



# PEOPLE PHILOSOPHY

**August 2022  
Version 4.0**

**Dream a Dream**

The People Philosophy is a broad framework of 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 to the organisation's people policies to support the strategy and impact of the organisation.

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## INTRODUCTION

Started in 1999, Dream a Dream is a registered non-profit organisation, empowering young people from vulnerable backgrounds to thrive by shifting mindsets about the purpose of education to thriving.

We asked employees of Dream a Dream to nominate themselves to help take our People Philosophy to the next level. In 2021, a team of 39 people joined the process where we identified and acknowledged our own biases and promised to develop a work culture that is a microcosm of the world we want for our young people – a world that is built around the tenets of equity, inclusion and dignity. This document is an outcome of that process.

## ORGANISATION VALUES

### ***Dignity***

Inherent in our work culture is the trust that each person contributes to the best of their abilities and feels passion for the change we wish to bring. We trust every individual to make the best decisions and choices for themselves and the organisation. We engage with honesty, openness, and fairness in all our interactions without losing sight of our vision. We sustain this culture by ensuring that every person feels heard, seen and acknowledged for what they bring to our work.

### ***Equity***

We believe that every person is on a journey to reach their fullest potential and achieve our collective vision. We understand and acknowledge that each person could be at different milestones on this journey as existing systemic structures allow. We strive to cultivate a culture of empathy, that reaches out to the person wherever they are in their paths and provides access to opportunities to ensure no one is left behind. We cultivate a work environment where everyone feels safe to participate and belong.

### ***Inclusion***

We believe that no one must be afraid of being different in a healthy work environment. Our approach is to nurture a space that honours each person's authenticity and celebrates the diversity of various intersectional identities. Knowing how diverse perspectives contribute to our work's depth, quality, and impact, we seek to value and enhance the differences in our identities and lived experiences.

## EMPLOYEE GROWTH AND ENGAGEMENT

### HIRING

Dream a Dream is committed to upholding diversity and inclusion in our workplace and we strongly encourage people from underrepresented groups, within the organisation and outside, to apply to open positions. We embrace our employees' differences of religion or belief, caste, race, age, ethnicity, sexual orientation, gender, gender identity or expression, language differences, family or marital status, physical, mental and developmental abilities, , social or economic class, education, work and behavioral styles, political affiliation, and other characteristics that make us unique.

For any vacant position, the organisation is committed to first hire internally eligible candidates before hiring from outside the organisation.

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

In the external hiring process, 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, their previous tenure in the organisation will also be taken into consideration.

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

Process	By Whom	Purpose
Role Definition	Hiring Manager + HR	The person hiring for the role is required to draft the role requirements and specifications. HR will ensure that the role and its level is aligned with the overall organisational structure.
Circulation	HR + Admn. + Hiring Manager	Circulation of the vacancy to various sources including the Dream a Dream website and other paid / unpaid websites, networks, etc.
Screening of applications received	Hiring Manager	Shortlist applications based on basic criteria of experience, skills, diversity, competencies, values etc.
First interview (phone or face to face)	Hiring Manager	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.
Second Interview	HR representative + Head / Manager / Assc. Manager from another function	Assess and shortlist candidates on whether they are a good fit for the organisation and have the potential to learn and grow within the organisation in the long term .
Reference Checks	Hiring Manager	Conduct a reference check with earlier employers to check for suitability and fit for

		the role. Important when hiring for positions of Managers and above.
Final Interview (Mandatory for positions of Managers and above, optional for others)	CEO / Board Member	For positions of Manager and above, the final interview will be held with the CEO and/or Board Member to assess the overall suitability of the candidate for the role and the organisation.
Selection and Onboarding	HR	Informing the candidate of their selection in the form of an offer for acceptance, finalisation of joining date and preparation for on-boarding of the new joinee.

For all candidates that have applied for an open position and have not been considered for the next round of selection, it is imperative that we write back to them and let them know the status of their application. An email must be sent by the Hiring Managers informing them that we have spent time on their application and are not considering them for the role along with a valid reason for the same.

## ONBOARDING

The Onboarding policy aims to ensure that new employees are welcomed into the organisation with respect, dignity and joy and they engage with the role, people, and organisation as seamlessly and as quickly as possible.

We strive to create a 90-day immersive onboarding experience that includes socialisation and familiarisation with the organisation culture, values, people, work and impact. To make the onboarding process a seamless experience we seek to alleviate their anxiety by making them familiar with their workspace, role, people, work, organisation policies and the organisation culture.

### The Onboarding Process

There are two phases to an onboarding process -

- Phase 1: Pre-onboarding. The first phase of onboarding, also called pre-onboarding, begins as soon as a candidate accepts our offer and continues until their first day of joining
- Phase 2: Pertains to the first 90-days of the employee and activities related to welcoming, induction, familiarisation with the work, people, and organisation.

### Elements of the Onboarding Process

We are recommending that the induction process is spread over 90-days from the date of joining through a planned onboarding calendar developed in consultation with the employee and reporting manager.

After the acceptance of the position, HR will begin the onboarding process. The onboarding process shall follow the following steps which also includes plans for the first week of the employee in the organisation -

1. Welcome message from a member of the Core Team or Manager
2. Listening space for the employee with HR/manager - Create space for them to ask questions, clear doubts, remove anxieties (Closing the gaps between employee and HR, employee and team, employee and Organisation)
3. HR will send the new employee on-boarding materials through email (see the Onboarding checklist). The new employee is asked to complete the materials at least 10 days in advance of their start date, when possible
4. HR/ Operations to notify IT for configuring the desktop/laptop and completing other access formalities and ensure they are available to the new employee on their first day.
5. HR / Manager will welcome the new employee upon arrival. HR / Manager will give the new employee a tour of the facility and make introductions.
6. HR to present a video about Dream a Dream and its programmes
7. HR briefs the new employee about various policies and answers any questions related to them. The below policy documents can be accessed through the Paybooks ESS login -
  - People Philosophy
  - Child Protection Policy
  - Anti-Fraud and Theft Policy
  - Policy Against Sexual Harassment
8. Reporting Manager creates an on-boarding calendar in consultation with the new employee for the first 90-days and sends meeting requests to the employee and others that the employee will interact with. The Reporting Manager also,
  - Provides an organisation overview
  - Introduces the new employee to the work culture
  - Introduces them to all the programmes including Finance and Operations
  - Introduces the new employee to their team & to other members of the organisation
  - Ensures that the new employee is included in team meetings and team get-togethers.
  - Organises a field visit for the new employee for a session observation
  - HR/ Operations to conduct a session covering Dream a Dream's policies, familiarise the employee with the various benefits, processes and the HR and Operations function
  - Plans an introduction session with the stakeholders related to their role
  - Engages the new employee to attend a camp and training programmes as a participant
9. Reporting Manager with the help of HR outline role-specific training required for the new employee to help transition to their new role
10. HR as per the pre-onboarding checklist to have the new employee's workspace ready, including workspace, IT, paper supplies, business cards, etc. where applicable.

### **The first 90-days**

In the first 90-days the Reporting Manager will ensure the following:

1. Discussion and finalising the onboarding calendar scheduling programme visits, trainings, meetings, transition sessions, etc that the employee needs to be part of
2. Meetings with a representative from each of the Strategic Focus Areas

3. Visit to programmes on the field for the first 90-days including participation in sessions with young people. For Bangalore based employees, it will be every week. For outstation employees, a week-long visit to Bangalore could be planned where they visit programmes every day
4. Visit to key geographies, where applicable, to understand the work with various State Governments
5. Participation in an outdoor camp to experience the Arc of Transformation approach.
6. Reading key strategy documents, presentations, policies
7. Attending key trainings, reviews, planning meetings where applicable
8. Attending organisational events such as Graduation Day, Life Skills Day, Team retreat, etc where possible
9. Asking questions, reflecting and learning about the organisation's approach, impact, values and work culture
10. Planning for your role and key goals / deliverables related to the role. The employee should not have any critical deliverables in the first 90-days so they can fully immerse in their onboarding journey

### **Post onboarding**

HR to take feedback from the employee after the completion of 90 days. The survey questions could include the following -

- How satisfied are you with the onboarding process?
- What worked for you?
- What did not?
- What could be included in the onboarding process for future employees?
- Do you have clarity on your role and expectations?
- Do you have any questions related to the organisation, culture, values, or any specific policies where you need more clarity?

HR will collate all data from the feedback. The result of the analysis should be shared with the People Philosophy Ambassador group. Any feedback that is deemed necessary must be shared with the reporting manager for any process and/ or operational changes.

