>
<td>Manager’s comments after discussion (include summary of discussion and outcome)</td>
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</table>
PERFORMANCE MANAGEMENT FRAMEWORK

The below framework can be used as guide during self-assessment, while assessing others or while giving feedback.

<table>
<thead>
<tr>
<th>Competency</th>
<th>What does Acceptable Performance mean?</th>
<th>What does Needs Improvement mean?</th>
</tr>
</thead>
</table>
| **Role objectives** | * 75% and above of the role objectives have been completed and achieved successfully.  
* Has managed workload effectively.  
* Has identified and highlighted and handled issues/challenges proactively.  
* Additional objectives have been taken on and achieved promptly. | * Less than 75% of the objectives defined at the beginning of the year were achieved.  
* Has not taken initiative in highlighting and dealing with issues and challenges.  
* Planning for managing workload was not executed well. |
| **Team Work** | * Actively supports staff, volunteers and helps in achievement of team objectives and overcoming of challenges.  
* Is forthcoming to share knowledge, experiences, suggestions and ideas with the team.  
* Eagerly takes on responsibility, accountability and shares leadership within the team.  
* Actively participates in team gatherings, contributing to the process of team building/development.  
* Respects and appreciates others, constantly providing constructive feedback to team members as well as seeking the same.  
* Understands relationships within the team and works at maintaining them at a healthy level, as well as manages conflicts effectively. | * Primarily works on his/her own roles and objectives, without extending support to others.  
* Holds back from sharing experiences, learnings or suggestions, with the team.  
* Does not initiate taking on responsibility or leadership beyond his/her own work.  
* Does not participate in team gatherings and processes on a regular basis.  
* Not forthcoming in giving feedback or highlighting issues and challenged within the team.  
* Finds difficulty in managing conflicts within the team and is unable to foster a healthy relationship across the team. |
| | * Builds good relationships with all external stakeholders such donors, volunteers, teachers, children, parents, vendors.  
* Has proactively extended support in looking for new partners/volunteers, conducive to the work and vision of Dream A Dream.  
* Has managed relationships with partners (direct/scale) and volunteers successfully, | * Has not supported the team in seeking new partners/volunteers for forwarding the work or vision of Dream A Dream.  
* Has difficulty in managing relationships with externals and does not seek support for the same.  
* Unable to address conflicts effectively and manage relationships smoothly. |
| External Engagement | Maintaining Safe Spaces |  |
|----------------------|-------------------------|  |
| having understood the engagement and having solved conflicts/problems well. | * Actively and responsibly maintains a healthy & supportive environment and healthy relationships which foster mutual encouragement, appreciation, exchange of learning and free expression of views and ideas. | * Does not seek feedback for improvement of Dream A Dream’s work. |
| * Seeks support for managing external engagements. | * Respects every individual’s personal life as well as space at work. Is not disrespectful or humiliating towards any staff, external partner or young person s/he interacts with. | * Takes no action to communicate essential information, extend a helping hand or celebrate success of partner/volunteers. |
| * Respects, appreciates and celebrates success of the partners or volunteers. | * Complies by the Community Agreements and discusses violations, if any. Upkeeps the spirit of the Community Agreements. | * Treats partners or volunteers with disrespect and is non-appreciative of their efforts. |
| * Actively seeks feedback from the partners to improve Dream A Dream’s work and extends a helping hand to support issues of the partners as well. | * Does not hit, berate or use derogatory language against any adult or young person associated with Dream A Dream. | * Faces difficulties in maintaining good relationships and supportive environments, inhibiting others from expressing and participating. |
| * Communicates essential information in a timely and professional manner. | * Apart from maintaining safe spaces emotionally or mentally, s/he also ensures physical safety in office, meetings and also in program sessions. | * Is disrespectful towards others and had less consideration for others’ personal or professional lives. |
|  |  | * Has been found to be using harsh language and physically harmful means while interacting with adults or young people associated with Dream A Dream. |
|  |  | * Has violated the community agreements and has not brought any other violations to the awareness of the community. |
|  |  | * Has less regard for creating or maintaining physically safe spaces during sessions or in office spaces. |
|  |  |  |
| * Actively supports the Dream A Dream strategy by working towards and supporting the Organizations Goals and Action Items. | * Actively supports the Dream A Dream strategy by working towards and supporting the Organizations Goals and Action Items. | * Does not extend support beyond his/her own job role. |
| * Being a part of a Community of Change-makers, s/he has taken initiatives that support the initiatives of the community as a whole. *S/he has also displayed innovation and creativity in community processes. |  | * S/he is passive when it comes to participation in Community processes and is hesitant to share ideas. |
|  |  | * Is resistant to new ways of working or is generally indifferent to new initiatives of Dream A Dream. |
### Organization Development

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| **Organization Development** | * Has displayed active participation in community engagement processes and eagerly shares suggestions and ideas which benefit the community in arriving at decisions or bringing in more perspective.  
* Shares as well as adopts new ways of working, which contribute to Dream A Dream’s efficiency.  
* Takes up work beyond ones role, if need be. |
| | * Does not suggest ideas or share feedback to improve the overall work of Dream A Dream. |

### Learning Goal

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| **Learning Goal** | * Has been able to successfully identify learning/improvement needs in self.  
* Has planned the learning process and implemented it effectively.  
* Has been forthcoming to seek support to either identify learning needs or identify sources of training and learning. |
| | * Has not been able to identify learning needs or gaps.  
* Unable to plan and implement their own learning and development process.  
* Does not seek support for the above. |
## PERFORMANCE IMPROVEMENT PLAN (PIP)

