



DO'S & DON'TS

VOLUME-II



FOREWORD

ಸಿ. ಬಿ. ಅನಂತ್‌ಕೃಷ್ಣನ್
ಅಧ್ಯಕ್ಷರು ಮತ್ತು ವ್ಯವಸ್ಥಾಪಕ ನಿರ್ದೇಶಕರು
ಸಿ. ಬಿ. ಅನಂತಕೃಷ್ಣನ್
ಅಧ್ಯಕ್ಷ एवं प्रबंध निदेशक
C. B. ANANTHAKRISHNAN
Chairman & Managing Director



ಹಿಂದೂಸ್ತಾನ್ ಏರೋನಾಟಿಕ್ಸ್ ಲಿಮಿಟೆಡ್
ಪ್ರಧಾನ ಕಛೇರಿ
ಹಿಂದುಸ್ತಾನ ಏರೋನಾಟಿಕ್ಸ್ ಲಿಮಿಟೆಡ್
ಮುಖ್ಯಾಲಯ
HINDUSTAN AERONAUTICS LIMITED
CORPORATE OFFICE



FOREWORD

Dear Colleagues

All organizations work with a vision of progress, and progress derives through productivity and efforts of all functioning offices and its individuals. Integrity, dedication to work and right decision is important for the offices and individuals to perform and also enhance productivity.

In this, the vigilance department, an extended arm of the Central Vigilance Commission serves an important purpose by laying down the framework within the organization to ensure effective implementation of the Company's and Government's Rules & Guidelines. Vigilance department is also considered widely as a benchmark of organizational integrity. One of the key functional tools of vigilance department is preventive vigilance.

I am glad to note that HAL's vigilance department has evinced keen interest and has put a lot of effort towards publishing a compendium of ready reference of HAL Rules and Regulations titled as "Do's & Don'ts" for officers and workmen working in different functional departments.

I appreciate the efforts of vigilance department in publishing the compendium which will provide a knowledge sharing platform between cross-functional departments and support organization integrity & productivity in all respects. I am hopeful that this compendium will increase efficiency and productivity in work and make our employees more responsible and will maintain concordance between Company's goals and work procedures.

I hope that this compendium will be widely read by all the employees of the Company and will be useful to them in performing their duties honestly, efficiently and fearlessly.

Place: Bengaluru
Date: 28.10.2022

(C. B. Ananthakrishnan)

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FOREWORD

ಕಲ್ಯಾಣಿ ಸೇತುರಾಮನ್, ಐ ಆರ್ ಎ ಎಸ್
ಮುಖ್ಯ ಜಾಗೃತಿ ಅಧಿಕಾರಿ

कल्याणी सेतुरामन, आईआरएस
मुख्य सतर्कता अधिकारी

KALYANI SETHURAMAN, IRAS
Chief Vigilance Officer



FOREWORD

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मुख्यालय
HINDUSTAN AERONAUTICS LIMITED
CORPORATE OFFICE

Dear colleagues,

One of the major constraints in functioning of a public office is the existence of a knowledge gap. Impropropriety or irregularities in procurements, financial irregularities and misconducts are often a result of inadequate understanding of the rules and procedures. Greater awareness of Company rules and procedures is imperative to good governance.

Lack of clarity or ignorance about the rules and regulations makes an employee apprehensive and indecisive, which leads to delays or sometimes leads to decision paralysis or wrong decision and becomes a prime cause of complaints/grievances. Hence a need to have a compendium for Do's and Don'ts was felt. This compendium has been prepared keeping in mind all the newly revised manuals and circulars of the Company and make the HAL employees in general and supervisory authorities in particular, to be familiar with the latest rules and to make them confident and fearless in discharge of their duties.

The prime objective of this compendium is to sensitize the employees on correct conduct and to enhance greater compliance of rules and procedures of the Company, which will go a long way in instilling confidence while discharging their duties and responsibilities. We hope that this compendium on "Do's and Don'ts" for HAL employees will be helpful in better understanding of rules and regulations of the organization.

I take this opportunity to express my gratitude and sincere thanks to all concerned who have helped in compilation and publication of this compendium with utmost dedication and sincerity. I also extend heartfelt acknowledgements to the team vigilance for the untiring efforts and relentless endeavor put in for publication of this compendium.

Place: Bengaluru
Date: 28.10.2022

(Kalyani Sethuraman, IRAS)
Chief Vigilance Officer

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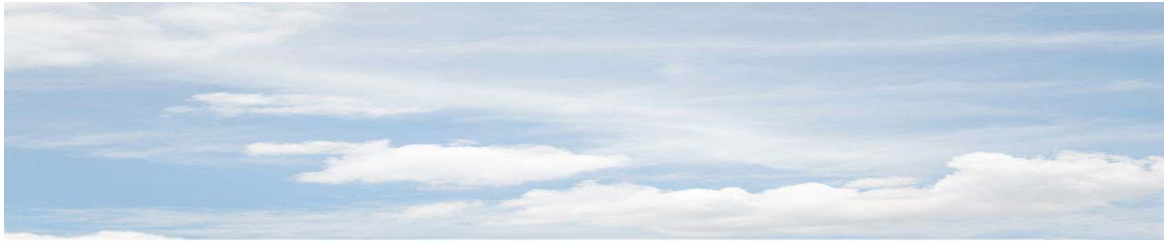


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CHAPTER 1

General



- ☑ Do your actions in your day-to-day official activities in good faith i.e., with bonafide intentions.
- ☑ Do follow HAL conduct, discipline and appeal rules/ standing orders, as the case may be, in letter and spirit.
- ☑ Do be conversant with the extant rules and regulations before taking any decision.
- ☑ Do be dispassionate while taking decisions so that no undue favours are extended to anyone.
- ☑ Do record your reasoning for a particular decision in the file as logically and as clearly as possible, refer DoP.
- ☑ Do take proper caution in the exercise of powers and use of discretionary powers.
- ☑ Do always indicate date, full name and designation in noting.
- ☑ Do dispose of cases promptly but without undue haste.
- ☑ Do intensive monitoring of delays and disposal of files of your department.
- ☑ Do prepare a short check list of all essential procedures. Ensure that all procedures have been followed by referring to the check list, if available.
- ☑ Do make it a habit to record the minutes of a meeting at the earliest possible. Circulate the minutes to all concerned positively within a week of holding such meetings and secure signatures.
- ☑ Do take prompt action to redress the grievances. Handle complaints as per complaint handling policy.



DON'TS

- ☒ Don't be arbitrary and illogical in your decisions.
- ☒ Don't delay the decisions and/ or movement of files.
- ☒ Don't get influenced by personal likes and dislikes, whims and prejudices while disposing files.
- ☒ Don't take part in the decision making, if any of your relative is one of the tenderers/ beneficiary.
- ☒ Don't mix up your personal and official work as far as possible.
- ☒ Don't make any attempt to flout or circumvent or short-circuit the rules or regulations to suit vested interests.
- ☒ Don't sign the minutes or any other documents back-dated.
- ☒ Don't exceed your powers in any matter.
- ☒ Don't deal with firms, which do not give full and complete address or detailed particulars. Check antecedents of such firms.
- ☒ Don't seek or receive cash donations and advertisements or any favour from the contractors/ suppliers, etc. even for a good cause lest it should place you under obligations.
- ☒ Don't allow your family members to use your name for personal gains.
- ☒ Don't misuse company's property, i.e. misuse of vehicles, telephones, etc.

CHAPTER 2

Human Resources- Recruitment




- ☑ Do finalize the manpower requirement & recruitment plan in consultation with concerned departments in line with manpower sanctions and applicable guidelines.
- ☑ Do ensure to prepare rosters and finalize reservation of vacancies in conformity with the government directives and approval from competent authority.
- ☑ Do prepare clear & concise recruitment advertisement inclusive of all applicable terms & conditions of recruitment.
- ☑ Do ensure to publish the recruitment advertisement in newspapers, employment exchange, HAL website and other modes of notifying the vacancies as per prevailing guidelines.
- ☑ Do ensure that candidates are shortlisted based on the criteria given in the recruitment advertisement and prevailing policy guidelines.
- ☑ Do ensure to display the statutory warning boards at the venue of examination / interview hall indicating latest details of CVC / head of division/vigilance department contact details.
- ☑ Do ensure that members being nominated as selection committee for recruitment have not been issued with advisory / punishment in recruitment cases during the preceding three years.
- ☑ Do ensure to follow the applicable checklists for verification of documents at the time of interview and ensure to collect all relevant documents at the time of document verification.

- ☑ Do supervise & monitor the outsourced agency activities at all stages of recruitment as per contract.
- ☑ Do ensure to publish the results within the prescribed time limits.
- ☑ Do ensure pre-employment medical examination of selected candidates.
- ☑ Do take utmost care and check the remarks of selection committee while issuing provisional offer of appointments to selected candidates.
- ☑ Do exercise caution while operating the panel of shortlisted candidates as per prevailing guidelines.
- ☑ Do ensure verification of prior character & antecedents and other verifications required for issuing final offer of appointment.
- ☑ Do ensure verification of caste & other credentials from the concerned authorities, wherever applicable.
- ☑ Do ensure proper documentations/files/records related to recruitment and preserve the same.
- ☑ Do ensure that all applicable policy guidelines are compiled while conducting recruitment.



- ☒ Don't conduct recruitment without valid manpower sanctions and approval from the competent authorities.
- ☒ Don't engage any agency to conduct recruitment without a valid rate contract entered through commercial procedures.

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- ☒ Don't include ambiguous eligibility conditions in the recruitment advertisement.
 - ☒ Don't permit any unauthorized persons to the examination / interview hall premises.
 - ☒ Don't reveal/divulge any confidential information pertaining to stages of recruitment to any unauthorized persons.

HR- estate & township administration



- ☑ Do ensure to take all possible steps to safeguard HAL land & estate.
- ☑ Do preserve and maintain all property documents. Ensure title deeds pertaining to HAL land & estate is in safe custody.
- ☑ Do ensure construction of boundary/compound wall/fencing wherever required to safeguard HAL property and prevent encroachments.
- ☑ Do ensure regular/periodical inspection of HAL land & estate.
- ☑ Do ensure eviction proceedings are conducted in line with applicable guidelines and completed in a time bound manner by the estate officer.
- ☑ Do ensure allotment of vacant company quarters in a timely manner to avoid idling of quarters and payment of HRA to employees.
- ☑ Do ensure company quarters are allotted in compliance to existing company guidelines with due approval of competent authority.
- ☑ Do ensure that agreements are entered & renewed in time with vendors, agencies to whom HAL land/shops are allotted.
- ☑ Do ensure revision of rentals on shops & lands at regular interval with the approval of competent authority.
- ☑ Do ensure regular inspection and review of subletting/ unauthorized use of HAL land, shops, and quarters by the original allottees.

- ☑ Do ensure timely intimation with regard to payment/stoppage of HRA in relation to allotment/vacation of company quarters.
- ☑ Do ensure to collect advances, rentals and water & electricity charges as per prevailing rates without delay.



- ☒ Don't allow unauthorized occupancy & use of company quarters.
- ☒ Don't delay the action to be taken on any encroachments and unauthorized access into HAL land & estate.
- ☒ Don't allot any shops/quarters, etc without the approval of competent authority and without complying with the existing company guidelines.

HR - General



- ☑ Do file updated HR policies issued from time to time and maintain the file/folder for easy access.
- ☑ Do ensure that all employee data and personal files are maintained & updated regularly .
- ☑ Do ensure correctness of HR data in IFS, monitor & update at regular intervals.
- ☑ Do process promotions in line with applicable promotion rules.
- ☑ Do handle & address employee grievances/representations in a timely manner.
- ☑ Do ensure all MIS & statutory reports/returns (internal & external) are submitted in time to all concerned authorities.
- ☑ Do ensure only eligible family members as dependent of employee to avail various company benefits.
- ☑ Do ensure renewal of statutory licenses applicable to division under various labour laws to avoid penalty, notices, etc.
- ☑ Do ensure regular monitoring of disciplinary proceedings and disposal of cases within stipulated time period.
- ☑ Do ensure monitoring of pending court cases and regular interaction with advocates to expedite the disposal of court cases in a timely manner.
- ☑ Do ensure to forward all complaints without initiating any action to vigilance department.

DON'TS ARE NOT PREPARED FOR HR GENERAL

CHAPTER 3



Security - Physical

- ☑ Do co-operate with security for searches in order to prevent any pilferage / theft attempts.
- ☑ Do ensure proper hangar security.
- ☑ Do be watchful for any unidentified person in your work place and enquire about his identity.
- ☑ Do store all the classified documents under lock & key.
- ☑ Do be vigilant with respect to unattended bags/parcels/ suspicious things in your area of work & vicinity.
- ☑ Do inform security department about any suspected materials in and around your area & breaches if any in physical security, sabotage etc.,
- ☑ Do observe all security regulation in all your day to day activities so as to prevent any loss of property/lives.
- ☑ Do escort visitors to designated area of visit.
- ☑ Do ensure visitor's entry is restricted to the area of visit only.
- ☑ Do prove your identity and declare your belongings at entry.
- ☑ Do display your badge at all times inside factory/ office premises.
- ☑ Do disclose personal belonging like bags/ electronic gadgets at entry.
- ☑ Do ensure to carry movement pass/ gate pass during entry/ exit.
- ☑ Do ensure authorized signatory signs the material gate pass.



DON'TS

- ☒ Don't carry any prohibited weapons/explosives inside the factory.
- ☒ Don't carry any unauthorized CD's/pen drives or any electronic gadgets.
- ☒ Don't disclose any information to visitors other than their purpose of visit.
- ☒ Don't allow any unauthorized movement of drawings/ materials without proper gate passes.
- ☒ Don't leave the hanger open during lunch/shift closing hours.
- ☒ Don't accept any unknown parcel/closed covers without sender's particulars.
- ☒ Don't carry personal mobile phones inside factory premises without authorization.
- ☒ Don't take photographs inside the premises.
- ☒ Don't delay in reporting of any unusual incidents and breach of security.
- ☒ Don't permit a person without valid identity inside factory premises.
- ☒ Don't touch unclaimed baggage or items, inform security.
- ☒ Don't permit the company materials to be taken out without proper authority.

CHAPTER 4


Security - Document



- ☑ Do ensure the physical security of your room, documents, safes, almirahs, seals, keys, etc. at all times.
- ☑ Do ensure that classified matters are adequately safeguarded at all times and that all-accountable classified documents are entered in a register, which is regularly checked.
- ☑ Do security grading of the classified document marked on each page of the document and all pages are accurately accounted for.
- ☑ Do ensure all copies of "top secret" and "secret" documents are serially numbered and accurately accounted for.
- ☑ Do ensure that knowledge of classified matter is confined only to individuals who are duty bound to know it. Follow the principle of need to know.
- ☑ Do ensure that all waste papers are shredded daily under adequate supervision.
- ☑ Do proper disposal of old letter heads/ rubber stamps/ visiting cards etc to avoid misuse.



- ☒ Don't hesitate to check and establish the identity of an unknown visitor before you pass on any classified information to him.


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- ☒ Don't leave your room with classified papers lying on your desk. Lock them up even if you leave your room for a short while.
 - ☒ Don't take official documents home without permission.
 - ☒ Don't have classified maps, graphs, charts, photographs, etc. displayed openly on the walls of your office.
 - ☒ Don't forget to destroy all drafts, rough notes, spare copies, steno notes, carbons, etc. when you get your fair copy ready.

CHAPTER 5

Integrated Material Management



- ☑ Do ensure that purchase of items is processed based on approved material purchase requisitions (MPRs).
- ☑ Do ensure the duly signed Adequacy Statement is available in the file for production items.
- ☑ Do provide clear and complete description of services/goods with quantity of required item(s) leaving no scope for manipulation.
- ☑ Do make use of formal market discovery tools e.g. pre-bid conference and/or well publicized expression of interest (EOI), in case of complex and first time procurements and record the MoM (Minutes of meeting) and file.
- ☑ Do ensure that the pre-qualification criteria (PQC) is not restrictive so that adequate competition is ensured.
- ☑ Do ensure incorporation of integrity pact (IP) clause with clear-cut mentioning of IEMs with Name, Designation & e-mail address and format in the bid documents for all procurements above threshold value as specified from time to time.
- ☑ Do exercise proper care and due diligence before final uploading/ issue of the tender documents.
- ☑ Do ensure the approved mode of tendering i.e., open, limited, GeM, proprietary, etc.
- ☑ Do ensure that justifiable reasons are recorded while going for limited (less than 5 vendors)/single/proprietary tenders.

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- ☑ Do provide sufficient time to the bidder for preparation and submission of the bids.
 - ☑ Do check the dates of bid submission start date, end date and other dates with timeline of tenders with respect to working days in order to avoid issuing corrigendum/ addendum at a later date.
 - ☑ Do ensure that valid & latest manufacturer's authorization certificate is attached when a firm sends a quotation for an item manufactured by a different company.
 - ☑ Do ensure that all tenders are evaluated strictly on the basis of the terms and conditions incorporated in the tender document.
 - ☑ Do ensure technical and commercial evaluation is done in a time bound manner with the approval of competent authority and within the validity of offers.
 - ☑ Do ensure that there is no 'cartelization' during tendering process.
 - ☑ Do ensure reasonability of rates and recoverability before recommending for procurement.
 - ☑ Do follow the guidelines issued for approval of competent authority in the event of cancellation of tenders.
 - ☑ Do ensure all concerned sources are intimated regarding cancellation of the tenders.
 - ☑ Do ensure acceptance of repeat order clause by vendor while placing the repeat order.
 - ☑ Do ensure return of EMDs of bidders in case of cancellation of tender/ technically rejected offers/ non L1 offers in stipulated time period as mentioned in purchase manual.

- ☑ Do ensure for approval of the sources (OEM/ Licensor or their Authorized/ Nominated Service Centre/ Approved Service centres of HAL/ Sources specifically developed by HAL or nominated by customer for Repair/Overhaul/ Defect Investigation of Aircraft/ Engine LRUs/ Rotables / Parts by Level I Executive at the time of provisioning.
- ☑ Do ensure tender undertaking is properly signed by tender opening committee.
- ☑ Do ensure keeping the samples asked as a part of RFQ as basis for tender evaluation.
- ☑ Do ensure the submission of sample within the due time of RFQ.
- ☑ Do ensure the acknowledgement of RFQ by bidder in case of e-mail tendering or generate read receipt from the system, if so warranted.
- ☑ Do ensure in e-mail tendering, RFQ is sent individually to all prospective bidders.
- ☑ Do ensure timely commissioning of items procured under capital/ DRE.
- ☑ Do ensure timely payment advice and release of payment by CPPC.



- ☒ Don't raise indent for items in excess of normal consumption pattern.
- ☒ Don't furnish tailor-made specifications/ eligibility criteria to favour selected suppliers.
- ☒ Don't allow proprietary purchase **unless** justification is available and proprietary certificate approved by competent authority.
- ☒ Don't procure materials on brand basis without competent authority's approval and specifications made accordingly.

- ❌ Don't resort to open/ web/ GeM tendering in case brands or makes are called in the specification.
- ❌ Don't resort to proprietary purchase of items where equivalents are available in the market.
- ❌ Don't resort to emergency purchase and by pass competitive tenders on flimsy grounds.
- ❌ Don't do local purchases from a 'single source', unless it is urgently required.
- ❌ Don't give advance intimation of the indent requirements and estimated value to friendly firms.
- ❌ Don't use email which is used specifically for receipt of tenders for sending RFQ's in case of e-mail tendering
- ❌ Don't share the password of tender opening e-mail & it should be kept in confidentiality with departmental head.
- ❌ Don't delay finalization of tenders.
- ❌ Don't prepare over-estimated/unjustified proposals for services/procurement.
- ❌ Don't split the quantum work to be executed/quantity of items to be procured, in order to avoid scrutiny and sanction of higher authorities.
- ❌ Don't entertain post contract amendment as a routine.
- ❌ Don't entertain quotations which appear to be modified/ revised having financial implications without being attested by the tenderer.
- ❌ Don't delay refund/ return of earnest money deposit (EMD)/ security deposit (SD)/ Performance Bank Guarantee (PBG).
- ❌ Don't entertain rejection of offers on frivolous grounds during technical evaluation.
- ❌ Don't delay processing of bills of vendors.

CHAPTER 6

Stores




- ☑ Do ensure physical verification of stores at regular intervals.
- ☑ Do ensure that receiving reports (RRs) are promptly raised.
- ☑ Do ensure that all materials are issued against proper documents.
- ☑ Do ensure that all materials going out of division from stores are through gate pass only.
- ☑ Do ensure proper maintenance and timely updation of records in integrated financial system (IFS).
- ☑ Do maintain proper records for claiming warranty replacement.
- ☑ Do ensure stores inspection clearance and obtain acceptance tags wherever necessary while accepting store items.
- ☑ Do analyze the consumption pattern of an item before placing indent for its procurement.
- ☑ Do ensure to always go for rate contract rather than procuring the same in piece meal basis for any recurring type of consumable items.
- ☑ Do insist on stock verification of the store items at the time of taking over charge.
- ☑ Do maintain prescribed records for every issue of item(s) from store.
- ☑ Do ascertain and segregate right type of scrap before disposal and take into account all parameters while fixing reserve price of scrap materials.

- ☑ Do keep strict watch on disposal of scrap to ensure that usable materials are not mixed up with scrap for sale before or at the time of lifting by scrap dealer.
- ☑ Do report promptly to competent authority in case of theft of store items.
- ☑ Do ensure proper security of "stores" premises.
- ☑ Do ensure proper temperature for storage wherever applicable.
- ☑ Do ensure calibration of weigh bridge at regular intervals by authorized agency.



DON'TS

- ☒ Don't make entries for the materials which have not been supplied by the vendor.
- ☒ Don't accept materials with shortage/ damage or not conforming to specifications.
- ☒ Don't accept a supply without checking the seals and the supporting inspection certificates.
- ☒ Don't mix-up the rejected materials with other supplies.
- ☒ Don't permit unauthorized personnel to enter the stores.
- ☒ Don't hand over any material to unauthorized persons.
- ☒ Don't record transaction of purchase and issue of material without physically carrying out the said activity.
- ☒ Don't modify description of the items in IFS so as to change its classification.


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- ☒ Don't allow manipulation of the stores receipt vouchers (SRVs) and store issue vouchers (SIVs).
 - ☒ Don't issue life expired items for production use.


CHAPTER 7

Outsourcing



- ☑ Do carry out extensive market survey to increase vendor registrations.
- ☑ Do ensure that reasons for outsourcing are recorded in the MSR.
- ☑ Do maintain a directory of registered vendors and ensure updation on periodic basis.
- ☑ Do ensure the performance rating of sub-contractors is done annually in scale of 1 to 100.
- ☑ Do ensure the scope of work indicates the long term requirement/ total project requirement.
- ☑ Do ensure the execution of work of the outsourced activities is clearly defined in RFQ with/without material supplied by HAL/ Sub-contractor.
- ☑ Do ensure, the quality requirements, maximum permissible rejection and approximate cost of raw material (if supplied by HAL) is clearly spelt in RFQ.
- ☑ Do ensure L1 evaluation criteria is mentioned in RFQ.
- ☑ Do ensure the safeguard for IPR is taken care by signing legal documents like Non-Disclosure Agreement (NDA), etc.
- ☑ Do follow the guidelines for removal of a firm from the approved list of outsourced vendor.
- ☑ Do allow adequate and reasonable minimum time (as prescribed) for opening of all tenders to encourage proper response and adopt competitive tendering system.


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- ☑ Do seek break-up of tooling and development cost separately as non-recurring cost (NRC) in case of major development work in tier I/ tier II outsourcing.
 - ☑ Do ensure that the technical specifications/terms and conditions are not tailor-made to favour to particular firm.
 - ☑ Do ensure acceptance of repeat order clause by sub-contractor while placing the repeat order.
 - ☑ Do ensure incorporation of integrity pact (IP) clause with clear-cut mentioning of IEMs with Name, Designation & e-mail address and format in the bid documents for all tenders above threshold value, as specified from time to time.
 - ☑ Do ensure that always sealed quotations are obtained in case of manual tenders and that quotations are obtained from genuine firms who can also quote competitive rates.
 - ☑ Do ensure availability of HAL Estimates in sealed envelope duly signed by competent authority before the date of opening of technical bid.
 - ☑ Do make use of formal market discovery tools e.g. pre-bid conference and/or well publicized expression of interest (EOI), in case of complex and first time procurements and record Minutes of Meeting (MoM) and file.
 - ☑ Do ensure that evaluation of the offers received is done judiciously after checking all tender terms and conditions.
 - ☑ Do ensure that the technical evaluation committee is duly constituted at competent level of officers specified.
 - ☑ Do record relevant reasons for rejecting any offer.
 - ☑ Do conduct negotiations in exceptional cases with L1 bidder only and not as a matter of routine.

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- ☑ Do check while accepting the material from the outsourced vendor whether it has been inspected by the authority nominated for the purpose.
 - ☑ Do stay vigilant about purchase order clauses relating to increase/decrease in prices, revision of taxes and duties while granting extension of completion period/delivery dates.
 - ☑ Do stay vigilant about requests for change of inspection clauses as request may come from the outsourced vendor for such a change, to get over some inconvenient inspection parameters.
 - ☑ Do ensure technical and commercial evaluation is done in a time bound manner with the approval of competent authority and within the validity of offers.
 - ☑ Do ensure that risk purchases are completed within the time schedule and also that the risk purchase claims are lodged on the defaulting outsourced vendor promptly without delay.
 - ☑ Do ensure to obtain bank guarantee, indemnity bond & comprehensive insurance for the contract period from the outsourced vendors for free issue materials and get renewal of the same on annual basis.
 - ☑ Do ensure return of gauges/ tools/ IPR items sent to vendor as assistance before advising payment to CPPC.
 - ☑ Do follow the guidelines issued for approval of competent authority in the event of cancellation of tenders.
 - ☑ Do ensure all probable sources are intimated regarding cancellation of the tenders.
 - ☑ Do ensure return of EMDs (if asked in RFQ) of bidders in case of cancellation of tender/ technically rejected offers/ non L1 offers in stipulated time period.
 - ☑ Do ensure approval of the source by level I executive at the time of provisioning for single tender cases.

- ☑ Do ensure that study is done for single tender cases periodically to generate competitive market.
- ☑ Do ensure tender undertaking properly signed by tender opening committee.
- ☑ Do ensure the acknowledgement of RFQ by bidder in case of e-mail tendering or generate read receipt from the system, if so warranted.
- ☑ Do ensure in e-mail tendering, RFQ is sent individually to all prospective bidders.
- ☑ Do ensure timely payment advice and release of payment to CPPC.



- ☒ Don't recommend registration of vendor without ascertaining the capability and capacity.
- ☒ Don't initiate tendering action without approval of material sub-contract request by the competent authority.
- ☒ Don't allow splitting of requirement or addressing less than five sources without recording valid reasons and obtaining approval of the competent authority.
- ☒ Don't exercise the powers of the accepting authority in case you have been a member of the tender committee.
- ☒ Don't advise the tender committee prior to their deliberations on the suitability or otherwise of any particular offer.
- ☒ Don't change the constitution of the technical evaluation committee except when unavoidable.
- ☒ Don't accept change in technical specification after opening of tenders.
- ☒ Don't accept quotations through e-mail unless they are invited through e-mail and with approval of the competent authority.

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- ☒ Don't consider unsigned quotations for evaluation.
 - ☒ Don't use email which is used specifically for receipt of tenders for sending RFQ's in case of e-mail tendering.
 - ☒ Don't share the password of tender opening e-mail which is to be kept confidentially with departmental head.
 - ☒ Don't disclose HAL estimates to any of the bidders at the time of tender opening.
 - ☒ Don't consider late tenders for tender opening.
 - ☒ Don't delay refund of earnest money to the unsuccessful tenderers.
 - ☒ Don't propose postponement of due date of tender without valid reasons e.g. request from bidder on justifiable ground, change in tender terms and conditions etc.
 - ☒ Don't open price bids without receipt of technical evaluation of technical bids by approved divisional committee for outsourcing in case of two bid system.
 - ☒ Don't open the price bid of un-successful bidders.
 - ☒ Don't open price bids without ensuring validity of offers from all technically acceptable bidders.
 - ☒ Don't open price bids without obtaining HAL estimate in sealed cover.
 - ☒ Don't reveal the HAL estimates to sub-contractors.
 - ☒ Don't issue HAL materials to outsourced vendor without obtaining valid bank guarantee and indemnity bond.
 - ☒ Don't process the bill with errors or alterations unless attested by the bill signing authority.
 - ☒ Don't delay refund of security deposit to the vendors after the work or supply has been completed and other conditions of contract have been fulfilled.
 - ☒ Don't delay passing bills of outsourced vendors .

CHAPTER 8

Service Contracts works



- ☑ Do ensure signing the attendance register daily by all labour.
- ☑ Do prepare and sign daily work allocation sheet.
- ☑ Do ensure wearing assigned uniform and shoes by contract employees.
- ☑ Do ensure usage of proper PPEs (Personnel Protective Equipments) during work.
- ☑ Do maintain tools issue register properly.
- ☑ Do maintain material stock register properly.
- ☑ Do ensure movement pass and gate pass of casual employee is regulated properly.
- ☑ Do ensure that annual tools, consumables, materials, chemicals etc supplied by the vendor confirm to B.O.Q specification, brand, ISI mark.
- ☑ Do ensure supply of uniform, shoe and other materials as per B.O.Q within the time stipulated in the contract.
- ☑ Do ensure compliance of all statutory norms such as factory act, labour act, ESI, PF, minimum wages, taxes, OT norms, allowances etc.
- ☑ Do process the bill without delay.
- ☑ Do make recovery for shortage of man power, shortage of materials etc as per terms and conditions of contract.



DON'TS

- ☒ Don't permit the casual employees inside the factory premises without uniform, shoes and identity card.
- ☒ Don't permit the casual employee inside the factory premises without police verification certificate.
- ☒ Don't allow unnecessary movement of casual employee from the designated work place.
- ☒ Don't allow casual employee to drive vehicles, cleaning equipment's and operating of machineries without authentication.
- ☒ Don't receive materials, tools, consumables other than B.O.Q.

CHAPTER 9

Pre award activities of civil works




- ☑ Do prepare estimates from drawings duly supported by calculations.
- ☑ Do make estimates as per the site condition and actual measurement taken from site for repair and rectification work.
- ☑ Do give realistic duration for execution of work.
- ☑ Do incorporate relevant and adequate specifications, conforming to relevant Indian standard (IS) specifications.
- ☑ Do rate analysis on the basis of market rates for preparation of estimates for items not found in military engineering services standard schedule of rates (MES SSR).
- ☑ Do ensure suitable item number of MES SSR is mentioned in the estimate.
- ☑ Do mention various conditions of contract such as general conditions, technical specifications, special conditions, etc. clearly in as much detail as possible in tender conditions.
- ☑ Do mention all commercial clauses including taxes, duties of all types in detail in tender conditions.
- ☑ Do mention qualifying requirements clearly in detail in tender conditions.
- ☑ Do obtain administrative approvals from competent authorities on the proposal containing detailed estimate which has been technically approved and duly concurred in by finance.

- ☑ Do adopt suitable mode of tendering (open, limited or single) depending upon value, urgency and nature of the work and obtain prior approval from competent authority.
- ☑ Do record reasons for adopting single or limited tender procedure.
- ☑ Do open the tender only in presence of authorized tender opening members from contracts and finance.
- ☑ Do ensure that credentials/experience certificate of the contractor are verified.
- ☑ Do mention cuttings/over-writings wherever they occur and also mention total number of such corrections at the bottom of each page of quotation.
- ☑ Do consider rates quoted in words when there is a discrepancy between rates quoted in figures and words.
- ☑ Do ensure reasonableness of rates by analyzing and comparing the major items with market rates if MESSSR is not available.
- ☑ Do identify abnormally high and low freak rate (HFR/LFR) items.



- ☒ Don't make vague estimates without adequate details.
- ☒ Don't take rates of previously awarded works for preparation of estimates.
- ☒ Don't mention conflicting or erroneous conditions, technical specifications, etc. in the bid document.
- ☒ Don't keep the qualifying requirements vague.
- ☒ Don't include such items or scope of work which are not needed.
- ☒ Don't resort to single or limited tender in normal circumstances.


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- ❌ Don't resort to single or limited tender in normal circumstances.
 - ❌ Don't issue limited tender papers to unregistered agencies.
 - ❌ Don't accept bids that are received after scheduled opening time.
 - ❌ Don't accept bids without earnest money.
 - ❌ Don't entertain any unauthorized person during bid opening.
 - ❌ Don't process work order on single response against open tendering as a routine.
 - ❌ Don't bypass the lowest bidder on flimsy grounds.
 - ❌ Don't exceed the validity period of offers during processing of tender. These should be invariably extended before processing and expiry.
 - ❌ Don't split a bigger work into smaller works just to bring it within the powers of particular level /authority.
 - ❌ Don't resort to post- facto approval, as far as possible.

CHAPTER 10

Post award activities of civil works



- ☑ Do enter date of handing over of site and get the signature of the contractor in the site-order-book immediately after handing over of site.
- ☑ Do read the conditions of contract carefully.
- ☑ Do study the drawings carefully and ensure execution of works as per drawings.
- ☑ Do ensure timely release of drawings/ details from the concerned departments and issue to contractor before commencement of work.
- ☑ Do seek prior or concurrent approval of competent authority in case any deviation/substitution/occurrence of extra works are foreseen.
- ☑ Do ensure proper quality tests of materials as per quality plan / BIS codes.
- ☑ Do ensure cement and steel reconciliation in every measured bill.
- ☑ Do ensure quality of costly material under contractor's scope.
- ☑ Do carry out random and surprise checks of quality of work.
- ☑ Do analyze extra/substituted items strictly as per the provisions of contract.
- ☑ Do ensure implementation of conditions such as deployment of specialists, experts, engineers, etc. strictly as per contract.
- ☑ Do ensure removal of substandard material from site.

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- ☑ Do maintain record of dismantled serviceable material.
 - ☑ Do avoid practice of issuing material beyond the scope of contract.
 - ☑ Do ensure materials are brought as per bill of quantities (BOQ).
 - ☑ Do ensure extension of time approval before completion period of work, if required.
 - ☑ Do obtain approval for non-tendered items before carrying out the work.
 - ☑ Do ensure site registers are maintained as per the contract.
 - ☑ Do monitor low freak rate (LFR) and high freak rate (HFR) items as per the contract conditions.
 - ☑ Do ensure that changes in the drawing are approved by competent authority.
 - ☑ Do make milestone payments as per stipulated terms and conditions of contract.
 - ☑ Do check on liability of the contractor before initiating payments.
 - ☑ Do prepare landscape for horticulture work to avoid haphazard plantation.
 - ☑ Do ensure proper selection of plants depending upon the soil and climatic conditions of the site.
 - ☑ Do mention various names or species of trees to be planted along with their respective nos/size in tender documents.
 - ☑ Do maintain proper record of area wise plantation indicating varieties of trees, location, etc.
 - ☑ Do maintain uniform rates of items for different horticulture packages being awarded at the same time in a project.

- ☑ Do ensure strict supervision especially in respect of digging of pits, providing manure in the pits, quality of tree guard, maintaining distances between plants, mobilization of listed tools and tackles, maintenance of records of plant mortality, etc.
- ☑ Do ensure site clearance before issuing work order.



- ☒ Don't deviate from approved drawings, agreement conditions, etc. during the course of work without proper approval.
- ☒ Don't allow to commence the earth work before recording block (initial) levels in level book.
- ☒ Don't permit inferior quality material at site.
- ☒ Don't wait for initiation of extension of time approval till date of completion of contract.
- ☒ Don't inflate measurements in bills.
- ☒ Don't make any overpayment/dual payment by violating conditions of contract agreements.
- ☒ Don't forget to obtain all clearances with respect to safety measures, where ever required.

CHAPTER 11

Electrical



- ☑ Do ensure earthing and foundations are carried out as per the drawing/specification.
- ☑ Do ensure the quality of materials as per HAL approved brands before execution of the work.
- ☑ Do ensure agreement is submitted by the vendor before commencement of work within stipulated time.
- ☑ Do ensure performance bank guarantee (PBG) is obtained as per contract and its validity is monitored for expiry and to extension, if required.
- ☑ Do ensure electrical contractor's license validity before execution of the work.
- ☑ Do always insist for qualified technical supervisor as per agreement conditions at the time of commencement of work.
- ☑ Do ensure that in all the works contract, the registers, pertaining to the execution of each "works", are maintained as mentioned in the respective contract agreement.
- ☑ Do ensure proper invoice/ bills and test reports as per inspection clause / specification before accepting the material against purchase order.
- ☑ Do obtain all the clearances with respect to safety measures, wherever required.



DON'TS


- ❌ Don't indent electric items, which are not conforming to IS specification/ ISI marks.
- ❌ Don't record the measurement for such works, which are incomplete/ defective
- ❌ Don't allow contractor to cause damage to machine/ building or any property of HAL.
- ❌ Don't share any information/documents which is not relevant to contractor apart from the assigned area of work.
- ❌ Don't forget to supervise the AMC work as per the check list based on scope of work in the contract.

CHAPTER 12

Finance




- ☑ Do ensure that the divisions have a system to review the actual expenditure with budgeted outlay.
- ☑ Do ensure that restriction is made in the integrated financial system (IFS) to the effect that payment made to the contractor/ vendor shall not exceed the value of the work order/ purchase order including amendments, if any.
- ☑ Do ensure that the approved schedule of authority is installed in IFS so that the system disallows entries which violates the schedule of authority.
- ☑ Do ensure that proper triggers are enabled in IFS for vouchers which once approved are not allowed to be changed.
- ☑ Do ensure that all transactions in IFS should invariably be two layered i.e. maker and checker.
- ☑ Do ensure that single user does not have the rights of maker and checker for the same transaction.
- ☑ Do ensure that finance have no rights to increase the amount recommended by user for payment.
- ☑ Do ensure that finance have no rights to add or edit the details of vendor in IFS including bank details, etc.
- ☑ Do ensure that cash transactions and maintenance of physical cash is totally dispensed with and writing of cheques by hand avoided.
- ☑ Do ensure that all payments are made only through e-payment modes viz. National Electronics Fund Transfer (NEFT)/ Real Time Gross Settlement (RTGS)/ Electronic Clearing System (ECS), etc.

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- ☑ Do ensure that the cheque/ payment advice register is maintained containing the details of cheque / payment advice number, date, amount, RTGS/ NEFT/ ECS/ Unique Transaction Reference (UTR) number, etc.
 - ☑ Do ensure that the cheque/ payment advice serial number in IFS shall be automatically generated in the voucher.
 - ☑ Do ensure that all purchase orders/ work orders should contain the bank account details and the same should be incorporated in the IFS.
 - ☑ Do ensure that rights to enter, modify and remove the details (including bank details) of vendors/ suppliers/ sub-contractors/ other service providers must be vested exclusively with respective user departments.
 - ☑ Do ensure that in case of bulk payments, a transaction report from the banker intimating the party wise credit to the individual beneficiaries is obtained.
 - ☑ Do ensure that Bank Reconciliation Statement (BRS) is prepared by a person who is not associated with the payments.
 - ☑ Do ensure that verification and authentication of BRS on a regular basis by Financial Controllers (FCs) are adhered to.
 - ☑ Do ensure that the intimation is given to bank for deletion of name from the list of authorized signatories/ approver in case of transfer of authorized signatory/ approver.
 - ☑ Do ensure that all travelling allowance/ dearness allowance claims are settled as per eligibility of employee and movement order is authorized by competent authority.
 - ☑ Do ensure that all proposals are put up under proper delegation of power.
 - ☑ Do ensure arithmetical accuracy of all supporting documents.

- ☑ Do ensure that all applicable statutory taxes are applied at the time of making payments to vendors and are deposited to appropriate authority within due date.
- ☑ Do ensure timely remittances of all amounts recovered from the salary of employees viz. PF, ESI, LIC premium, loans instalments, income tax, etc. to respective agencies within due date.
- ☑ Do ensure that the recovery of instalments of advances taken by the staff is commenced promptly and its continuation till the full amount along with interest is recovered.
- ☑ Do ensure all original bank guarantees are retained in and monitored by finance department.
- ☑ Do ensure timely raising of all sales invoices and their prompt collection from the customers.



- ☒ Don't allow vendors to move in sensitive sections/ departments.
- ☒ Don't make manual entry of cheque/ payment advice numbering in IFS.
- ☒ Don't advice "bulk debits" to bank as far as possible.
- ☒ Don't engage JCLs/ contract employees in the sensitive sections.
- ☒ Don't share user ID/ password with anybody else.
- ☒ Don't let any unauthorized person to have access to your computer or leave computer unattended or without password protection.
- ☒ Don't pass the imprest bill, unless it is supported by bills, voucher duly endorsed by the officer concerned.

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- ☒ Don't delay in making payments to vendors especially to micro, small and medium enterprises (MSME) vendors.
 - ☒ Don't delay refund of security deposit after the work has been completed and other terms and conditions of the contract have been fulfilled.
 - ☒ Don't delay refund of earnest money deposit (EMD) to the unsuccessful tenderer as per the guidelines.

CHAPTER 13

IT system



- ☑ Do use hard-to-guess passwords. A password should have a minimum of 10 characters using uppercase letters, lowercase letters, numbers and special characters.
- ☑ Do keep your passwords confidential. You are responsible for all activities associated with your credentials.
- ☑ Do avoid creating common passwords such as your name, social security, UNI, etc.
- ☑ Do refrain from opening an e-mail attachment, even from someone you know well, unless you were expecting it.
- ☑ Do pay attention to phishing traps in email and watch for indicative signs of a scam.
- ☑ Do destroy information properly when it is no longer needed.
- ☑ Do place paper in designated confidential destruction bins throughout the office or use a crosscut shredder. For all electronic storage media, consult with IT.
- ☑ Do be aware of your surroundings when printing, copying, and faxing. Pick up information from printers, copiers or faxes in a timely manner.
- ☑ Do lock your computer when not in use. This protects data from unauthorized access and use.
- ☑ Do report all suspicious activity and cyber incidents to your divisional IT team. Challenge strangers whom you may encounter in the office. Keep all areas containing sensitive information physically secured, and allow access by authorized individuals only.



DON'TS

- ❌ Don't share passwords with others or write them down.
- ❌ Don't leave printouts or portable media containing private information on your desk. Lock them in a drawer to reduce the risk of unauthorized disclosure.
- ❌ Don't click on links from an unknown or untrusted source. Cyber attackers often use them to trick you into visiting malicious sites and downloading malware that can be used to steal data and damage networks.
- ❌ Don't leave devices unattended. Keep all mobile devices, such as laptops and iPad physically secured. If a device is lost or stolen, report it immediately to concerned IT department.
- ❌ Don't leave wireless or bluetooth turned on when not in use. Only do so when planning to use and only in a safe environment.
- ❌ Don't open mail or attachments from an untrusted source.
- ❌ Don't select the "Remember My Password" option. Many applications do not store them securely.

For IT infrastructure administrator



DO'S

- ✅ Do keep software up-to-date.
- ✅ Do always keep log of user activity across all servers/desktops.
- ✅ Do install antivirus/anti-malware software and update it on a regular basis to recognize the latest threats. Heed IT security alerts to download antidotes for newly circulating viruses and worms.

- ☑ Do regularly update operating system, Web browser, and other major software, using the manufacturers updated features, preferably using the auto update functionality.
- ☑ Do set Windows or Mac updates to auto-download.
- ☑ Do enforce saving of attachments to disk before opening them and set to automatically scan attachments after saving them to disk.
- ☑ Do enforce change of user password every 180 days.
- ☑ Do adopt and follow the backup and restore policy.
- ☑ Do download and install software only from trusted online sources.
- ☑ Do ensure every storage media is enforced with antivirus scanning each time when it is used.
- ☑ Do copying of data, deletion, modification, etc. from the disk under proper authorized and supervision of the office-in-charge.
- ☑ Do apply appropriate access controls for maintaining data integrity.
- ☑ Do use software tools like device locks to lock unwanted storage devices, ports and other external accessories.
- ☑ Do destroy the damaged and unusable cartridges, tapes, CDs and pen drives and maintain the record.
- ☑ Do periodically check for compromised hardware.
- ☑ Do periodically check for network errors.
- ☑ Do periodically check for bugs and viruses.



- ☒ Don't install unauthorized programs. Malicious applications often pose as legitimate software.
- ☒ Don't allow portable devices without permission from IT security management team. These devices may be compromised with code just waiting to launch as soon as you plug them into a computer.

For IT software application and database developers



- Do always keep audit logs of all database systems.
- Do validate input
- Do define the backup and restore policy.
- Do define appropriate access controls to maintain data integrity
- Do include user-defined integrity
- Do enforce referential integrity
- Do enforce entity integrity
- Do define logical integrity
- Do develop and deploy the bug free software
- Do know your audience or people who will be using your software
- Do gather all material before starting the project
- Do remain engaged with your development team
- Do QAT (Quality Assurance Testing) and UAT (User Acceptance Testing) always.



- Don't forget to document and test
- Don't forget to back up code
- Don't ignore the importance of a product owner
- Don't assume that great software can be delivered overnight

CHAPTER 14

Medical for Individuals



- ☑ Do ensure the medical declaration form is filled correctly after joining HAL to declare the details of family inclusive of dependents staying with the employee.
- ☑ Do ensure to include only entitled family members in the company's medical facilities.
- ☑ Do declare the pension status of parents while enrolling for company's medical facilities.
- ☑ Do ensure to collect the photo identity card and medical books for self and family members from Medical/ HR department.
- ☑ Do ensure to produce medical identity card along with medical book by the employee and their eligible dependents on every visit to the HAL hospital for treatment.
- ☑ Do follow meticulously the procedure regarding issue of sick / fitness certificates and specify the reasons in case of deviations.
- ☑ Do ensure to collect referral letter from HR before proceeding to referred hospital and its renewal on case to case basis.
- ☑ Do ensure to submit relevant documents to HR for registration certificate of Birth and Death.
- ☑ Do ensure to exercise option in favour of the company medical facilities in writing and counter-signed by the organisation in which he/she is employed, within a period of 3 months of joining such employment, if the employee's spouse is in the employment of an organisation other than HAL.



DON'TS

- ☒ Don't obtain / purchase medicines from other than Company's Hospital / Dispensary without NIS slip.
- ☒ Don't ignore periodical preventive health check.

CHAPTER 15

Medical for Staff



- ☑ Do ensure to check the entitlement as per approved medical declaration form submitted by employee.
- ☑ Do ensure to issue medical books and photo identity card to employee and his/her entitled family members.
- ☑ Do ensure stock verification at medical stores periodically and timely action in respect of expiry date of medicines.
- ☑ Do ensure the accountability of medicines at ward and central pharmacy.
- ☑ Do ensure maintenance of the details of patient in the ward/ ICU.
- ☑ Do ensure to report the birth and death details to municipal authorities within the specified time.
- ☑ Do ensure satisfactory working of all treatment plants / disposal of biological waste / laundry sections etc as per government guidelines.
- ☑ Do ensure to issue referral letters to all patients after verifying the credentials.
- ☑ Do ensure necessary entries are made in the personal records/ medical books of the employee/ dependent wherever reimbursement is made for a particular artificial appliance.
- ☑ Do enter into MoUs while recognizing hospitals and also at the time of renewal of the recognition.

- ☑ Do constitute a committee for the purpose of examining the request to allow IVF procedure.
- ☑ Do payment of bills of recognized hospitals as per the agreed rates with the hospital. In respect of cases not covered in the MoU, if any, CSMA rules/CGHS rates would be the guiding principle.
- ☑ Do update the photographs of the dependents periodically.
- ☑ Do avoid post- facto approval for referrals as far as feasible.
- ☑ Do ensure divisions constitute committees for the purpose of recommending recognition of hospitals at the bases.



- ☒ Don't resort to frequent and indiscriminate local purchase, which cannot be justified ordinarily.
- ☒ Don't treat any patient without proper/due registration.
- ☒ Don't give treatment on payment basis without the approval of COMS.
- ☒ Don't entertain any private person for OPD treatment in the hospital.
- ☒ Don't store the drugs under narcotics category carelessly.

**A rule is not a rule,
but a frame of
discipline, by walking
within, you will reach
a position from where
you will rule.**



PUBLISHED BY VIGILANCE DEPARTMENT