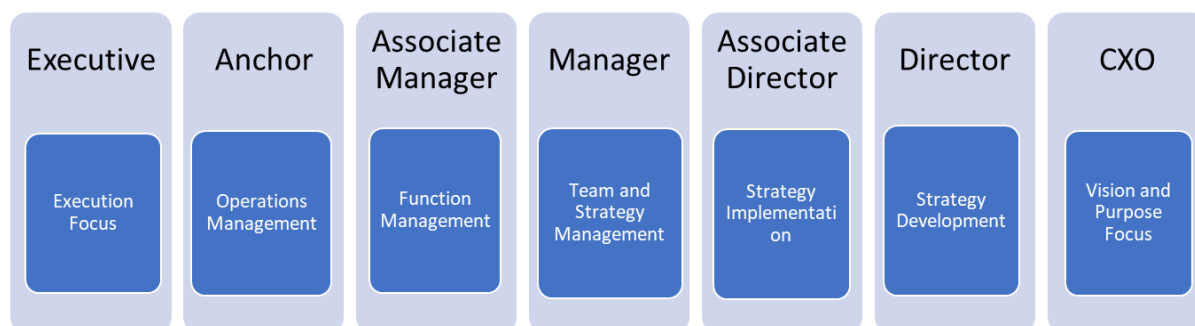
Post the 90-days onboarding process, the employee will prepare their Individual Progress Plan in consultation with the reporting manager.

### **STRUCTURE**

Dream a Dream has two grade structures that outlines the roles and responsibilities expected from employees based on their grade.

#### **Structure 1: Operations**





## Structure 2 : Facilitator - Under progress



## ROLE DEFINITIONS

Each role is defined in terms of the following:

- Purpose of the role in the organisation and its impact on the organisation'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 to 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 programmes and processes within their respective functions. They will require having a high level of planning and execution skills.

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

- Work experience of 1 year and above
- Freshers with volunteering experience can apply
- Proficient in platforms like MS OFFICE and other basic computer skills
- Comfortable with written and oral communication.
- 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 programmes 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.

In addition, this role supports the Associate Manager / Manager in achieving the goals of the function.

This group comprises individuals who have some professional experience and skills in their respective function.

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

- Work experience of 1-3 years and above
- Freshers 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 the operations of multiple sub-functions / one function. The Associate Manager is accountable for the smooth implementation of their functions / programmes with minimum support from their managers. This role supports the Manager 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.

This group comprises 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.

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

- 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

### **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 the implementation of the strategic direction of the function. In addition, this role supports the Associate Director/ Director in achieving organisational 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.

This group comprises individuals with experience and skills in their respective function. They should have considerable knowledge and possess proven technical skills in their respective departments. In

addition, they would need strong managerial experience in terms of independently managing a function / a large team.

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

- 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

### **Associate Director**

This grade is a part of the senior leadership team. Employees in this grade are required to lead and independently manage 2-3 functions within the organisation.

They are accountable for providing support to the Managers / Ascc. Managers in leading and building functional teams.

This group comprises leaders with expertise and skills in their respective function. They would have considerable knowledge in organisational development and possess proven leadership skills.

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

- Work experience of at least 8 years and above
- Excellent written and oral communication
- Leadership and mentoring skills
- Strategic Partnership Building skills
- Ability to lead organisations

### **Director**

This grade is a part of the senior leadership team. Employees in this grade are required to lead and independently manage 2-3 functions within the organisation.

They are accountable for providing support to the Managers / Ascc. Managers in leading and building functional teams while leading the organisation towards its strategic growth path. They are also required to ensure sustainability and build the capacity of the organisation.

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

- Work experience of at least 10 years and above
- Excellent written and oral communication
- Leadership and mentoring skills
- Strategic Partnership Building skills
- Ability to lead organisations

### **CXO**

This grade is a part of the senior leadership team at Dream a Dream.

They are accountable for providing support to the Directors/ Associate Director in leading and building functional teams while leading the organisation towards its strategic growth path. Their role is to ensure alignment between the strategy, culture and implementation across the organisation anchored in the values of dignity, equity and inclusion.

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

- Work experience of at least 15 years and above
- Excellent written and oral communication
- Leadership and mentoring skills
- Strategic Partnership Building skills
- Ability to lead organisations

### **Programme Facilitator**

The objective of this role is to deliver high quality life skills programs for young people and the ecosystem by using different mediums to develop life skills for those who come from difficult backgrounds.

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

- Communication skills
- Creativity
- Basic computer skills
- Can speak in Local language (Kannada, Tamil, Telugu, Urdu, Hindi, English)
- Ability to facilitate in Hybrid modules (Offline or Online)
- Ability to build and manage relationships with a Partner

Note : Designation and Grades could be different from each other based on the context e.g. if you have an external facing partnership-based role and would like to use a designation that represents your role. In such cases, you could discuss this with your Reporting Manager and choose an appropriate designation as per your role.

### **EXCEPTIONAL ROLES**

There may be certain roles for which it could be 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 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 salary band
- 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 organisation'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.

## GROWTH & MOVEMENT

### Self-Reflection on Progress

We believe that individual growth needs to reflect our values of dignity, equity and inclusion. Keeping this in mind, we define our goals to ensure that individual growth contributes to growth for the self, the team and the ecosystem. To facilitate this, everyone creates their 'Individual Progress Plan (IPP)'. This process recognises that growth is progressive not performative.

While ownership of goals exists at an individual level, our contributions are collective. This means that individual goals exist within the larger context of the impact and change that Dream a Dream is seeking to affect.

In the above context, the IPP process aims to:

- Enable self-reflection on the progress made on the goals within their focus areas, including successes and failures
- Ensure alignment to the organisation's values of dignity, equity and inclusion
- Identify the impact made on the ecosystem
- Outline the individual learning and development needs in terms of skills and competencies required to grow in the current role and for any future roles

### Components of Individual Progress Plan & Review

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

The Individual Progress Plan process comprises of the following:

1. **Self-reflection** – Each individual reflects on and documents their progress against the individual plan created by them. This includes:
  - a. Tracking and alignment of individual goals – The completion, learnings about themselves, successes and failures
  - b. How they are ensuring equity, dignity and inclusion within their team
  - c. The impact that they have made on their stakeholders, how they have influenced the ecosystem
  - d. How their learning and development has supported their progress on their goals
2. **Peer Feedback on Value Alignment** – Each individual is required to take feedback from 2 peers with whom they have worked closely during the review period. The feedback from the community members is to ensure that the values of the organisation are being upheld.

3. **Manager's Feedback on Impact** – The manager is required to provide feedback on the impact being created by the employee in their respective ecosystems. This would help provide an overview on the way the employees' goals are contributing to the larger organisational impact

4. **Progress Plan** – At the end of the annual review process, each individual will draft their goals for the next year based on the organisational strategy and team/functional goals. These would then be reviewed and finalised by the manager, in discussion and agreement with the individual.

## **Frequency**

Every year, between February and March, all team members will self-reflect on their progress. Based on our self-reflection we can then choose to either stay at the same grade /level or choose to take on more accountability and move to the next grade / level. The movement to the next grade/ level has to be reflected in the Individual Progress Plan.

At the time of the half-yearly organisational review, we could revisit their goals to make any required adjustments, changes or course corrections. Modifications would need to be reviewed and finalised with the Reporting Manager.

## **Movement**

### **Movement to next Level within the same Grade**

Each employee must spend at least 1 year at their level (2 years for Manager and above Grades), within their existing grade to be eligible to move to the next level within that grade. While the eligibility is automatic, we would have to apply by filling out our Individual Progress Plan outlining the goals that we commit to achieve in the coming year keeping in mind the higher accountability expectations from the next level within that grade.

### **Moving to the next Grade**

On completion of 2 successful years in any grade (4 years in case of Manager and above Grade), the employee becomes 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 fulfil the role.

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 our Individual Progress Plan outlining the goals that we commit to achieve in the coming year keeping in mind the higher accountability expectations of the role that one is applying for. This can be done in consultation with one's Reporting Manager (RM) and HR. The RM and HR approve the goals based on

1. The nature of the goals being in line with the accountability expectations of that role.
2. The goals being aligned with the organisational goals and direction.

Once this process is completed, the employee can move into the new role/grade. This process needs to be completed within one month from the start of the annual individual progress plan process. Movements will occur once annually at the start of the financial year cycle. If the process is not

completed within the stipulated time-period, the employee would need to continue in their current position till the next annual cycle (unless there is an exceptional case).

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 the Hiring 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 IPP based on their new role.

If an employee chooses not to move to the next grade or are waitlisted due to non-availability, they will move to the “Parking Level” within their current grade. An employee can choose to remain in the Parking Level for as long as they wish, provided there is a role available at that grade. For employees wanting to move to the next grade, the organisation is committed to provide new positions for all eligible employees within 2 years of their eligibility.

For Directors and above grade, the above process will be followed with an interview and approval of the Board.

We encourage a strong culture of job-rotations and cross-functional skill building. Hence eligibility for any role at the next grade would depend 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.

### **Managing slow progress**

Employees who are not able to progress in their roles as per their own expectations or the organisation’s expectations could undergo a progress 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 Progress Management Template. If the overall progress 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 Progress Management Plan (PMP) developed in consultation with the Manager. The PMP would be a specific 3 month plan which would include explicit goals/ objectives to be met by the employee and would also include changes / improvements required in the area of values and ecosystem impact.

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

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

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

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

## **COMPENSATION**

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

Within the framework of our 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 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 is a fixed percentage, decided each year by CEO, HR and Finance, of the overall organisation's budget which is approved by the Board. Thus the availability of resources will influence and determine the salary budgets and individual salaries.

### **Salary Structure**

The salary structure follows the Grade / Level structure that has been defined above. The salary at the Executive Level / Facilitator Level 1 is fixed and the rest is a %increase as the complexities of the roles increase. However, the quantum of %increase, decreases as we move up the grades. Every employee's salary is then in-line with the Grade / Level that they are currently at or choose to move to.

There is a conscious attempt to ensure that the difference between the lowest and highest salary bands do not exceed 10x.

### **Starting salary and progression**

The different grades within the organisation 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.



Based on the starting salary, the subsequent salaries for each grade and level is also fixed, based on an increasing percentage basis. As employees take on more accountability with every year (every 2 years for Manager and above Grades) and are eligible to move to the next level / grade their salaries are then matched in-line to the predefined salaries at their level / grade.

### **Salary Reviews**

In order to keep its compensation consistent with other similar nonprofit organisations, 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 organisations on salary packages, changes in cost of living and availability of resources, the salary structure will be revised if required.

### **EXIT AND SEPARATION**

An exit policy outlines the process around the resignation/termination/separation of an employee from the organisation. We strive to make the separation process grounded in values of respect, dignity, and a sense of care for each employee irrespective of the reasons for the separation.

We are committed to handling all separations within the purview of the law and with discretion, professionalism, and official documentation.

This policy applies to all the employees - prospective or current, throughout the organisation unless otherwise specified.

#### **Types of Employee Separation**

##### **1. Voluntary or Mutual agreement Separation**

In this type of separation, the employee takes the initiative to leave the organisation or both parties conclude that they are not a good fit. Such a decision could be for many professional or personal reasons. For example, it could be a lack of growth opportunities or employee development, personal challenges, etc.

The retirement age is 60 years, and would come under the purview of voluntary separation.

##### **2. Involuntary Termination**

Involuntary termination refers to an event wherein the employer removes an employee from employment. It can be for low performance, employee behaviour, violation of organisation policies, etc. This type of termination can also be the result of an employee's disciplinary action.

#### **Procedure for Separation in case of Voluntary or Mutual Separation**

When an employee leaves the organisation the following steps should be followed:

- A meeting between Reporting Manager and employee to confirm the resignation and kickstart the formal transition process
- Post the meeting, employee to send a formal resignation email to Reporting Manager and HR outlining their reasons and the final date as discussed and decided mutually
- HR to send across the guidelines for transition and the formalities that need to be completed before the final date and offer support with the process

- HR / Co-workers to organise a farewell for the exiting employee if mutually agreeable or share messages of gratitude with the employee if they wish to exit quietly. Respect the choice of the employee
- Exit Interview - Organise an Exit Interview with the relevant person from either the PPA group or the Core Team where applicable. Guidelines for conducting an exit interview are outlined in the appendix
- Communication about the exit
  - Once the resignation of the employee is accepted by the reporting manager, they can send an email to the entire organisation communicating about the separation and the reasons for the same at an appropriate time.
  - At the time of exit, the employee sends an official email copying their manager to any key external stakeholders/partners that they have been in touch with, informing them about their exit and outlining the next steps regarding any pending commitments. If the organisation has already found a replacement for this role, then they can also introduce the new joiner in their communication.
- Transition formalities by the employee
  - Make a plan of deliverables and outcomes committed during the notice period
  - Ensure all follow-ups on existing deliverables, current projects, external commitments are done with the transition to a new joiner or another colleague
  - Support, where feasible, with hiring a replacement for the role
  - Follow the exit Checklist for handing over assets, dues, files to Finance, Admin, IT & HR
  - Data transfer to be completed (folders & files, contracts, contacts, etc) with the Reporting Manager. Ensure files/folders/emails are categorised, renamed, prioritised to make it simple and easy for the new joiners/colleagues
  - Subscribe to the organisation newsletter to stay in touch with developments and news

### **Procedure for Separation in case of Involuntary Termination**

In a situation wherein the organisation must terminate an employee, the following necessary steps need to be taken -

1. Reason for termination - First and foremost, the Manager / HR must specify the reason for termination beforehand. It includes the events in which the termination of an employee is applicable
2. Termination Policy - After deciding on the above factor, the organisation must have the policies in place. These policies must dictate the grounds and the procedure for termination
3. Employee Review Process - The employee review process will be in line with the applicable policy under which termination is sought
4. Inform the Employee - If, after the review process, the organisation decides to terminate the services of the employee, then the HR/Manager must inform the individual immediately. Here, the HR/Manager should call for a private meeting and break the news professionally

5. After the termination is final, on a case-to-case basis, the Reporting Manager could offer the employee upto 2 months of salary so as to support them until they find alternative employment
6. Exit Interview - Conduct an exit interview as per the guidelines already outlined

### **Employee Provident Fund (EPF) related information**

The employee has two options to deal with their EPF. They can either withdraw it or transfer it to their new EPF account with the new employer.

EPF claim/transfer process has to be initiated by the employee online, only after 60 days from the date of resignation. The process can be completed seamlessly if the employee UAN number is activated, and KYC is updated (i.e., Aadhaar, PAN, and Bank account details are updated.)

#### **For Claim Process: Form 19 & 10C**

Login to [Member Home \(epfindia https://unifiedportal-mem.epfindia.gov.in/memberinterface/](https://unifiedportal-mem.epfindia.gov.in/memberinterface/)  
- Online Service - ONLINE CLAIM (FORM 31,19,10C & 10D) - follow the instructions as shown in the page. The process is self-explanatory.

#### **For Transfer**

Login to [Member Home \(epfindia https://unifiedportal-mem.epfindia.gov.in/memberinterface/](https://unifiedportal-mem.epfindia.gov.in/memberinterface/)  
- Online Service – One Member – One EPF Account (Transfer Request) IM (FORM 31,19,10C & 10D) - follow the instructions as shown on the page. The process is self-explanatory. Form 13 will be generated and will be available for approval by the present/previous employer as selected for approval online. On approval, the process will be initiated at the EPF department.

### **Notice Period**

- All confirmed employees and consultants of the organisation have to give at least a 30-day notice period
- In case an employee has worked for 3 months or less they or the organisation will have to give a week's notice
- In case there is a shortfall in the notice period viz-a-viz completion of exit formalities, the manager can take a decision accordingly
- In the case of an exception where the exit formalities are not complete, the employee can request more time with the manager's approval.

### **Handover**

During the notice period, an employee needs to conduct a smooth handover of their current responsibilities. The organisation reserves the right to extend the notice period if the employee goes on leave, other than sick leave during the notice period. The manager of the employee who is leaving has to confirm that all knowledge transfer documents – desk instructions, the status of their assignments and projects, data backup, and access-related information are in place. The manager and the employee make use of the checklist for knowledge transfer as outlined in the Appendix.

**No Dues Certificate**

An employee needs to submit the organisation's assets to the respective departments, clear dues, and submit a no dues certificate to the HR department before leaving the organisation for further process of their leaving/experience certificate & full and final settlement. The Full and final settlement of salary and gratuity will be cleared within 30-days post the last working day of the employee subject to all exit formalities completed. The full and final settlement will be paid by cheque and acknowledgment to be taken on the F&F settlement letter. The no dues certificate and the checklist are part of the annexure.

**Post Exit Interview**

1. Post exit interview, the interviewer will fill up the exit interview form and submit to Ops.
2. Ops will file the exit interview in the personnel file of the employee
3. The summary of the exit interview will be shared with the PPA group after each exit interview
4. The exit interview is also shared with the Reporting Manager for reference
5. The PPA group also considers any changes that need to happen with any policies and processes based on the exit interview

**EMPLOYEE BENEFITS****LEAVE POLICY**

Each employee is expected to put in 40 working hours per week and they can choose when they wish to complete the stipulated number of hours through the week. For leave calculations, we consider a 5-day work week, however for those whose appointment letter or job roles require them to work on Saturdays or Sundays, they need to apply for leave if they are taking off on Saturdays or Sundays.

**Definition:** Leave is defined as absence from work by an employee.

**Coverage:** This policy is applicable to all employees and full-time consultants in general. However, any specifics related to the leave policy as outlined in individual contracts will supersede this policy.

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

The following are the types of leave available:

## Casual Leave

This leave is availed at the employee's discretion for any reason either specified or unspecified. Casual leave cannot be clubbed with any other leave, is not encashable, and cannot be carried forward. Casual Leave is designed to support employees with any personal needs / commitments.

### Applicability:

- Applicable to all employees of the organisation, including full-time consultants
- 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 in a year
- Casual leave would automatically fall under the definition of Earned Leave if it's more than 1 working day in a row
- Can be availed during notice period

### How to avail:

Casual Leaves have to be informed to the Reporting Manager through mail, phone or in person, and there is no need to apply in the Paybooks portal.

## Earned Leave

These are the leaves that are earned during the year and utilised in the preceding years. The EL leave type is typically used for personal reasons such as vacation, to observe festivals that are not declared holidays, taking care of dependent family members etc. Earned Leaves have been provided in accordance with the labour laws in India.

### Applicability

- Applicable to all employees of the organisation, including full-time consultants
- Earned leave is calculated on a working day basis. Days worked shall not include holidays, Sundays, or days when the employee does not work
- The leave is calculated as one day of leave for every 20 working days, which is 15 days in a year
- 10 days of leave balance at the end of the leave year is carried forward to the next year
- EL taken in excess of the eligible leave will entail loss of pay
- Can be availed during notice period

### How to avail

Employees/Consultants must inform the respective Reporting Manager in advance by submitting the formal leave application through the Paybooks portal.

## Sick Leave

Sick leave (or medical leave) is the leave that an employee can avail in case of sickness of self or relatives (as specified under law). Sick leave provides pay to employees when they are out of work due to illness or injury-related reasons.

### Applicability

- Applicable to all employees of the organisation, including full-time consultants.

- Total days available: 15 days a year
- A maximum of 10 days of medical leave can be carried forward to next year, in case previous year's leaves remain unutilised.
- Medical leave would be counted as weekdays and not as working days; however, it shall not include Sundays and Saturdays (where applicable), holidays, etc.
- Can be availed during notice period

**How to avail**

- Employees must inform the Reporting Manager at the earliest regarding the illness or other reasons – though they might submit the formal leave application through our portal upon resuming work within 2 working days
- Medical leave cannot be applied for in advance unless it is for scheduled medical tests, surgery, hospitalisation, etc
- The employee needs to submit a medical certificate from a registered medical practitioner for more than 3 consecutive days of medical leave
- Any employee who is absent due to illness or injury will continue to receive the normal salary as long as their leave credit is available. After leave credit is exhausted, the employee may seek a leave of absence from work, which may be approved by the manager. However, this leave would entail a loss of pay
- Under special circumstances, if an employee wishes to extend medical leave, an application for the same would be made to the Reporting Manager, who may consider the leave request, based on individual circumstances and distribution of workload amongst team members

**Period Leave**

Period leave allows any menstruating person to rightfully rest during their menstrual cycle.

**Applicability**

- Applicable to all menstruators
- 12 working days per year

**How to avail**

- Employees must inform their Reporting Manager for claiming this leave/apply in the portal, in case the employee wants to take the day/days off
- In case an employee wants to work from home, they should inform their immediate team and the Reporting Manager
- Can be availed during notice period

**Gender Reassignment Leave**

Gender reassignment leave policy shall support employees going through gender transition surgery. The number of days of eligible leave is 20 days. However, longer leaves could be decided on a case-to-case basis depending on the situation.

**Maternity Leave**

Maternity Leave is a period of leave granted to a woman for a certain period before and after child-birth.

**Applicability**

Applicable to all women and pregnant employees under the Maternity Benefit Act, 1961 and Maternity Benefit (Amendment) Act, 2017. As per the Act, maternity leave is available for 26 weeks.

- To be eligible for maternity benefit, the application must be supported by a doctor's certificate
- Under the Maternity Benefit (Amendment) Act, 2017, this benefit can be availed by women for a period extending up to a maximum of 8 weeks before the expected delivery date and the remaining time can be availed after childbirth
- A woman suffering from illness arising out of pregnancy, delivery, premature birth of the child is entitled, in addition to the above period of absence, additional maternity leave for a maximum period of a month on submission of relevant medical proofs
- The maternity leave will be allowed on the advice of the gynaecologist in case of miscarriage or abortion indicating medically terminated pregnancy. Women employees will be entitled to paid leave for 6 weeks immediately following the day of her miscarriage / abortion. Women are required to submit proof for miscarriage or wilful termination of pregnancy. (The Act states that miscarriage means expulsion of the contents of a pregnant uterus at any period prior to or during the 26th week of pregnancy)
- In case of surrogacy, the primary caregiver shall be entitled to leave for a period of 12 weeks on submission of supporting documents
- There is also the provision relating to "work from home", which may be exercised after the expiry of the 26 weeks leave period. Depending upon the nature of work, women employees may be able to avail this benefit on terms that are mutually agreed with their Manager
- Employees are also eligible for day-care facilities or compensation for day-care facilities to take care of new-born babies/children. Please refer to Dream a Dream Day Care Policy for more details
- Can be availed during notice period

**How to avail?**

Employees must inform their respective Reporting Manager in advance regarding maternity leave with adequate information provided for through a doctor's recommendation letter authorising the same. They might submit the formal leave application through our portal either prior to the commencement of the maternity leave or once the leave starts within the first 1 week.

**Adoption Leave**

This is a paid leave, for employees who are adopting a child.

**Applicability:**

- Applicable to all employees of the organisation, including full-time consultants.
- 30 days of paid leave
- In case of a single parent adopting, they are eligible for 90 days paid leave
- Can be availed during notice period

**How to Avail:**

Employees must inform their Reporting Manager in advance regarding adoption leave. The application would need to be supported by adoption documents and shared via the portal.

## **Parental Leave**

Parental or paternity leave is to enable parents to care for the welfare of a new-born. This is to support the secondary care-giver.

### **Applicability**

- Applicable to all employees of the organisation, including full-time consultants.
- The employee is eligible for eight (8) calendar weeks of paid parental leave
- Parental leave could be taken in two slots of 4 weeks in a stretch or in one stretch
- Can be availed during notice period

### **How to Avail:**

Employees must inform their Reporting Managers a month in advance by applying on the ESS portal.

## **Bereavement Leave**

Bereavement Leave is a leave granted when there is a death in the family or loss of a loved one. This leave is for participating in the last rites or funeral services, taking care of any personal matters, and most importantly, to grieve.

### **Applicability**

- Applicable to all employees of the organisation, including full-time consultants
- 7 working days offered towards the bereavement leave
- Can be availed during notice period

### **How to avail**

Employees/Consultants must inform the respective Reporting Manager of the situation as soon as is possible - though they might submit the formal leave application through our portal or upon resuming work within 2 working days.

### **Study Leave:**

Employees can apply for Study Leave to prepare and attend their examinations for a full-time/ correspondence/online course. Please refer to the community support policy for financial assistance.

### **Applicability**

- Applicable to all employees of the organisation, including full-time consultants
- 15 working days twice a year offered towards the Study leave
- Not applicable during notice period

### **How to Avail**

Employees/Consultants must inform the respective Reporting Manager in advance regarding the study leave – though it is encouraged they might submit the formal leave application through our



portal at least 2 weeks before the commencement of the leave to manage workload. Employees must submit proof of being enrolled in a full-time/correspondence/online course.

### **Learning Leave**

Learning Leave is being offered to employees to promote self-directed learning and personal growth. Every employee can 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.

#### **Applicability**

- Applicable to all employees of the organisation, including full-time consultants
- 10 days a year can be availed
- Not applicable during notice period

#### **How to Avail**

Employees/Consultants must inform the respective reporting manager in advance regarding the learning leave – though it is encouraged they might submit the formal leave application through our portal at least 2 weeks before the commencement of the leave to manage workload. The leave can be taken together or can be spread across the year, based on the learning that the employee chooses to pursue.

### **Adult Franchise Leave**

We believe that it is the responsibility and duty of employees to exercise the privilege of voting in elections. This leave is for employees who are not working in their home state and have to travel to cast their vote.

#### **Applicability**

- Applicable to all employees of the organisation, including full-time consultants
- 3 days are offered toward exercising one's adult franchise and the leave includes the employee travelling days
- Can be availed during notice period

#### **How to Avail**

Employees/Consultants must inform the respective reporting manager at least a week prior to the date of the leave, though they might submit the formal leave application through our portal or upon resuming work within 2 working days.

### **Rehabilitation Leave**

Rehabilitation leave is to help employees regain from set-ups in their lives. These may be physical or mental such as overcoming an addiction or dealing with a broken marriage. There are also cases, where due to the political and socio-economic factors, employees feel the need to take some time off and build their own emotional strength and resilience.

#### **Applicability**

- Applicable to all employees of the organisation, including full-time consultants
- 10 working days offered towards the Rehabilitation leave
- Not applicable during notice period

**How To Avail**

Employees/Consultants must inform the respective reporting manager regarding the purpose or the reason, employees can submit the formal leave application through our portal. They might submit the formal leave application through our portal either prior to the commencement of the Rehabilitation leave or once the leave starts within the first 2 days.

**Sabbatical Leave**

A sabbatical leave is a period in which an employee takes an extended break from work. The reasons for taking a sabbatical can vary from pursuing a degree or working on a personal project to volunteering, travelling, or spending more time with family. A sabbatical leave from work is different from other types of leaves, in that it usually lasts longer.

**Applicability**

Employees who have completed at least 2 years of service are eligible for Sabbatical Leave.

- The Sabbatical Leave can be for a maximum of upto 6 months in a year.

Employees will not be part of the Growth and Movement process during their sabbatical. Employees will also not be paid their regular salary during their sabbatical leave. However,

- The coverage under insurance policies where the premium is borne by the organisation, will continue during the period of Sabbatical Leave
- This will not include Employer contribution on account of PF and ESIC
- The period of absence under Sabbatical shall be reckoned as “service” for the purpose of Gratuity
- The period of sabbatical leave shall not be treated as a break in service

In cases where employees who have completed more than 10 years of service with the organisation are taking a break to re-coup and rejuvenate themselves, they will be eligible to receive 50% of their salary, for upto 6 months of their sabbatical leave, as recognition of their long-service to the organisation.

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

On some occasions, the organisation might offer an employee a sabbatical leave in lieu of deputation for a specific period to another organisation, organisational assignment training, etc. Such cases will be handled on a case-to-case basis with regards to duration, pay and other benefits between the Reporting Manager and the employee, along with HR.

**Procedure to apply for Sabbatical leave**

1. Employees shall get approval from the respective reporting manager and functional heads for availing of sabbatical leave at least 30 days prior to the start of the sabbatical. Employees must

ensure their respective reporting manager agrees and approves their work arrangements during the sabbatical

2. If in the case of CEO and Co-founder the sabbatical leave needs approval from the Board
3. There should be a gap of a minimum of one year between 2 sabbatical leaves
4. Sabbatical leave must be taken in one continuous period. You may not split it into several shorter periods
5. Employees availing a sabbatical must complete the No Dues Clearance as outlined in the Annexure before the start of the leave

### **List of Holidays**

An official list of holidays would be released every year by the Operations department (based on the circular of the local government calendar that teams will adhere to based on geography) by 1st week of January every year. The list would be published in Paybooks and available to view in the ESS login.

### **Contingency Declared Off**

The organisation may declare the office closed at short notice for contingency purposes like death of a national or state leader, force majeure reasons, internal organisational reasons, pandemic, etc.

### **Provision of Official Backup during Leave Period**

All teams can create official backups for each employee for smooth functioning of teams and meeting of goals. When an employee applies for leave, their backup can support the team during their absence.

## **WORK FROM HOME**

There are 2 situations in which employees might Work from Home:

1. An employee might choose to work-from-home as the arrangement would enhance their productivity or they have a family / personal crisis which requires that flexibility. This option will be available on a case-to-case basis, provided the particular role doesn't require an on-site presence
2. Employees are based in a location where there is not yet a formal Dream a Dream office set-up

### **Scope**

This policy applies to all team members, including employees and consultants.

However, certain roles due to the nature of the job are not possible to perform from a non-Dream a Dream facility. Such examples include, but are not limited to:

- Any roles which require a physical presence onsite (example : Admin/ Operations)
- Any roles which require on-field delivery of sessions, training or Life Skills Sessions for young people, teachers/educators, any training to Lead Facilitators which require physical presence.(Programme delivery)
- Any roles which have a security constraint that cannot be maintained from a non-Dream a Dream facility (e.g. Finance functions)

### **Policy Expectations**

- In case of team members who would like to choose to Work-from-home, they would have to liaison with their Reporting Manager about their patterns of work and days in the office and will be responsible for keeping their Reporting Manager and team informed about the status of their work. Team members must work with their Reporting Manager to accommodate themselves for on-site meetings or training as required by their role
- Dream a Dream's People Philosophy and all other respective policies and practices apply to all team members while working, irrespective of work location or schedule arrangement

### **Allowances**

- Dream a Dream shall provide fixed internet allowance on monthly basis to team members who have to work from home. It is eligible only when the situation continues for more than one week. The maximum ceiling for availing internet allowance is Rs 300 per month. It may vary based on the availability of organisational funds and it is subjected to the role of the team member as well
- If the team member has an expense related to office equipment, they must get approval from their respective Reporting Manager and it will be subject to Dream a Dream Travel & Finance policy

### **Security**

Team members working remotely will be dealing with Dream a Dream and beneficiaries, partners and other organisational confidential and personal data, so reasonable steps must be taken to ensure that such data is treated with adequate regard to data protection, confidentiality and security measures. Team members must ensure that they continue to observe Dream a Dream policies and that they take the following measures in their daily work arrangements:

- Ensure that all access to Dream a Dream databases is provided through a secure ID. Dream a Dream Operation team has put in place an infrastructure to facilitate working remotely and can be contacted if there are any specific issues related to access or IT security
- No third parties present in your remote work area, including family members, should be permitted access to Dream a Dream's computer or any documents, information related to Dream a Dream's work
- The Dream a Dream provided equipment will be covered by our insurance policy, as per the terms of that policy.

Detailed IT Policy can be found [here](#).

## **INSURANCE**

Dream a Dream's insurance support extends to healthcare, personal accident & term life insurance policy.

### **Group Employee Health Insurance**

A group healthcare membership covers employees of the organisation along with their dependents i.e., spouse and 2 kids. The policy covers indemnification of medical expenses incurred by the insured

during hospitalisation & any illness or injury suffered in India. Pre & Post hospitalisation medical expenses can be covered up to 30 days and 60 day respectively.

Personal Accident cover is also a part of the Group Health Insurance. A personal accident policy is a type of insurance policy that offers employees the protection against death or disability due to an accident. In case of death due to an accident, the policy pays out a lump sum amount to the nominee of the policyholder. Permanent disability such as loss of limbs or paralysis and even temporary disability such as a fracture is covered.

**Features of Group Healthcare Membership:**

- Policy covers Employees and Consultants - Spouse & 2 Kids – Rs. 5 lakhs per person/Family
- Group health insurance with COVID-19 cover for yourself, your spouse and two children up to the age of 25
- Personal Accidental Insurance of Rs 15 lakhs
- Maternity coverage limit of Rs. 50,000/-
- Discounted online medicines, health check-ups, doctor teleconsultations and fitness tracking through the Onsurity app
- If the member has suffered from Covid in the last 30 days from the date of onboarding, then the membership will start after 30 days or covid negative report, whichever is later.

Reach out to Onsurity's GoodDoctorsTeam for assistance during hospitalisation and claims.

Employees have the flexibility of continuing Onsurity's Healthcare Membership even after leaving the organisation in 2 simple steps:

- A form for the employee to fill up - on filling the form Onsurity's retention team will reach out to the member to explain the process
- [Link to Continue Healthcare policy after exit](#)

**Group Term Life Insurance**

Group term life insurance is a type of life insurance that is available to the employee who is under the group term insurance cover for the length of the employment in the organisation. A group term life insurance base as a part of employee benefits program to provide all employees with a sum assured against death benefit.

**Features of Term Lifecare Membership**

Group term life insurance schemes offer financial independence to the concerned employee's family in the event of loss of life. It is intended to provide monetary guarantee to the beneficiary of the covered under the group term life care insurance in the case of loss of life of the insured.

- ❖ Sum Insured of Rs.5 lakhs
- ❖ Applicable for employees on rolls as per the Insurance provider. Consultants are not covered under this policy

- ❖ In case of death due to suicide, is excluded.

### **Reference documents in Paybooks for further information (Yet to be uploaded)**

## **MEDICAL EMERGENCY LOAN**

Medical Emergency loan is to provide short-term financial assistance to employees who are facing a financial crisis due to an unexpected medical emergency. Medical Emergency loan is a voluntary fund of INR 10 lakhs that has been set aside, readily made available to help employees navigate financial problems due to any major illness to them or their immediate family.

### **Eligibility & Amount**

All employees and full-time consultants are eligible for this need-based assistance related to major medical emergencies. Up to 2 months of gross pay or a Maximum of 2 Lakhs can be given as advance loan amount.

### **Conditions to be fulfilled**

- 1) Applicable to all employee and full-time consultants.
- 2) Requests for Medical Emergency loan should be made to the Reporting Manager stating the reason and should be duly approved by the Reporting Manager.
- 3) The eligible financial support for a full-time employee or a full-time consultant in the gross salary bracket of Rs.50K per month and above will be 2 months gross salary or max of Rs. 2 Lakhs and for employees whose gross salary is below Rs.50K per month the eligible assistance amount will be 2 months gross salary or max of Rs.1 lakh.
- 4) A request relating to medical expenses must be accompanied by the following documents: -
  - a) A dated physician's certificate with the diagnosis and the course of treatment.
  - b) Invoices/detailed bills for hospitalisation including bills for the prescribed medicines.
  - c) Corresponding proof of payment in the form of dated receipts showing full payment for every bill produced.
- 5) The repayment of the Medical Emergency loan should be done within 24 months from the date of disbursement of assistance in equated monthly instalments, where the amount and the duration of repayment should be committed in writing by the employee.
- 6) If an employee wants to repay the balance amount in an instalment lesser than the sanctioned instalments or in a single instalment within 24 months employee can inform Finance and Finance shall facilitate the repayment.
- 7) Any outstanding Medical Emergency loan at the time of leaving the organisation would be deducted from the full and final settlement of the employee. Dream A Dream holds the right to use legal methods of recovery if there is an outstanding amount of Medical Emergency assistance.

## CHILD-CARE BENEFITS

### Eligibility

- All employees and full-time consultants having dependent children can avail of the day care support.
- As per the Maternity Benefit Act 1961 and revised amendments, an employer is required to support basic day care cost (day care only) for eligible employees (with children in the age group of 6 months to 6 years. Considering the difficulties of employees, Dream a Dream shall extend the support to employee's children between the age group of 7 years and 10 years after their school hours (day care)
- This benefit could be availed for upto 2 dependent children

### Eligible amount

- All employees and full-time consultants who have dependent children are eligible to claim an amount up to INR 3000 per month for which the employee has to submit the necessary bills.
- If employees/consultants have specially abled dependent children, organisation shall support up to INR 5000 per month for which the employee has to submit the necessary bills
- If the employee is availing for after school hours daycare for their dependent children, then the employee is eligible to claim up to INR 1000 per month for which the employee has to submit the necessary bills.

### How to avail

- In the event of both spouses working with Dream a Dream only one parent can avail this benefit. The couple shall inform the Operations team in advance of who will be claiming the benefit
- The following documents are required to be submitted before the claim can be approved –
  - The child's birth certificate to confirm the child's age
  - Letter from the daycare centre mentioning the date of enrollment and the monthly charges.
  - The monthly expense receipts from the Daycare centre
- In case of emergency or when the daycare is closed or not operational any employee can bring their children to the office and basic facilities such as space/room at the office to rest, play and to feed the children will be provided. Space will be equipped with basic setup such as a bed, chair, toys, snacks/fruits and in case they want to heat water and/ or milk there will be a stove/electric stove kettle, oven, plates, and glasses
- Whenever the organisation conducts office events such as retreats, off site annual planning meetings, or any offsite events, employees could bring their children to these events and there will be a dedicated person to look after them. In special cases, the employee could bring their own guardian or caregiver to the event to look after the baby or dependent or specially abled child with prior intimation to the Operations Manager
- A parent with a specially abled child can sign up for an awareness session on parental care, therapies etc. where experts from within our organisation or from outside can address their

queries. Based on the request to the Operations Manager, such a session or training or facility to connect with the experts can be organised

- Employees can avail flexible working options/Work From Home twice a week in case of emergency, health concerns of the child/ have an adopted child/ have a specially abled child/ pregnant women/ employee who has conceived or has a spouse who has conceived by taking approval of the Reporting Manager.

## **LEARNING SUPPORT**

Financial support is provided to employees who wish to either complete their basic education or expand their learning through additional professional development.

**Eligibility:** Employees and full time Consultants

**Eligible amount:** Rs. 12,000 per employee / per year.

**Conditions to be fulfilled:**

- The reimbursement/fees is available once in every financial year i.e. April to March
- Covers courses that an employee takes up after joining Dream a Dream
- Reimbursement is available only on completion of the course or per year for multi-year courses
- Support excludes other fees such as grants, donations, capitation fees, bus fees, uniform, books etc.

## **RECOGNITION FOR LONG SERVICE**

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

**On completion of 3 years**

Recognition certificate and Rs. 3000 cash reward

**On completion of 5 years**

Recognition certificate and Rs. 5000 cash reward

**On completion of 10 years and every 5 years after**

Recognition certificate and Rs. 10,000 cash reward.

## **COMPLIANCES**

[SAFEGUARDING YOUNG PEOPLE POLICY](#)

[ANTI-SEXUAL HARASSMENT POLICY](#)

[ANTI-FRAUD POLICY](#)



## PURSuing WORK OUTSIDE

In some cases, we understand and recognize that there are opportunities when employees may want to pursue other work (voluntary or paid) outside of Dream a Dream. They may choose to pursue entrepreneurial ventures; sit on Boards of organisations; work part-time to supplement income and support critical family needs; participate in conferences/events as speakers/panellists for which they might get paid; work as freelance trainers/designers; sit on steering committees for which they may be paid honorarium and many other possible options.

Detailed below are guidelines related to 'work outside' of Dream a Dream:

- The additional work carried out should not conflict with the mission and values of Dream a Dream
- As employees of Dream a Dream committed to the work of the organisation, it is understood that employees would not utilise time / effort that they would have spent on organisational work to engage in any other work
- The additional work will only be taken up outside office work hours or during leave periods. It is the employee's responsibility to calculate the number of days of commitment required for 'work outside' and apply for leave for the same. Earned Leave would be the only leave category that can be used in this case. Once the EL's have been used, additional leave would be considered as loss of pay
- The employees would not use the contacts / networks / database of the organisation to solicit other work, and this will be considered breach of trust and may result in termination
- Information, data or lists belonging to Dream a Dream or developed for the organisation, are the Intellectual Property of Dream a Dream and cannot be used or shared for any other purpose
- Contracts signed will be solely between the individual and the vendor and the terms and conditions will not apply to Dream a Dream.
- The Dream a Dream name and brand will not be used to solicit work outside of Dream a Dream
- Dream a Dream premises, infrastructure and equipment cannot be used for work outside Dream a Dream.
- The employee taking on additional work will be responsible to report about it and the additional work taken on should be discussed and approved with the Reporting Manager
- Any conflicts arising out of 'working outside' will be addressed with the Reporting Manager and operations team
- Paid work outside cannot be an employment contract. If an employee is found holding multiple employment contracts, it will be considered breach of contract and may result in termination of employment with Dream a Dream
- In cases where an employee of Dream a Dream is invited to a different organisation as a resource person / speaker / panellist (as a representative of Dream a Dream or due to their association with Dream a Dream), in kind gifts received by them may be kept with the employee after intimation to the organisation.

- If employees are pursuing paid work outside Dream a Dream, there are two considerations
  - 1) Work that is not connected with Dream a Dream and has not come to them because of their association with Dream a Dream. In such cases, the above guidelines apply.
  - 2) Paid work that has come to an employee specifically because of their association with Dream a Dream. In such cases, if the gross income (pre-tax) earned by an employee exceeds INR 100,000, employees are invited to contribute 20% of the gross income (pre-tax) from each engagement to Dream a Dream.

Reporting about paid work and contributing to Dream a Dream will be trust based whereby the employee is expected to self-report.

## **BUILDING A CULTURE OF LEARNING - UNDER PROGRESS**

Dream a Dream thrives on a culture of continuous learning and development, where people take responsibility for their own learning and support one another in the learning process. We strive for it to be 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 a part of the organisation's learning culture.

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

In addition to building and strengthening a culture of learning, Dream a Dream also has structured learning programmes 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 progress management process. These needs are then prioritised and converted into time bound goals within available budgets. From then on, the individual is accountable for their 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 HR. In collaboration with the functional heads, managers, team leaders and the larger community, HR identifies these learning needs and develops organisational 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 in collaboration with the respective participants.

## **POLICY EXCEPTIONS AND UPDATES**

The PPA-Group, along with one main HR Representative would be available for the 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 organisation which cannot be dealt with within the defined philosophy / policy effectively and comprehensively. Hence the following provision is made for making any exceptions to the guidelines mentioned herein.

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

In cases where the exception involves the CEO or any otherCore Team member, 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 / update in the People Philosophy / people related policies from time to time.

- The PPA-Group would thoroughly consider the implications of the changes to the policies
- The revised policies would then be presented to the community for feedback and consent
- The approved policy changes / updates be included as “revisions” (with relevant dates) in the main document and circulated to all employees.

### **ADDITIONAL SUPPORT**

For any additional support that is required a comprehensive list of external resources such as Mental Health Professionals, Pro-bono Lawyers / Law Services , Mentors etc that has been updated on Paybooks (to be updated).

## APPENDIX

[INDIVIDUAL PROGRESS PLAN](#)

[INDIVIDUAL PROGRESS REVIEW](#)

[INDIVIDUAL PROGRESS PLAN FRAMEWORK](#)

[ONBOARDING TEMPLATES](#)

[EXIT TEMPLATES](#)

## INDIVIDUAL PROGRESS PLAN

Name	
Designation	
Function	
Plan Period	

### Part A – Tracking & Aligning Individual Goals

**Reflection: What are my goals for the year?**

<b>GOAL 1</b>		
<b>Objectives</b>	<b>Timeline for completion</b>	<b>Self-Comments on status of progress<sup>[MT1]</sup></b>

<b>GOAL 2</b>
---------------

Objectives	Timeline for completion	Self-Comments on status of progress

(Add more boxes for additional goals).

### Part B – Ensuring Alignment to Values

**Reflection: How would I ensure inclusion, dignity and equity in my team?**

### Part C – Impact on the Ecosystem

**Reflection: What is the Impact I envision on my Stakeholders?**

--

**Part D – Learning & Development**

**Reflection: What is the learning and development support I require to achieve my goals?**

<b>Learning &amp; Development Goal 1:</b>	
<b>Objectives</b>	<b>Self-Comments</b>

<b>Learning &amp; Development Goal 2:</b>	
<b>Objectives</b>	<b>Self-Comments</b>

(Add more boxes where applicable)



## INDIVIDUAL PROGRESS REVIEW

Name	
Designation	
Function	
Review Period	

### Part A – Tracking & Aligning Individual Goals

**Reflection: What is the progress on my goals?**

<b>GOAL 1</b>		
<b>Objectives</b>	<b>Timeline for completion</b>	<b>Self-Comments on status of progress</b>

<b>GOAL 2</b>
---------------

Objectives	Timeline for completion	Self-Comments on status of progress

Overview: What is my overall completion status? What did I learn about myself while progressing on my goals? Please include successes and failures.

## Part B – Ensuring Alignment to Values

**Reflection: How did I ensure inclusion, dignity and equity in my team ?**

Please give concrete examples.

**Peer Feedback on Value Alignment**

Employee Name 1:
Connect
Disconnect
Connect

Employee Name 2:
Connect
Disconnect
Connect

**Part C – Impact on the Ecosystem**

**Reflection: What is the Impact I made on my Stakeholders or How have I influenced the ecosystem?**

--

Manager's Feedback on Impact

--

**Part D – Learning & Development**

**Reflection: How did my learning and development support me in achieving my goals?**

<b>Learning &amp; Development Goal 1:</b>	
<b>Objectives</b>	<b>Self-Comments</b>

--	--

<b>Learning &amp; Development Goal 2:</b>	
<b>Objectives</b>	<b>Self-Comments</b>

## INDIVIDUAL PROGRESS PLAN FRAMEWORK

The below framework can be used as a guide for creating, reviewing or providing feedback on the Individual Progress Plan.

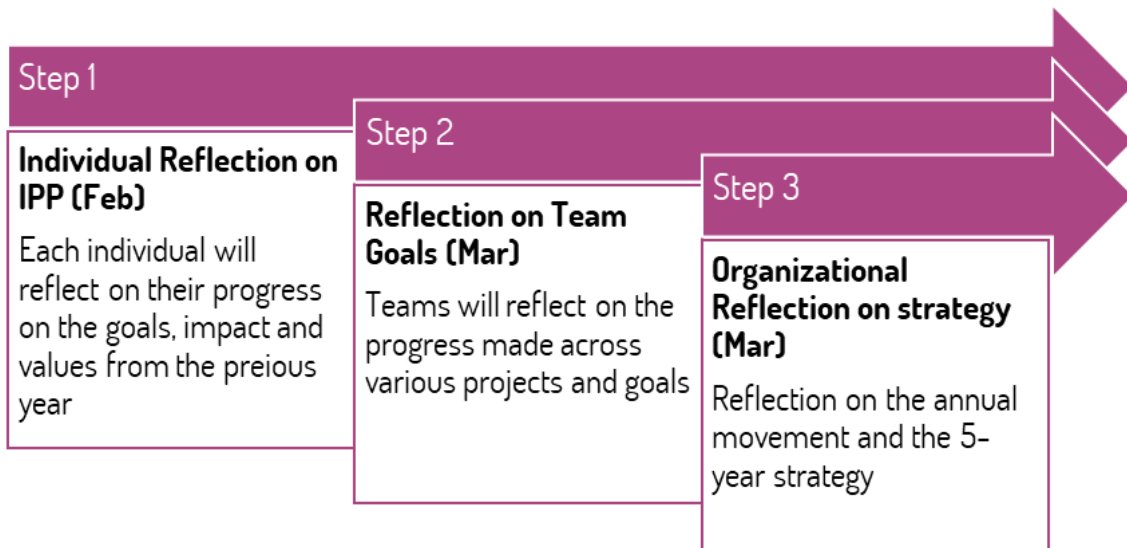
### Alignment of the IPP to the Annual Planning & Review Process

The Individual Progress Plan process and the overall annual planning and review process are integral to each other and deeply connected. The entire process from reflection to review and planning will begin in February and conclude in April every year.

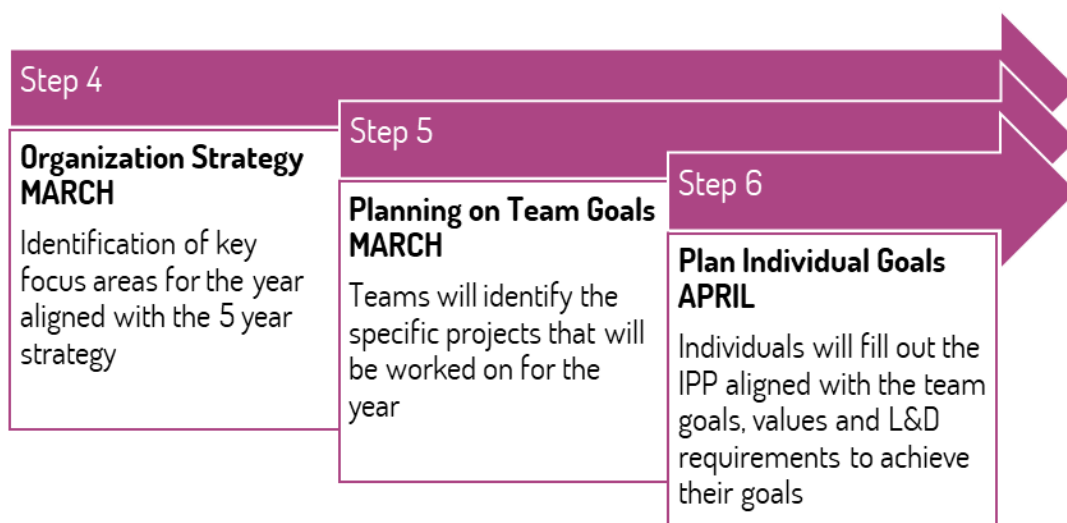
This is a collective process that will be conducted across the entire organisation. For the review process, reflection would begin from an individual level and move to an understanding of the progress made by the organisation over the past year. While reviewing, the individual should see how they contributed towards creating strategic impact, strengthening the organisation culture and their learning objectives.

Being informed by the review, the planning process will move from the organisation to the individual. This will help build alignment across teams and create a space for understanding the collective impact Dream a Dream is working to create. When the individual fills their IPP, they are then doing so with the knowledge and insights from the changes that the organisation is seeking to make.

### Annual Review Process & IPP



#### Annual Planning Process & IPP



#### Part A: Tracking & Aligning Individual Goals

##### Individual Goal setting:

In this section the individual is to define and align their goals keeping in mind the following:

- Team goals that are finalised in the annual planning process, to ensure alignment towards the organisation vision and direction for the year

- Goals outlined here will be primarily based on the specific role as well as the responsibilities required from their grade level
- Some individuals may be supporting goals that are linked to cross-functional projects. The contribution and goals they have set out to achieve as part of these projects need to be captured in this section as well

#### Reflection on Individual Growth:

While reviewing individual goals, the following points need to be considered:

- Self-reflection on the progress made under each goal needs to be shared here via any medium – written, video, audio, visual etc.
- An employee can also use whichever language they are most comfortable expressing themselves in – English, Kannada, Hindi, Telugu, Tamil, Malayalam etc. The PPA group members can support translation as needed.
- In the overview box at the end of the section,
  - the employee needs to share their overall reflection and completion percentage across all their goals
  - learnings they have had about themselves through the year while working towards their goals
  - overall successes and failures they would like to share while working towards their goals

### **Part B: Ensuring Alignment to Values**

#### Individual Reflection:

In this section the employee will reflect on how they have been embodying the values of equity, dignity and inclusion for themselves and others? Share specific examples

- With work – What has transformed in their everyday roles and responsibilities. For example, in their facilitation, writing, communication, session design, curriculum creation etc.
- With colleagues – How has their conduct changed with teammates or colleagues. For example, in how meetings are conducted, in support provided, in the space being held etc.
- With stakeholders – How has the relationship with stakeholders been transformed by these values? For example, in the view about the stakeholders, biases that have emerged and been worked on

#### Peer Feedback on Values:

In this section, two employees that the individual has worked with closely, from either their own team or from other teams, will provide feedback on the alignment to values. Please share specific examples or instances where the values have been noticed. The values may be demonstrated through certain principles and actions.

- Accountability
- Integrity
- Respect for diverse people and ideas
- Collaboration
- Compassion
- Joy
- Creativity etc.

These will be shared in the Connect-Disconnect-Connect format.

- Connect – appreciation for where the values (in action) were noticed
- Disconnect – spaces where the value lens could be applied

### **Part C – Impact on the Ecosystem**

#### Individual Reflection

Here the individual will reflect on the impact made on the relevant stakeholders. The stakeholders would vary depending on the role and function of the individual, they could be either internal or external. For example,

- Innovation Lab team – Young People, schools, parents
- Strategic Partnership team – Government, HMs, State Resources, teachers
- Fundraising – Donors
- Operations – employees, auditors etc.

The reflection would be to notice how the ecosystem has been influenced. This could be something that has changed due to direct actions by the employee or something that has shifted within the specific stakeholder ecosystem that the employee works with.