<table>
<thead>
<tr>
<th>PIP Type (First / Second)</th>
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<tbody>
<tr>
<td>PIP Start Date</td>
<td></td>
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<tr>
<td>PIP End Date</td>
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<tr>
<td>Manager’s Name</td>
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<td>Employee’s Name</td>
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</tr>
<tr>
<td>Reasons for PIP (Employee / Manager)</td>
<td></td>
</tr>
</tbody>
</table>

## PART A – MANAGER’S REVIEW OF GOALS & OBJECTIVES (past performance)

### GOAL 1

<table>
<thead>
<tr>
<th>#</th>
<th>Objectives</th>
<th>Timeline for completion</th>
<th>Manager’s review and comments</th>
</tr>
</thead>
<tbody>
<tr>
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</table>

### GOAL 2

<table>
<thead>
<tr>
<th>#</th>
<th>Objectives</th>
<th>Timeline for completion</th>
<th>Manager’s review and comments</th>
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<tbody>
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</table>

*Include more boxes to cover additional goals and objectives as required*
PART B – MANAGER’S REVIEW OF CORE COMPETENCIES (past performance)

<table>
<thead>
<tr>
<th>Core Competency</th>
<th>Manager’s review and comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Work</td>
<td></td>
</tr>
<tr>
<td>External Engagement</td>
<td></td>
</tr>
<tr>
<td>Maintaining Safe Space</td>
<td></td>
</tr>
<tr>
<td>Organizational Development</td>
<td></td>
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</tbody>
</table>

Manager’s comments after discussion (include summary of discussion and outcome)

Recommend for PIP : Yes / No

PART C – PERFORMANCE IMPROVEMENT PLAN & REVIEW

<table>
<thead>
<tr>
<th>PIP Objective 1</th>
<th>#</th>
<th>Action Items</th>
<th>Timeline for completion</th>
<th>Status of progress – as reviewed by the Manager</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>
### PIP Objective 2

<table>
<thead>
<tr>
<th>#</th>
<th>Action Items</th>
<th>Timeline for completion</th>
<th>Status of progress – as reviewed by the Manager</th>
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</thead>
<tbody>
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</tbody>
</table>

### PIP Objective 3

<table>
<thead>
<tr>
<th>#</th>
<th>Action Items</th>
<th>Timeline for completion</th>
<th>Status of progress – as reviewed by the Manager</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

### Core Competency

<table>
<thead>
<tr>
<th>Core Competency</th>
<th>Specific PIP Objectives</th>
<th>Status of progress – as reviewed by the Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>External Engagement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintaining Safe Space</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Development</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### PIP Review Summary (To be filled by The Manager)

Include overall assessment of performance by the employee during the PIP period.

<table>
<thead>
<tr>
<th>PIP Review Outcome : Satisfactory / Unsatisfactory</th>
<th>Recommend for Second PIP : Yes / No</th>
</tr>
</thead>
<tbody>
<tr>
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<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Manager’s Signature</th>
<th>Employee’s Signature</th>
<th>HR Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</tbody>
</table>
**EXIT INTERVIEW**

Objective: The objective of an exit interview is to capture feedback from employees who terminate their employment with Dream a Dream.

In order to get a candid feedback, the following guidelines are recommended to be followed:

- The process will be a skip level interview. (The employee exiting will be interviewed by the manager of the current line manager, preferable from a different function).
- The interview should be conducted in the last week of employment.
- This is a format to be followed. The interviewer can make additional remarks that do not fall under the categories mentioned above.
- On completion, this form should be shared with the HR Manager. The HR manager then evaluates the form and shares feedback with relevant stakeholders.
- Any future course of action should be clearly outlined.

<table>
<thead>
<tr>
<th>Personal Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Employee</td>
</tr>
<tr>
<td>Department</td>
</tr>
<tr>
<td>Designation</td>
</tr>
<tr>
<td>Date of joining employment</td>
</tr>
<tr>
<td>Last date of employment</td>
</tr>
<tr>
<td>Date of conducting exit interview</td>
</tr>
<tr>
<td>Grade</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reasons for leaving and Feedback on the role (As stated by the employee)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main reasons for leaving?</td>
</tr>
<tr>
<td>What did you most like about your role and why?</td>
</tr>
<tr>
<td>What did you least like about your role and why?</td>
</tr>
<tr>
<td>Did your job allow you to balance work and home-life successfully?</td>
</tr>
<tr>
<td>Were you given the adequate tools, support and training to carry out your role?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Feedback on the supervisor (As stated by the employee)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Manager</td>
</tr>
</tbody>
</table>
### How was your relationship with your manager?

### What can your manager do to improve his/her management style and skills

#### Feedback on the Organization (As stated by the employee)

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>What did you like most about Dream A Dream?</td>
<td></td>
</tr>
<tr>
<td>What did you least like about Dream A Dream?</td>
<td></td>
</tr>
<tr>
<td>Did Dream A Dream help you meet your personal and professional growth goals during your tenure here?</td>
<td></td>
</tr>
<tr>
<td>Would you recommend your friends to join Dream A Dream?</td>
<td></td>
</tr>
<tr>
<td>What would make you stay back/rejoin Dream A Dream? (Only if applicable)</td>
<td></td>
</tr>
</tbody>
</table>

Others

#### To be completed by interviewer after discussion

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reasons for leaving in opinion of the interviewer</td>
<td></td>
</tr>
<tr>
<td>Is the employee recommended to be hired again?</td>
<td></td>
</tr>
<tr>
<td>Any suggested future course of action</td>
<td></td>
</tr>
</tbody>
</table>

Other comments

Name of person conducting interview:

Signature:

Date: