



GOA INTERNATIONAL  
AIRPORT



**HR POLICY HANDBOOK**

**2017**

## VISION

GMR Group will be an institution in perpetuity that will build entrepreneurial organizations making a difference to society through creation of value.

## GMR VALUES AND BELIEFS



### Humility

We value intellectual modesty and detest false pride and arrogance



### Entrepreneurship

We seek opportunities – they are everywhere



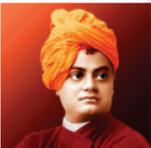
### Teamwork and relationships

Going beyond the individual, encouraging boundaryless behaviour



### Deliver the promise

We value a deep sense of responsibility and self discipline, to meet and surpass commitments made



### Learning & Inner Excellence

We cherish the life long commitment to deepen our self awareness, explore, experiment and improve our potential



### Social responsibility

Anticipating and meeting relevant and emerging needs of society



### Respect for individual

We will treat others with dignity, sensitivity and honour

## FOREWORD

Dear Colleague,

It is indeed a privilege to have you as a member of our GMR family.

It gives us immense pleasure to share this booklet containing the essence of our HR Policies.

“Pragyan” provides us with an opportunity to learn about our various HR policies and enhance our understanding of these policies.

We are sure that this booklet will make it easy for you to refer to these policies instead of relying on memory.

Happy reading!!

**Aniruddha Ganguly**  
Group President - HR

*Note: Policy & Processes are subject to change, for detailed & regular policy update please refer to the policy portal.*

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## CLASSIFICATION OF JOB RESPONSIBILITY LEVEL (JRL)

All jobs in GMR Group are classified in to 4 bands. Direction, Integration, Managerial & Execution

There are two streams of job roles in GMR Group: Managerial & Specialist

The bands and grades have been arrived at through a systematic process of Job Evaluation (JE). It is a process of deriving the relative worth of a job or role in an organisation in a fair and logical manner. JE takes into account organizational context and complexities and evaluates the role based on following 3 parameters using a well-defined Job Description (JD)

- Know How, Problem Solving & Accountability

The following grades and bands are applicable for all regular employees.

- **Managerial Grades and Bands:** The managerial grades are predominantly execution focused roles in the organization. Majority of roles in the organization are classified in this category.

Band	JRL / Grade	Description
Direction	LX	Roles driving and impacting the strategy, overall top-line and bottom-line of the entity (or GMR, as the case may be). Cascading strategy into functional / sector level imperatives and translating them into operative goals for generating revenue/supporting the business.
Integration	LA	Full-fledged professionals who will be heading verticals/ sub verticals within their sectors and will have proven expertise and experience. Delivery of results would be focused to sector/ functional goals.
	LB	
Managerial	LC	Seasoned professionals who have deep expertise in a particular function/area and will generally be leading / accountable for specific area of work within the verticals/ sub-verticals.
	LD	
Execution	LE	Supervising others / Individual Contributor to achieve a common department/ functional purpose
	LF	
	LG	
	LH	
	LI	
	LJ	

- **Specialists Grades and Bands:** The specialists grades are predominantly 'domain' focused roles. These roles are few in number and require high amount of know how / deep domain expertise. These roles are classified based on the 'Know How' part of the JE.

Band	JRL / Grade	Description
Direction	PA	<ol style="list-style-type: none"> <li>1. Job demands advanced knowledge of a specialized technical division which is deployed in the analysis and resolution of problems and the provision of specialist advice that would have a group / sector-wide impact</li> <li>2. Jobs at this level require leading a department / business unit (typically integrating a number of small technical/professional teams) thereby requiring understanding of all related technical disciplines within that department / BU</li> </ol>

## CLASSIFICATION OF JOB RESPONSIBILITY LEVEL (JRL)

Band	JRL / Grade	Description
Integration	PB	<ol style="list-style-type: none"> <li>Jobs at this level would require in-depth understanding of the technical discipline and will tend to be heads of specialist functions within a sector</li> <li>Jobs at this level are responsible for leading specialist team in a technical discipline which must deliver specific, measurable objectives through the management and coordination of internal resources or the development of relationships and coordination with external "partners"</li> </ol>
Managerial	PC	<ol style="list-style-type: none"> <li>The Job is primarily accountable for implementing and adapting work plan in the light of operational events. Uses own personal experience on improvements to ways of working, processes and procedures, which will enhance efficiency and effectiveness.</li> <li>Jobs in this level are recognized in the organization as having a certain level of expertise in providing practical solutions/implementation options based on Know How gathered from extensive applied experience</li> </ol>
	PD	<ol style="list-style-type: none"> <li>Jobs at this level provide technical analysis and support within a specific sub-function of the business. Applies technical knowledge and expertise using standard techniques to provide technical support which contribute to the development of wider solutions to business issue</li> <li>Roles at this level would have developed expertise through a combination of direct relevant technical training and job experience under guidance of specialists</li> </ol>
Execution	PE	<ol style="list-style-type: none"> <li>Jobs at this level provide specialist technical support and service within a business/company/project. Undertakes specific technical/support tasks of varying complexity to support in the implementation of business processes/projects and analysis and resolution of issues.</li> <li>These Jobs are able to select and use appropriate procedures/equipment/ techniques to analyse and interpret data and produce required technical outputs.</li> <li>Participate as part of a team to implement projects, occasionally providing technical leadership to junior colleagues. Jobs in this level are typically supervisor/individual contributors who have experience on working within the area and are now developing deeper expertise in the same</li> </ol>

Note: The policy benefit equivalence of grades does not indicate role equivalence (Ex. LD is not equal to PD)



Every job is a self-portrait of the person who does it. Autograph your work with excellence.

## EMPLOYEE WELFARE

### MARRIAGE GIFT

#### POLICY & PROCEDURE

- Gift cheque of ₹ 15,000/- is given to an employee on his/her marriage. The amount will be paid through the monthly payroll subject to deduction of tax at source.

### ANNUAL HEALTH CHECK UP

#### ELIGIBILITY AND APPLICABILITY

- Below 45 years: Once in two years @ JRL LE & above and PE & above.
- Above 45 years: Once in a year.
- Employee's spouse above 50 years of age is also covered under annual health checkup.

#### POLICY & PROCEDURE

- Employees should contact HR Department for fixing up the date and time and collect a letter to submit it to the hospital on the day of check-up.
- HR will make necessary arrangements for appointment at the Hospital.
- The employees have to make the payment directly to the hospital and claim the same as reimbursement.

### EMPLOYEE EMERGENCY RESPONSE CENTRE (EERC)

#### ELIGIBILITY & APPLICABILITY

- EERC has been created for employees to avail assistance in dealing with unforeseen emergencies.

#### POLICY & PROCEDURE

- In the event of any emergency, an employee with proof of identify for employment with GMR must contact the helpline number and request for assistance.
- The center will ascertain whether the request for assistance comes within the scope of the policy, before proceeding to do the needful.

### MERIT REWARD TO EMPLOYEES' CHILDREN

#### ELIGIBILITY & APPLICABILITY

- The policy is applicable to all employees on regular rolls of the company.
- The reward will be given to employees' children who secure highest aggregate marks/ rank in Schools/ Colleges studying in SSLC (X Standard), Pre-University and Graduation.

#### POLICY & PROCEDURE

A cash prize/ Gift Cheque would be awarded to the employee's children who secure highest marks in Schools/ Colleges as indicated below:

- SSLC/ X Standard – Highest marks in the school (minimum 70%)- at each school level – ₹ 1000/- per child.
- II PUC/ XII Standard – Highest marks in the school/ college (minimum 70%) – at each school/ college level – ₹ 1500/- per child.
- BA/ B.SC/ B.Com – Highest marks in the college (minimum 70%) – at each College level – ₹ 3000/- per child.
- All PG/ Professional Courses – Highest marks in the college (minimum 70%) – at college level – ₹ 5000/- each

# FLEXIBLE COMPENSATION & BENEFIT PLAN



## ELIGIBILITY & APPLICABILITY

- All employees on regular roll of the Company including probationers and trainees.

## POLICY & PROCEDURE

- Employee can opt for plan FCBP twice in a year.
- The window shall open in April and July.
- An employee can only change the flexible components falling under the 'My Plan' (FCBP) category.
- The components classified as Fixed and Flexible are as under:

Fixed Components	My Plan (FCBP)
Basic Pay (40% of Fixed CTC)	House Rent Allowance (0, 50% of Basic Pay)
Special Pay	Transport Allowance (₹ 1600 per month)
Sodexo Vouchers	Children Education
Group Mediciam Premium	Medical Reimbursement (Monthly/ Annual)
Bonus/ Exgratia (10% of Basic Pay)	Fuel Allowance
Provident Fund (12% of Basic Pay)	Gift Voucher (Worth ₹ 5000/- per annum)
Superannuation (8% or 15% of Basic Pay)	Leave Travel Assistance (LTA)

- The monthly gross salary will comprise of the following components:
  - » Basic Pay
  - » HRA
  - » Transport Allowance
  - » Children Education
  - » Special Pay
- The eligibility limits for my Plan (FCBP) components are as follows:

Level	Petrol Allowance	LTA (Per Annum) (May choose any one amount)
LX & LA	₹ 16,000/- per month (including driver salary)	₹ 1,00,000/ ₹ 75,000/ ₹ 50,000/ ₹ 25,000/ ₹ 15,000
LB	₹ 16,000/- per month (including driver salary)	
LC to LE	₹ 12,000/- per month (including driver salary)	
LF to LH	₹ 6,000/- per month	
PA	₹ 16,000/- per month (including driver salary)	
PB	₹ 16,000/- per month (including driver salary)	
PC to PE	₹ 12,000/- per month (including driver salary)	

## CODE OF BUSINESS CONDUCT & ETHICS (COBCE)

GMR Group believes that for an organization to succeed, grow and excel, it needs to be anchored to its Values and Beliefs and motivate all its employees to consistently display these values in the course of their interactions.

The Code of Business Conduct and Ethics, articulated below, embodies the Group's Values and Beliefs and endeavors to lay down guidelines for employees of the Group to follow to in their day to day work life.

### APPLICABILITY

All employees on regular rolls of the Company including Full Time Directors, Principal Associates, Advisors, In-House Consultants, Expatriates and employee on contract are governed by this Policy.

### COBCE covers guidelines of Conduct for the below:

- National Interest
- Stakeholders
- Use of the GMR Brand
- Group Social Responsibility
- Competition
- Quality of Products and services
- Equal Opportunities
- Accurate and Complete Accounting
- Settlement of Expenses
- Protection of Intellectual Property
- Collaboration within GMR Companies
- Confidentiality and Non-disclosure
- Policy and Process Integrity
- Infrastructure
- Protecting Company's Assets
- Unethical Transaction
- Gifts and Entertainment
- Stakeholder Relations
- Relationship with Government and Public Officials
- Compliance of Applicable Law by Expatriate Employee
- Public Representation
- Charitable Contributions
- Political Activity
- Regulatory Compliance
- Third Party Representation
- Sexual Harassment and Other Harassment Policy
- Other Harassment
- Whistle Blower Policy
- Ethical Conduct
- Dress Code
- Environment, Health and Safety

## GRIEVANCE MANAGEMENT

Individual Employee grievances and complaints which are primarily a manifestation of their dissatisfaction on working conditions, managerial decisions, if not promptly attended to may affect morale and productivity. Hence, there is a formal on-line grievance process to address such matters.

Employees can follow the link:

<http://gmrportal.gmrgroup.int/irj/portal> > *Grievance* > *Employment Grievance for registering their grievance*

- The aggrieved employee may raise the grievance to the Manager (LD & above and PD & above), who must try to resolve the grievance within 5 working days.
- In case the employee is not satisfied with the redressal of the grievance she/ he may submit the grievance to the Head of Department within 2 working days from the date of receipt of grievance response from the manager
- The concerned HoD will record comments on the grievance form within 5 working days after making necessary enquiries and discuss with Business HR.
- In case the employee is not satisfied with the decision communicated to him/ her or if she/ he fails to receive the reply within the stipulated period, she/ he may submit the grievance within a period of 2 working days from the date of receipt of grievance response from the HOD to the CEO/ GCXO.



## WHISTLE BLOWER

### POLICY & PROCEDURE

- Constitutes of Malpractice, Impropriety, Abuse or Wrongdoing.
- To provide a platform for employees to disclose information internally, without fear of reprisal or victimization.
- Any unlawful act, whether criminal (e.g. theft) or a breach of the civil law (e.g. slander or libel) or abuse of power is some of the issues which may be raised under this policy.
- The registration of the complaint could be through an e-mail to [gmr@ethicshelpline.in](mailto:gmr@ethicshelpline.in)/ call at **1800-1020-467** or by way of a written complaint to the Group Ombudsmen.
- The Concern shall be investigated by the Group Ombudsperson either by himself or through any other person as deemed necessary by the Group Ombudsperson.
- The Ombudsperson has to acknowledgement of the receipt - within 3 working days and closing of the matter within 30 days.

## SEXUAL HARASSMENT

### POLICY & PROCEDURE

- GMR Group recognizes that sexual harassment violates fundamental rights of gender equality, right to life and liberty and right to work with human dignity as guaranteed by the Constitution of India.
- Sexual Harassment is a criminal offence and punishable under relevant laws of the Country.
- Policy on Sexual Harassment applies to men and women.
- The Committee against sexual harassment is represented by minimum 50% of members being women and the Committee Head is also a woman.
- Any person who wants to complain on sexual harassment is required to promptly inform the Committee against sexual harassment of such complaint, in writing which is duly signed & and same to be mailed at [gmr.icc@gmrgroup.in](mailto:gmr.icc@gmrgroup.in) or by way of a written complaint addressed to the Head of the Committee. The details of the committee members is available on gNet - HR Policy Portal.
- In case the employee who has made the complaint feels that the Committee against sexual harassment has not provided her/him due justice, the complaint can be escalated to GCM.
- The time frame for investigating and closing the case is 3 months from the time it is brought to the notice of the Committee.

## GROOMING & DRESS CODE POLICY

Grooming & Dress Code guidelines articulated below have been developed in order to foster a professional environment in GMR Group and to present an image of the Group consistent with its values and culture.