#### Manager's Feedback on Impact

The Manager is required to share their feedback for the overall impact that the employee has made in their relevant ecosystem. This is not about any specific goal, but the focus here is on the outcome of the work done by the employee.

### **Part D – Learning & Development**

The employee would reflect on how their learning and development through the year has supported them in the achievement and progress made on their individual goals, in their value alignment or in the impact that they have been able to create.



## ONBOARDING TEMPLATES

Welcome Aboard Email

Dear all,

Greetings!

Welcome onboard (Employee name)!

We're thrilled to have you at Dream a Dream. We know you're going to be a valuable asset to our organisation, and we are looking forward to the positive impact you're going to have here.

It also gives me immense pleasure to announce to the team that (Employee name) has joined Dream a Dream as (Role and Program).

(Employee name) has completed (Education) in (Specialisation) and with an experience of about (Years/Fresher) in the (sector). She / he has a wide range of experience and expertise in the field of xxxxxxx

Please join me in welcoming (Employee name) into Dream a Dream and wishing them the very best!

## EXIT TEMPLATES

### **Guidelines for an Exit Interview for the person conducting the interview**

The exit interview is a process that is ideally empowering for the employee and also helps the organisation reflect, learn and grow. Document related to the Exit interview process and the Exit interview questionnaire is attached herewith

- Exit Interviews could be conducted by a member of the PPA group, a member of the Core Team or a member of the Board depending on the seniority of the employee
- Create a space of trust, empathy, and authenticity for the conversation
- Request the employees to let you know in advance if there is any portion of the exit interview that they would like to keep confidential
- Set the tone of listening, authenticity, and honest feedback so the organisation can learn
- Support and validate the feelings shared by the employee
- Acknowledge the achievements and contribution of the employee in furthering the work of the organisation
- Seek feedback and insights that will support the organisation to improve the work experience for other employees
- Share feedback that will help the employee move forward with insights for their new role / new job or future endeavours
- Document the insights gained from the exit interview and share them with the PPA group
- Wish them the very best for their future and let them know that the organisation would love to stay connected, create opportunities to visit/engage with the work as an alumni/volunteer, and that they are welcome to rejoin, if feasible, in the future
- Post exit process - make them feel connected and part of the organisation even after they leave by inviting them to events, volunteering activities, organising get-togethers of all the ex-employees, adding them to the newsletters (if they give their consent), etc.



EXIT INTERVIEW	
Name of Employee	
Department	
Designation	
Date of joining employment	
Last date of employment	
Date of conducting exit interview	
Grade & Level	
Reasons for leaving and Feedback on the role (As stated by the employee)	
Main reasons for leaving?	
What did you most like about your role and why?	
What did you least like about your role and why?	

Were you given the adequate tools, support and training to carry out your role?	
<b>Feedback on the Reporting Manager (As stated by the employee)</b>	
Name of Manager	
How was your relationship with your manager?	
What were some of the strengths that you observed in your manager?	
What can your manager do to improve their management style and skills	
<b>Feedback on the Organisation (As stated by the employee)</b>	
What did you like most about Dream a Dream?	
What did you like least about Dream a Dream? What would you like to change here?	
Did Dream a Dream help you meet your personal and professional growth goals during your tenure here?	

Would you recommend your friends to join Dream a Dream?	
What would make you stay back/ rejoin Dream a Dream? (Only if applicable)	
Others	
<b>To be completed by interviewer after discussion</b>	
Reasons for leaving in opinion of the interviewer	
Is the employee recommended to be hired again?	
Any suggested future course of action	
Other comments	

Name of person conducting interview:

Signature:

Date:

Attrition type

Voluntary

Involuntary

Would you like to Subscribe to Dream a Dream email group

Yes

No

### Employee Exit Checklist and No Dues Certificate (NDC)

Emp Name:

Emp ID:

Sl. No	Timeline	Process / Activity	Completed YES / NO	Remarks
1	Upon receipt of Resignation	Check appointment letter to confirm notice period clause		
		Resignation acceptance mail		
		Inform the recruitment team if a replacement needs to be hired		
		Inform Reporting Manager to ensure knowledge transfer to respective departments		
		Confirm Date of relieving in conjunction with Manager		
2	On the day of Exit	Filled No Dues Certificate		
		Exit Interview		
		Inform the accounts/finance - handover No Dues Certificate for the Full & Final (F&F) calculation		
		Update employee database		
		Issue Relieving Letter and receive acknowledgement		
		Update IT Assets list		
3	After Exit	PF withdrawal/ Transfer to be submitted		
4	At the end of financial Year	Mail Form 16A to the correspondence address provided		



### No-Dues Clearance Form

Name:	Date of Resignation:
Emp ID:	Date of Joining:
Designation:	Date of Relieving (Last working day):
Reporting Manager:	

#### Instructions for Users:

1. This document is the basis for issuing relieving letters, experience letters and full & final settlement
2. No gaps or blanks allowed in the form
3. The form has to be signed only by the concerned authorities
4. Resignation letter to be enclosed with this form throughout the completion of this process
5. Responsibility of getting this form initiated and filled lies with the exit employee
6. This form should be filed in the employee's personal file

#### The below details are for future communication with the employee

Permanent Communication Address	
Landline Number (with STD code) / Alternative number	
Mobile number:	
Personal Email ID	

SL NO.	Department	PARTICULARS	Remarks	Name/Signature/Date
1	Reporting Manager	<ul style="list-style-type: none"> <li>• Write a SOP (standard operating procedure) for your position.</li> <li>• All Data transfer to server and shared with the Reporting Manager</li> <li>• Pending tasks completed</li> <li>• Handover Organisation documents such as vendor contracts or agreements</li> <li>• Key contact details shared to Reporting Manager</li> <li>• Official mail ID and google groups: Deactivate/Delete/Divert</li> </ul>		

		<ul style="list-style-type: none"> <li>• Informing all stakeholders partners, donors, vendors</li> </ul>		
2	Finance	<ul style="list-style-type: none"> <li>• Programme advances if any</li> <li>• Salary advances if any</li> <li>• Petty cash recovered</li> <li>• Submission of Original bills if any</li> <li>• Education Support if any (Refer People Philosophy)</li> <li>• Other dues if any (recoveries/adjustments)</li> </ul>		
3	Admin	<ul style="list-style-type: none"> <li>• Resignation acceptance copy</li> <li>• DaD ID Card</li> <li>• Visiting Cards</li> <li>• Mediclaim Card</li> <li>• Office/drawers/Storage keys if any</li> <li>• Bills collected for taxation purposes</li> <li>• DaD Whatsapp Group update</li> <li>• Deactivate of Salary account</li> <li>• Exit Interview Form</li> </ul>		
4	IT	<ul style="list-style-type: none"> <li>• Laptop</li> <li>• Charger</li> <li>• Bag</li> <li>• Mouse</li> <li>• Mobile handset with SIM</li> <li>• Tablet</li> <li>• JIO Dongle</li> <li>• DAD mail ID and Google group ID to be deactivated</li> </ul>		
5	HR	<ul style="list-style-type: none"> <li>• Update Payroll</li> <li>• Notify Insurance company (GMC &amp; GPA)</li> <li>• Issue Experience letter and collect acknowledgement</li> <li>• Support for PF Transfer/Withdrawal</li> </ul>		

Exit Letter Format

Date:

**TO WHOMSOEVER IT MAY CONCERN**

This is to certify that Mr./Ms. .... Emp. No. .... was employed in our organisation from Month DD, YYYY till Month DD, YYYY.

Their designation when leaving the organisation was XXXXXXXXXXXXXXXX. And their CTC at the time of leaving the organisation was \*\*\*\*

We wish them all the best in their future endeavours.

Signature

Name  
(Designation)

Knowledge Transfer Plan					
What	Who (All executive level, Manager, HR and team)		Resources (Passwords, Reading materials, etc)	When (Deadline/T ime frame)	Follow Up (Successful Transfer Criteria)
	Knowledge Owner	Knowledge Recipient			
Skill/Task/Knowledge					
Knowledge of the organisation					
Necessary Documents (Partner details, Funder details, and etc)					F
Emails and messages					
Plans and reports (Monthly, Half yearly and Annual reports)					
Budget vs actuals					
Team details (Structure and reporting) if applicable					
Curriculum and data					
Trainings if any					
Contact Details of collaboratives					
Photos and Videos					
Folder and File location map					
Key Contact person details					

### Suggested Official Farewell Email Format

Dear Team,

Many of you might know that our very dearest colleague (Employee name) is moving on from Dream a Dream, and (Date) will be their last working day with us.

It's been (Years/Months) since (Employee name) has been with us as a (Role and Program) and as a friend. And now (Employee name) is moving on to follow their journey/ to pursue their passion/ seek better opportunities/ pursue higher studies/ due to unavoidable reasons.

(name) brought about a sense of pride, achievement, and positivity in the team. He/She/They built deep bonds and generously shared their experience and wisdom. It is only fitting that we also say goodbye to them on the same note.

It would be great to have you share your blessings and wishes for their future exploration and say our goodbyes in the characteristic Dream a Dream style.