### ELIGIBILITY & APPLICABILITY:

- It shall be applicable to all regular employees and employees on contract.

### PROCEDURE

- All employees shall practice good personal hygiene, select attire that is clean and in good condition and must present a professional image at all times.
- When in office, or in business engagements outside office, the following attire is expected:
  - » **Monday to Friday:** Smart business casuals, except for formal occasions or meetings where formal western attire is expected to be worn. Formal meeting invitations shall include dress code guidance.
  - » **Saturday & Friday preceding 2nd Saturday:** In addition to above, one can also choose to wear smart casuals with matching footwear and on festive weekends, one can choose ethnic wear as well.
- When in office, or in business engagements outside office, the employees are expected NOT to wear clothing with printed message, slogan, or political message, picture or art depicting drugs, alcohol, smoking, weapons, violence, or that is obscene or disrespectful or having sexual connotations, tops & blouses that are sleeveless, backless, strapless, or have spaghetti straps, sleeveless shirts & kurtas, excessive visible body piercing or tattoos, short-skirts ending above the knees, shorts, Bermuda pants, capris, flip-flops, round neck T-shirts, body hugging clothes, neon coloured or faded or frayed clothes etc. or any other sartorial inappropriateness as decided by the management.



*being well dressed is  
a beautiful form of  
politeness*

## GMR INFORMATION SECURITY



If your mousetraps are better than those of others, people will beat a path to you wherever you are—even in the forest.

### APPLICABILITY

All the employees and vendors

### POLICY & PROCEDURE

GMR Information Security Policy provides framework and guidelines, in short ensures the following:

- Information is protected against unauthorized access
- Confidentiality of the information is assured
- Integrity of the information is maintained
- Availability of the information is ensured
- Regulatory and legislative requirement are met
- Business continuity framework is maintained
- Information security training is available to all staff
- Minimize the extent of loss or damage from a security breach or exposure
- Ensure that the principles of information security are consistently and effectively applied during the decision making and planning of activities within the Group
- Ensure that adequate resources are applied to implement an effective information security program
- All breaches of information security are reported to and investigated by the Information Security team

### ENFORCEMENT

- All users shall abide by GMR Information Security Policy
- Any employee found in violation to this policy shall be subjected to disciplinary action as mentioned under Code of Business Conduct and Ethics (CoBCE)
- Severe, deliberate or repeated breaches of the policy may be considered grounds for instant dismissal; or in the case of a GMR Group vendor, termination of their contracted services
- All employees and vendors are bound by these policies and are responsible for their strict enforcement

## HR4U

HR4U is an Employee Self Service portal. Employees can access the portal by following the link <http://gmrportal.gmrgroup.int/irj/portal> for the purpose of viewing details on Benefits & Payments, Working Time, Personal Information, COBCE, IJP, PMP, Grievance, HR Helpdesk, Learning Portal, Reimbursements etc.



Happiness results from discipline. Work life balance is very essential for happiness

## LEAVE

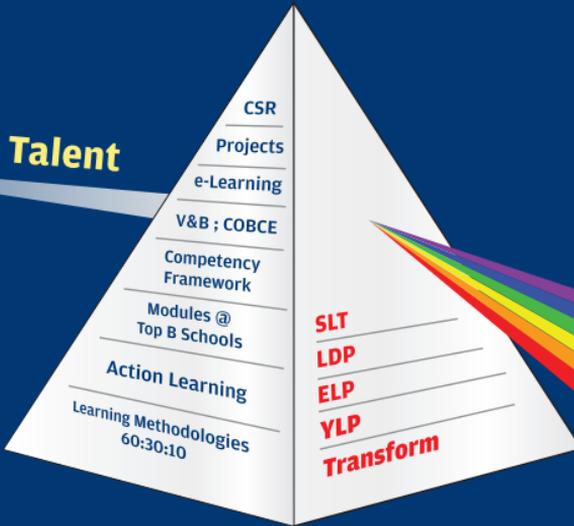
### POLICY & PROCEDURE

- For the purpose of leave, “year” shall mean the calendar year commencing from 1st January – 31st December.
- The privilege leave will be credited in advance, once in six months i.e. on 1st January, and 1st July, every year. Casual & Sick leave shall be credited on 1st January of every Year.
- Leave must be applied through electronic leave management in HR4U Portal and sanction to be taken before proceeding on leave.
- Leave for Pricipal Associates and Advisors will be as per the contract terms.

Type	Eligibility	Procedure
Casual Leave	Employees on regular rolls, Consultants & Advisors	<ul style="list-style-type: none"> <li>- 12 days per year; will lapse at the end of the year</li> <li>- CL can be availed for half day also</li> <li>- Cannot be availed for more than 4 days at a stretch including intervening holidays</li> </ul>
Sick Leave	Employees on regular rolls, Consultants & Advisors	<ul style="list-style-type: none"> <li>- 6 days per year</li> <li>- Medical Proof of leave exceeding 2 days to be submitted by the employees</li> <li>- No limit on accumulation; Cannot be en-cashed</li> <li>- SL can be availed for half day also</li> </ul>
Privilege Leave	Employees on regular rolls	<ul style="list-style-type: none"> <li>- 24 days per year; Maximum Accumulation is up to 180 days.</li> <li>- PL can be encased only at the time of separation</li> <li>- Monthly basic salary will be considered for calculation</li> <li>- PL can be availed for 1 day also</li> <li>- PL can be either suffixed or prefixed to sick leave</li> </ul>
Maternity Leave	Female Employees on regular rolls	<ul style="list-style-type: none"> <li>- Maternity benefit will be 26 weeks of which not more than 8 weeks shall precede the date of her expected delivery</li> <li>Maternity leave for adoptive and commissioning mothers: 12 weeks of Maternity leave may be availed by any female employee who:                             <ul style="list-style-type: none"> <li>(i) Legally adopts a child below three months of age; or</li> <li>(ii) Is a commissioning mother</li> </ul> </li> <li>- Eligibility subject to a minimum of 80 days of working in 12 months immediately preceding the date of confinement</li> <li>- Employee to report to duty for one day on completion of Maternity Leave or avail LOP for one day before proceeding on PL</li> <li>- Female employees covered under the ESI act shall be eligible for maternity benefit as per the amendment to the ESI act date 20th Jan 2017</li> </ul>
Paternity Leave	Male Employees on regular rolls	<ul style="list-style-type: none"> <li>- 3 days (2 occasions) during the confinement of spouse</li> </ul>
Extraordinary Leave	Regular Employees	<ul style="list-style-type: none"> <li>- Up to 180 days of leave with pay in the entire service, if there is no other leave in credit</li> <li>- Applicable only in case of extraordinary circumstances like accident while coming to office, critical illness, operations etc</li> </ul>
Leave without Pay	Regular Employees	<ul style="list-style-type: none"> <li>- A maximum of 90 days leave without pay in a year (i.e. 90 calendar days inclusive of all holidays/ Sundays), in case all types of leave is exhausted</li> </ul>
Compensatory Off (C- Off)	Employees in JRL LI to LJ	<ul style="list-style-type: none"> <li>- Employees in the JRL LI-LJ are eligible for C-Off, if you work on weekly off/ national holiday</li> <li>- C-Off shall have to be availed within 2 months following the month in which it accrued, else it will lapse</li> </ul>

# LEARNING AND DEVELOPMENT

## GMR's Key Talent



- ◆ Programs integrated with Top B schools
- ◆ Dedicated internal coaches
- ◆ GMR Virtual University
- ◆ Action Learning
- ◆ Challenging and LIVE Projects
- ◆ Exposure to Spirituality
- ◆ CSR at a glance

### BLENDED LEARNING APPROACH



Good attitudes does result from good positions or wealth. The fact is that people get good positions because of their positive attitude.



## PREREQUISITES/ FACILITIES

### MEMBERSHIP FEES TO PROFESSIONAL INSTITUTIONS

#### ELIGIBILITY AND APPLICABILITY

- All employees on regular roll of the Company in JRL LH & above and PE & above including probationers excluding trainees.

#### POLICY & PROCEDURE

- The scheme provides reimbursement of annual membership fees for a maximum of two approved institutions in JRL LC & above and PC & above upto maximum of ₹ 5000/- per Institution and one approved institution in JRL LD to LH and PD & below upto maximum of ₹ 1000/-.
- Employee's desirous of availing this reimbursement need to apply in the prescribed format.

### MOBILE REIMBURSEMENT

#### OBJECTIVE

- To provide for communication facilities to employees so that they can be reached for business needs / customer support & provide for reimbursement of such expenses.

#### ELIGIBILITY & APPLICABILITY

- All employees on regular rolls including probationers subject to the approval of HOD and HR

#### POLICY & PROCEDURE

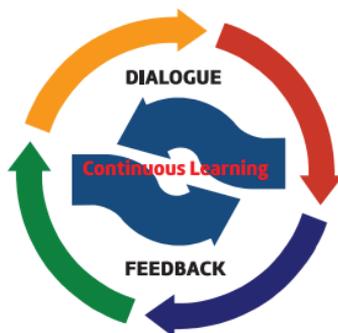
- The amount would be paid as advance towards 'Cellular Phone Reimbursement' every month.
- All eligible employees who receive this reimbursement, during the year, would be required to submit supporting documents once only (for all previous months) towards the closure of the financial year to avail tax benefits admissible under the IT Act, 1961
- Telephone expense reimbursement for different levels is given below:

Level	Cellular Phone	Level	Cellular Phone
LX	₹ 1500/- per month	LH	₹ 250/- per month
LA	₹ 1500/- per month	LI	₹ 150/- per month
LB	₹ 1200/- per month	LJ	₹ 150/- per month
LC	₹ 850/- per month	PA	₹ 1500/- per month
LD	₹ 700/- per month	PB	₹ 1200/- per month
LE	₹ 700/- per month	PC	₹ 850/- per month
LF	₹ 350/- per month	PD	₹ 700/- per month
LG	₹ 350/- per month	PE	₹ 700/- per month

# PERFORMANCE MANAGEMENT PROCESS (PMP)

## PERFORMANCE PLANNING

Populated through  
BSC/Goal Sheet



## OUTCOME

Performance Rating  
Compensation Review

## GOALSHEET

Goal Setting and Training  
need Identification  
Goal Sheet Sign Off

## MID YEAR REVIEW

Quantitative assessment,  
Performance Dialogue &  
Feedback Identify non-performers

## YEAR END REVIEW

Performance Dialogue, Appraisal,  
Training assessment

## GUIDELINES ON PERFORMANCE GOALS:

Goals have a Weightage of 100%. Annual Goals and individual Weightages to be discussed between the Appraiser and the Appraisee and signed off at the beginning of the year.

- **Description of Goals:** To be in line with the annual Goal Sheet
- **Planned Target:** Each Goal to be quantified for measurement, with a timeline for completion.
- **Weightage Score:** Each Goal needs to have relative Weightage score based on its importance to the Appraisee's overall performance.
- **Mid – Year Dialogue:** The purpose of the midyear dialogue is to review progress and create mutual understanding on the direction and support required.
- **Annual Score:** At the end of PMP cycle, the Appraiser and the Appraisee, based on the midyear dialogue arrive at the Annual Score.
- **Rating Scale:**
  - » OP – Outstanding Performer
  - » EP – Exceeding Performer
  - » VGP – Very Good Performer
  - » CP – Consistent Performer
  - » NP – Non Performer
- GMR Group follows a performance distribution curve for awarding the above ratings

You must have  
Goals but Goals  
must be achieved



## CONTINUOUS IMPROVEMENT PROJECTS (CIPS)



— continuous improvement —

One of the key aspects under the Business Excellence initiative is to strive for continuous improvements, which can be achieved through various Improvement Projects

### PURPOSE:

- In order to ensure that Continuous Improvement is not a one – time activity, a structure is being put in place to ensure long term sustainability of the Process Improvement Culture.

### The key elements of the structure are:

- Criteria for Selection of Projects in order to achieve improvements in Business Performance
- Allocation of resources for the project
- A robust Project Review mechanism at each location supported by measurement systems
- Enhancing people involvement in Improvement orientation through Project R & R processes

### Project Reward & Recognition Process:

- The main objective of team recognition is to spur the teams to go the extra mile in order to achieve improvements.

### OBJECTIVES

- To celebrate Achievements and spread the Quality Culture
- To make the journey more exciting and motivating for the employees
- To bring out real improvements impacting the bottom line
- To accelerate business excellence movement

### RECOGNITION:

- Group (Apex Council) Level – Top Three completed projects. Each project team to be recognized based on schemes announced by the Apex Council.
- Business level – For best few completed projects in a business. Green Belt Certificate to all members (awarded in the business steering committee) + opportunity to present to the Group Apex Council
- Other Completed Projects- Certificate for each team member

## SPOT AWARDS

Spot Award means one time token appreciation to the employees in recognition of specific one time achievement that far exceeds either performance expectations or the scope of individual's job responsibilities

### ELIGIBILITY & APPLICABILITY

- All the regular employees of the Company in JRL LC & below and PC & below.

### POLICY & PROCEDURE

- A nomination for spot award is initiated as soon as possible after the contribution occurs.
- The Immediate Manager acknowledges the contribution and initiates the nomination in the prescribed format as soon as possible and forwards to HOD, CEO for consideration and approval and BHR for further necessary action.
- There is no set limit on the number of spot awards that an employee can get in a calendar year.
- Each spot award is in the form of an Appreciation Certificate and a Cash or Gift Coupons/ Vouchers or Gifts of equivalent eligible amount.
- Mention of such spot awards may also be made in the annual performance appraisal form of the employee.
- Spot awards must be given out in a public gathering either at the departmental meeting or at the business gathering where all employees are present.
- Spot Award Amount: The monetary quantum of award JRL wise is ₹ 3000/- (Rupees Three thousand only)



*Brains like Hearts  
go where they are  
appreciated*

## ANUSHISTA SGA PROJECTS

# ANUSHISTA

DISCIPLINE IS THE BRIDGE BETWEEN POTENTIAL AND ACCOMPLISHMENT

One of the key aspects under the Business Excellence initiative is to strive for continuous improvements, which can be achieved through various Improvement Projects. In order to promote this across the group, ANUSHISTA initiative is introduced aiming at Employee involvement through Small Group Activity (SGA) for cost rationalisation.

### OBJECTIVE:

To imbibe “Frugality” in the DNA of the organization – Not only about costs, but all kinds of resources.

### ELIGIBILITY & SCOPE:

All the employees in the grades below LD/PD are eligible for the rewards prescribed under the scheme

Under this scheme, the employees are encouraged to identify any project by a group of employees sharing common process/ workspace/ working on same projects, identify improvement opportunities also opportunities from various reviews aimed to promote cost consciousness and frugality.

### R & RAT BUSINESS LEVEL:

All completed projects in a business will be rewarded with a certificate of honour by the CEO. A team can have a maximum of Six Members. Best projects (3 in a quarter) will be rewarded with Cash Prize as mentioned below:

- » 1st Prize: Certificate of Honour and Cash Prize of ₹ 2000/ per team member
- » 2nd Prize: Certificate of Honour and Cash Prize of ₹ 1000/ per team member
- » 3rd Prize: Certificate of Honour and Cash Prize of ₹ 500/ per team member

### R & RAT BUSINESS LEVEL:

Top 3 certified Projects during each financial year would be rewarded at Group Level as mentioned below. A team can have a maximum of Six Members.

- » 1st Prize: Certificate of Honour and Cash Prize of ₹ 5000/ per team member
- » 2nd Prize: Certificate of Honour and Cash Prize of ₹ 3000/ per team member
- » 3rd Prize: Certificate of Honour and Cash Prize of ₹ 2000/ per team member

## SUGGESTION SCHEME

Start a positive  
thoughts factory.  
Good Ideas In and  
Good Ideas  
Out-GIGO



### ELIGIBILITY & APPLICABILITY

- Employees in JRL LF & below are eligible for the rewards prescribed under the scheme.

### POLICY & PROCEDURE

- Under the scheme the employees are encouraged to offer their suggestions for improvements in:
  - » Operations
  - » Methods, processes
  - » Safety
  - » Reduction of waste
  - » Reduction in expenses/ cost
  - » Quality, systems and procedures
  - » Passenger/ customer experience
  - » Employee productivity
- Other suggestions which aims at improving efficiency and productivity in the working of the Group.

### REWARD AND RECOGNITION

- For every suggestion found prima facie worth of being implemented (on recommendation of Empowered Committee), Sodexo coupons/ Gift items/ Vouchers worth ₹ 250/- will be paid.
- On implementation of suggestion individually, the concerned employee will be rewarded with Sodexo coupons/ Gift items/ Vouchers worth ₹ 1000/-.
- On implementation of suggestion by a team (comprising of 3 or more employees), Sodexo coupons/ Gift items/ Vouchers worth ₹ 4000/- will be presented to Team as reward.
- If the team comprises of 2 employees, on implementation of suggestion, each employee will get reward coupons/ Gift items/ Vouchers worth ₹ 1000/- each.
- The employee/ team who successfully implemented the suggestion along with the employee, who gave the suggestion, will also be presented a certificate duly signed by CEO/ PHR as a token of appreciation and recognition.
- These certificates will be presented to employees/ team members during the Townhall meeting/ appropriate forums.

## SKIP LEVEL MEETING

Skip level meeting provides a platform for employees to communicate freely & openly by encouraging bottom up communication. It also provides an opportunity to the manager's manager to meet and know the team members better and establish "We Care" approach.

### ELIGIBILITY & APPLICABILITY

- All employees on regular rolls of the Company excluding part time Advisors/ Consultants.

### POLICY & PROCEDURE

- Skip Level Manager will be two levels above in the hierarchy of the employees participating in the Skip Level Meeting.
- A group of employees (6-8 nos.) of the same department may be invited to meet the Skip level Manager half-yearly, or it can be one-on-one, which is sometimes more effective.
- The meeting is carried out without the presence of the employee's immediate reporting manager.
- Skip level Manager provides an opportunity for the employees to suggest improvements in the work place, Business performance and also seek clarity on existing/ new systems/ policy.
- Skip Level Manager takes direct responsibility to resolve the queries/ clarifications raised during the meeting within two weeks.
- Some of the Do's & Don'ts to be followed by the employees & Skip Level Managers but not limited to the following are:

	Do's	Don'ts
Skip Level Manager	Build rapport and trust amongst the employees before starting the skip meeting	Make Commitments to the employees without stakeholder check
	Discuss broad themes/ concerns/ opportunities with the direct supervisor of the employees	
	Cover topics specified in the agenda & encourage employees to ask questions & give feedback	
	Limit the discussion to constructive criticism to bring out positive climate	
Employee	Be aware of the agenda before attending the meeting	Raise Questions related to salary disparity, performance reward & increments etc
	Be open and raise question related to the agenda. Give suggestion and feedback	



Coming together is a beginning; keeping together is progress; working together is success.

## SUPERANNUATION SCHEME

### ELIGIBILITY & APPLICABILITY

- Employees on regular rolls of the Company including probationers.

### SALIENT FEATURES

- Option to contribute 8% or 15% of the Basic.
- The fund is invested in LIC through GMR Group Employees Superannuation Fund Trust.
- LIC declares interest every year. It ranges from 8% to 9% PA.
- Employee to continue his membership as long as he is on rolls of the Company.
- The accumulations are transferable, provided if the prospective employer has the similar scheme.
- Payment of accumulated amount will be done as per following procedure and occasion:
  - » On cessation of employment at the request of the employee. (Employee will not get full amount on cessation but certain percentage by way of commutation is available (1/3 or 1/2). The commuted portion is subject to tax.
  - » On retirement (commutation & monthly Pension).
  - » On death (monthly Pension)
- The commuted value on retirement is tax free.

## GROUP MEDICLAIM INSURANCE

To take care of employees' health and to assist them regularly to meet unforeseen personal expenditure that may arise due to medical emergency.

### ELIGIBILITY & APPLICABILITY

- Mediclaim Insurance coverage is applicable for the employee and her/his family members. "Family members" include spouse and two dependent children. The employee has to declare her/his dependents under this scheme in the prescribed format at the time of joining

### POLICY & PROCEDURE

- Employee Spouse and two dependent children will be covered under Group Medical Employees' Insurance Policy along with employee for a maximum coverage amount of ₹ 1,50,000/- (Rupees One Lakh Fifty Thousand only) per annum. The premium for the insurance coverage will be part of employee Cost to Company. Additionally, employee can also opt for the coverage of parents/ in-laws under Group Medical Parents' Insurance Policy for a maximum coverage of ₹ 1,50,000/- (Rupees One Lakh Fifty Thousand only) per annum. The premium for the insurance coverage shall be borne by the employee
- Employees will be required to bear 10% of the total claim amount as co-payment under medical insurance policy

## SOCIAL MEDIA

Social Media has become an intrinsic part of everybody's life. In today's day and age, it has also become extremely relevant to maintain a clear demarcation between one's personal presence on social media as against one's professional presence on social media in order to ensure that work ethics are upheld. Reason being that, other members of social media who are aware of an employee's association with GMR, are likely to associate an employee's conduct on social media with his /her association with GMR.

### OBJECTIVE

- While we all undeniably enjoy the liberty of voicing our personal opinion at various social media platforms, it is pertinent to maintain ethical conduct on social media. The freedom of expressing one's views on social media meets a corresponding duty towards other members of the social media as well as the professional organization one is associated with.

### DO'S AND DON'T'S OF USING SOCIAL MEDIA:

- **CONFIDENTIALITY:** Avoid discussing any GMR Group related information that is considered confidential and falls under the category of trade secret(s), potential business strategy (ies) etc.
- **IDENTITY:** Ensure transparency and clarity as regards your identity on social media. Refrain from using anonymity and pseudo-names to carry out wrongful acts in terms of this Policy as well as under law.
- **AUTHORITY:** Refrain from posting personal comments in matters that are sensitive or beyond the purview of public speculation (For e.g. court cases in which GMR Group is a party).
- **RESPONSIBLE BEHAVIOR:** Ensure that you are polite, discreet, respectful and sensible in your conduct on social media.
- **ACCURACY:** Refrain from making speculative, baseless and unfounded comments or rumors that can offend other members on social media.
- **PRIVACY:** Refrain from sharing any personal information about other individuals. As regards personal details pertaining to self, refrain from sharing such information on social media unless you expressly want to publicize such details.
- **MAKE UP FOR YOUR MISTAKES:** If an error is made while sharing any information on social media, be the first one to voluntarily admit the error, correct it at the earliest
- **DON'T LET SOCIAL MEDIA ACTIVITIES IMPACT WORK:** Prioritize work over social media activities and ensure that work commitments are not affected.
- **COMPLIANCE:** At all times, comply with the law, including but not limited to law concerning intellectual property rights, information technology, and basic tenets of civil and criminal law.

## DOMESTIC TRAVEL

### POLICY & PROCEDURE

- This policy is applicable to all employees on the regular rolls of the company.
- These rules apply to tours up to 15 days.
- Tour period exceeding 15 days, prior permission needs to be taken from the HOD, who will, in consultation with the HR Department, determine the rules to be made applicable.
- All Air Domestic travel booking is permitted only in economy class.

### ELIGIBILITY FOR HOTEL STAY

JRL	Eligibility limits
LX/LA	At actual
LB	₹ 10000/- + tax per day in case of A grade cities, ₹ 8000 + tax in case of B grade cities and ₹ 5000/- + tax per day in case of C grade cities.
LC	₹ 7500/- + tax per day in case of A grade cities, ₹ 5000 + tax in case of B grade cities and ₹ 3500/- + tax per day in case of C grade cities.
LD - LE	₹ 5000/- + tax per day in case of A grade cities and ₹ 4000 + tax in case of B grade cities and ₹ 2500/- + tax per day in case of C grade cities.
LF - LH	₹ 3500/- + tax per day in case of A grade cities and ₹ 2000 + tax in case of B grade cities and ₹ 1500/- + tax per day in case of C grade cities.
LI - LJ	A grade cities: ₹ 1500/- per day + taxes Other cities (B&C grade): ₹ 1000/- per day + taxes
Others	A grade cities : ₹ 1000/- per day + taxes Other cities (B&C grade): ₹ 800/- per day + taxes
PA	At actual
PB	₹ 10000/- + tax per day in case of A grade cities, ₹ 8000 + tax in case of B grade cities and ₹ 5000/- + tax per day in case of C grade cities.
PC	₹ 7500/- + tax per day in case of A grade cities, ₹ 5000 + tax in case of B grade cities and ₹ 3500/- + tax per day in case of C grade cities.
PD - PE	₹ 5000/- + tax per day in case of A grade cities and ₹ 4000 + tax in case of B grade cities and ₹ 2500/- + tax per day in case of C grade cities.

Plan your  
travel in  
Advance



## DOMESTIC TRAVEL

### INCIDENTAL & FOOD EXPENSES IN CASE OF HOTEL & GUEST HOUSE STAY

JRL	Incidental		Food **	
	A Grade Cities Amount (₹)	B & C Grade Cities Amount (₹)	A Grade Cities Amount (₹)	B & C Grade Cities Amount (₹)
LX - LB	At actual	At actual	At actual	At actual
LC	300/- per day	200/- per day	1000/- per day	800/- per day
LD - LE	200/- per day	150/- per day	700/- per day	600/- per day
LF - LH	175/- per day	125/- per day	600/- per day	500/- per day
LI - LJ	150/- per day	100/- per day	350/- per day	250/- per day
Others	125/- per day	90/- per day	250/- per day	200/- per day
PA - PB	At actual	At actual	At actual	At actual
PC	300/- per day	200/- per day	1000/- per day	800/- per day
PD - PE	200/- per day	150/- per day	700/- per day	600/- per day

Per Diem Allowance in case of own stay (without bills): If an employee is availing Per Diem Allowance, then s/he will not be eligible to claim expenses under Incidental & Food.

Amount in ₹

JRL	A Cities Amount (₹)	B & C Cities Amount (₹) Top of Form
LX - LB	2500/- per day	2000/- per day
LC	2000/- per day	1500/- per day
LD - LE	1500/- per day	1200/- per day
LF - LH	1200/- per day	1000/- per day
LI - LJ	600/- per day	500/- per day
Others	400/- per day	300/- per day
PA - PB	2500/- per day	2000/- per day
PC	2000/- per day	1500/- per day
PD - PE	1500/- per day	1200/- per day

### LOCAL CONVEYANCE REIMBURSEMENT FOR OFFICIAL WORK

- Employees using their own personal vehicles for official work (like visiting clients, Government Officials, etc.,) are entitled to claim conveyance reimbursement (for fuel and associated expenses) at the following rates:
  - » For four wheeler: @ ₹ 11.00 per kilometer for LH & above and PE & above
  - » For two wheeler: @ ₹ 4.00 per kilometer for LI to LJ
- Employees using public transport will be allowed reimbursement of auto fare/ City taxi at actual.

## FOREIGN TRAVEL

In all cases of foreign travel, the approvals are to be routed as mentioned in the table below:

Purpose of Visit	Suggested approval – Business Chairman
Business – such as export promotion, technical and/ or commercial discussions, etc	If the travel is as per AOP, CEO/ GCXO to approve If the travel is not as per AOP, BC/ CC to approve
Training/ Seminar/ Conference	The approval by Business Chairman/ Corporate Chairman Based on the Training Need and overall Foreign Training Policy agreed with PHR

Travel, Accommodation and other Eligibility Limits will be as per the table given below.

JRL	Suggested approval – Business Chairman
LB & above	Elapsed travel time exceeding 8 hrs – Business Class Elapsed travel time less than 8 hrs – Economy Class
PB & above	Elapsed travel time exceeding 8 hrs – Business Class Elapsed travel time less than 8 hrs – Economy Class
Others	Economy Class

In case of Foreign Travel, the eligibility will be as mentioned here under:

JRL	Group A (North America; Japan; Europe; Hong Kong)			Group B South East Asia; China; Latin American countries; South Africa; Australia, Bangladesh & other countries		
	Accommodation (\$)	Food Expenses (\$)	Incidental Expenses (\$)	Accommodation (\$)	Food Expenses (\$)	Incidental Expenses (\$)
LX & LA	205	70	45	165	55	35
LB	200	65	35	160	50	30
PA	205	70	45	165	55	35
PB	200	65	35	160	50	30
LC & below	180	60	35	150	50	30
PC & below	180	60	35	150	50	30

Note : Group B will be 80% of Group A.

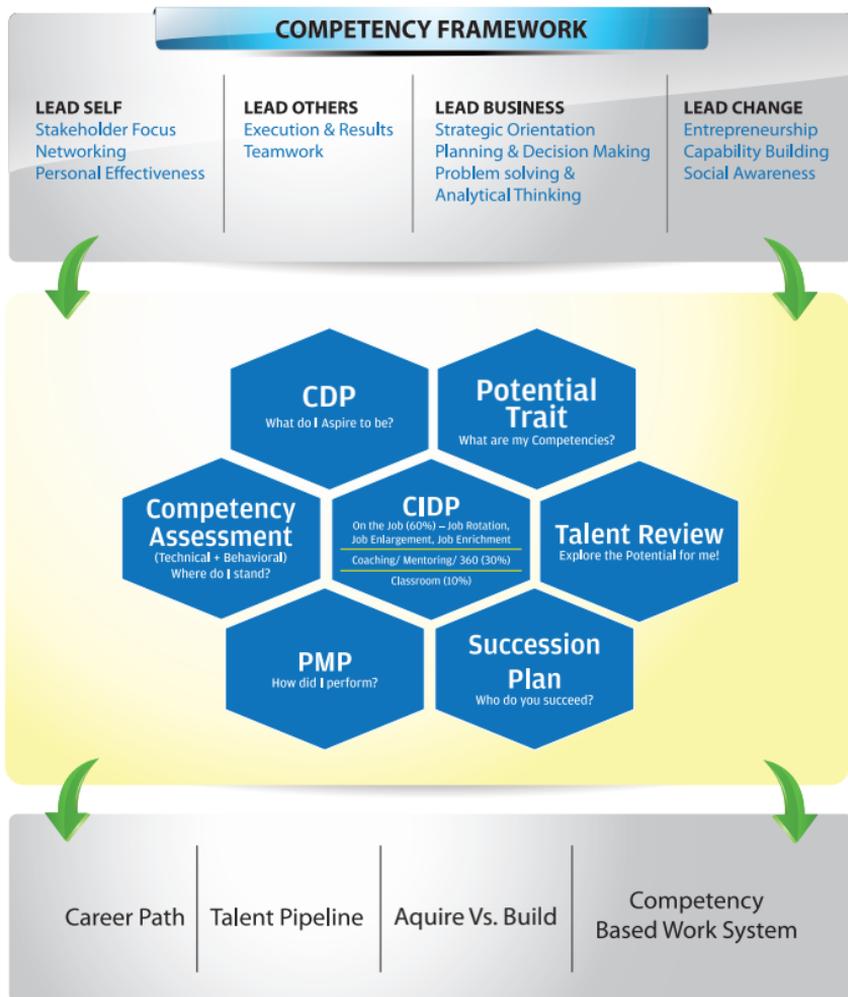
### KIT ALLOWANCE

- A kit allowance will be paid to the employees visiting abroad for the first time.
  - JRL LC & above and PC & above: ₹ 10,000/-
  - JRL LD & below and PD & below: ₹ 5,000/-

## TRANSFER & RELOCATION

Policy	Eligibility	Procedure	Co-ordinator
Temporary stay @ new location	- Employees on regular rolls	- Accommodation will be provided in Co. guest house for 15 days. In case of non-availability of guest house, accommodation in hotel will be provided as per the eligibility under the domestic travel policy	FMS
Packing , Freight & Insurance	- On actual	- Packing and freight charges by road and transit insurance for transporting the household items will be reimbursed on actuals with approval of HOD/CHRO	BHR
Brokerage Charges	- Employees on regular rolls	- Request to be attached with one month's rent details and bill for the same	BHR
Transportation of Vehicle	- LD & above and PD & above - One 4 wheeler - LE & below and PE - One two wheeler	- Request to be attached with the actual bill	BHR
Reimbursement of registration charges & road tax for 4 wheelers	- LD & above and PD & above - One 4 wheeler	- Request to be attached with the actual bill	BHR
Relocation Reimbursement	- Not applicable for new joinees	- One-time relocation reimbursement (for each transfer) of 2 months gross salary for LF & below and 1 month gross for LE & above and PE & above	BHR
House Deposit Advance	- Employees on regular rolls	- Interest free advance upto max. of 10 months' actual rent or 10 months of her/ his actual HRA whichever is lower. If taken on lease a maximum of One Lakh Rupees can be availed as House Deposit Advance - Employees to produce a proof of the agreement - House Deposit Advance will be recovered from employees salary subject to max 20 Equated monthly instalments	BHR
Reimbursement of Building Fund fee/ Donation	- Employees on regular rolls	- Building fund fee/ donation paid for admission of children into schools to a max of 2 children. The quantum will be one month gross per child or actual whichever is less. The claim is subject to submission of proof	BHR
Special Leave	- Employees on regular rolls. Not applicable for new joinees	- Upon relocation, employees will be granted not more than 7 working days to settle down at new place	BHR
Recovery	- Applicable for new joinees	- If an employee is terminated or resigns within 12 months of joining, the entire amount so reimbursed will be recovered	BHR

# TALENT MANAGEMENT



The competency framework will be the basis for all HR practices and serve as the "linkage" between individual performance and business results

# TALENT ACQUISITION – GROW



# GROW

Gain Rewarding Opportunities for Work

GROW (Gain Rewarding Opportunities for Work) – A Talent Acquisition Transformation initiative, focussing on employee referral and IJP processes through e – enablement.

## EMPLOYEE REFERRAL PORTAL:

### ELIGIBILITY & APPLICABILITY:

- All the regular employees of the Company in JRL LC & below and PC & below.

### PROCESS:

	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	Result
	 Talent Acquisition team posts the jobs through the Hirecraft	 Employee Login to Grow Portal with System login & password (Through GNET)	 Employee selects and refers candidate(s) for the job and also uploads CV for future Positions	 Applications along with details of referring employees are received	 Referred Candidate goes through Selection Process (Shortlisting & Screening)	 After Successful Selection Candidate get hired

- Dedicated portal to leverage employee referral network and seamless process flow for tracking of CV movement, feedback and closure update:

## EMPLOYEE IJP PORTAL (EMPLOYEE PROFILE REPOSITORY)

### ELIGIBILITY & APPLICABILITY:

- All the regular employees of the Company in JRL LC & below and PC & below.

### PROCESS:

	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	Result
	 Employee Login to Grow Portal and Select IJP Portal	 Employee Uploads the profile Key competencies and achievement details	 Talent Acquisition team reaches out to Suitable Employee based on profile match	 Employee Completes selection process along with other candidates	 Information and Intimation to Reporting Manager & SHOD about the application	 On Selection Employee gets Information as per IJP policy

- Employee uploads her/ his updated profile with key Competencies & achievements and creates the repository of profiles enabling the Talent Acquisition team to tap the Talent for various open positions across GMR Group for providing growth opportunities for the employees horizontally, vertically and diagonally. This are designed to facilitate group wide growth opportunities for potential internal talent. This will help in supporting talent value chain and develop internal talent ecosystem.
- GROW is accessible through the navigation path:

GNET > GROW > Select Employee Referral Portal > Position > Submit: [http://hireform/er\\_portal/client/loginer.aspx](http://hireform/er_portal/client/loginer.aspx)

## TALENT ACQUISITION

**Objective:** To standardize the recruitment and selection process and provide guidelines to be followed at GGIAL.

**Applicability:** This policy is applicable to recruitment of regular employees, trainees and principal associates

### PHILOSOPHY

- Comply fully with the employment objectives of the policy on Staffing
- Conduct resource activity in a way that enhances the reputation of GMR Group as a preferred employer within and outside the Group.
- Encourage external recruitment on a selective basis to bring-in fresh talent and required new skill sets.
- Identify and select individuals to ensure the best suitability for the current job level, experience and expertise for future needs.
- Give preference to bonafide Goans for all the jobs in the Airport.
- Only graduate & above shall be employed on permanent rolls of the company and undergraduates and below will be employed through contract/outsourcing rolls based on the business requirement

### VALUES

- Respect for each other.
- Commitment to provide a work environment free from discrimination based on race, language, religion, gender etc.
- Trust and benefit that satisfy the expectation of all the concerned parties.
- Strict compliance with applicable human rights and employment norms.
- GMR Group as a value proposition will not negotiate.
- Relationship building for a long-term association (with internal and external customers/vendors).

### MANPOWER PLANNING

- The HODs will prepare their department's Manpower plan and organogram for the financial year and get them approved by their CEO/GCXO as a part of their business Annual Operating Plan (AOP). The positions budgeted based on the JRLs will go through the staffing process as mentioned in this chapter. The HODs of a business will discuss with their BHR about the likely vacancies that are to be filled after an approval through the AOP. The BHR will give the detailed cost of staffing, cost of compensation and other direct/ indirect expenses for each position, which will be included in the AOP by the HODs.

## TALENT ACQUISITION

- Each resource is treated as a Capital Expenditure (CAPEX) and all the departments of various businesses will make provisions through budget and take approval from the GHB through the AOP.
- All resources approved, need to be requisitioned to HR for sourcing and staffing through the ERF.

### RESPONSIBILITY

- BHR/CHR department is responsible for coordinating the entire staffing activity and will ensure that all requirements of the staffing process are met.
- The requirement for resources is initiated/approved by the respective CEO/GCXO.
- BHR/CHR Department aggregates and collates the requirements and ensures that the right candidates are selected.
- The process of selection will be based on merit, ability, competence, experience, expertise and potential of the candidate.
- BHR/CHR Department would examine and explore the possibility of filling up the vacancy through internal resources while simultaneously looking for other recruitment methods. However, should there be an internal candidate who fits the requirements squarely, preference should be given to the internal candidate, through the IJP process.

### RECRUITMENT AND SELECTION

- The BHR/CHR department will identify the suitable profiles from the internal database and shortlist the candidates who meet the requirements of the vacancy.
- Internal database consists of pool of resumes that are available with the HR departments, CVs of Employee Referrals, advertisements, CVs of internal candidates, CVs received by e-mail/post and GMR GGIAL Portal.
- Recruitment & positions will be as per the Manpower Plan and the Organization Structure signed off and approved by the GHB.
- Recruitment of Management and Graduate Engineer Trainees from campus will be from reputed Business Schools, Engineering Colleges and other premier National/ International Institutes. Tier 1, Tier 2, Tier 3 categorization of Academic Institutes.

### NEED AND REQUEST FOR RESOURCE

- The Business/Unit/Functional Head will identify the resource need, which may have been triggered off, due to new projects coming up, business growth, attrition etc.

## TALENT ACQUISITION

- AOP will reflect Staffing on zero basis every year.
- The information will be sent to HR for resourcing activities.
- The Staffing process starts with a clear Head Count approval including need for replacement for an existing job.
- ERF will be raised in the format provided in Annexure IA which will be presented to HR for initiating resourcing activities. The ERF has to be raised even if the position is already included in AOP. The user dept. has to send the ERF to HR within 3 working days of receipt of resignation for replacement position

### STAFFING AUTHORITY

- The CEO/GCXO is the authority for staffing with the prior consent of GHB for recruitment of GM and above as per the AOP. For other levels, the business head follows AOP.
- Any resource requirement in view of the business exigencies over and above the approved structure and AOP needs approval as per the following process:
  - » GM and below level of positions not budgeted/planned through AOP as per the organogram can be approved by the CEO/GCXO.
  - » VP and above level of positions not budgeted/ planned through AOP as per the organogram needs to be approved by BCM/BCM-GCD.

### SOURCES OF RECRUITMENT

- On receipt of the ERF, the existing database of resumes and on job sites will be checked for suitable profiles.
- Recruitment may be taken up through external Placement Consultants; advertisements (Newspapers and magazines) direct application, employee reference, internally identified candidates, Campus recruitments, etc. BHR/CHR Department will evaluate and decide the option.
- The hierarchy of preference of the source of recruitment methods will be:
  - » Internal Job Posting (IJP)
  - » Employee Referrals
  - » Advertisements
  - » Job Portals
  - » Consultants

## TALENT ACQUISITION

### RESUME SCREENING AND SHORT LISTING

- The BHR/CHR Department will do the initial screening & short listing of resumes for the position.
- BHR/CHR Department during the short listing will focus on: Education, Experience, Current role/responsibilities, Salary level, Technical/Functional/Domain Knowledge, Culture fit, etc.
- The short listed resumes are sent to the concerned Business/Unit/Functional Heads for evaluation requesting them to indicate the action to be taken. As far as possible (depending on the availability), reasonable number of candidates will be provided for final selection.

### TECHNICAL/APTITUDE/PSYCHOMETRIC TOOLS

- Based on the experience of the candidates, applicable tests are conducted as part of the selection process, to short-list the candidates.
- Candidates who qualify will be called for interview as the next step of the selection process.
- Psychometric Tests/Tools may play an important part of the selection process for recruitments in the JRL of LD/PD and above to assess competencies required for the job, to develop & evolve a career and to make developmental plans for career growth in the company. For all engineer and management trainees, prescribed Psychometric Tests will be conducted in addition to assessment of knowledge and skills.
- The applicant will give her/his consent for the Psychometric Test in writing in the format.

### PRE-EMPLOYMENT MEDICAL CHECK-UP

- All selected candidates need to undergo a pre-employment medical check-up before joining GGIAL. Company has a tie up for Medical check up with the Hospital which has network of Hospitals all over India. A letter will be issued for pre-employment medical check-up, to a new recruit which s/he has to produce in the hospital for medical checkup.



**GOA** INTERNATIONAL  
AIRPORT



**GMR Goa International Airport Ltd**

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