

A policy
on
human resource
management

**Society for Direct
Initiative for Social and
Health Action**

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A INTRODUCTION

Society for Direct Initiative for Social and Health Action (hereinafter named as DISHA) is a registered society under the West Bengal Societies Registration Act XXVI of 1961 with registration no. 81180 dated 13th September 1995 and a committed NPO (Non-profit Organisation) concerned for environment, social health and human rights working for the marginalised and vulnerable section of the society since last two decades with its concern and commitments for protection of environment, social health and human rights. It believes in the equality and empowerment of all poor, vulnerable and deprived people, especially children & women, and to raise their rights and voice.

The area of operation presently is West Bengal and coastal areas of Orissa and Simandhra

B About HR Manual

Human resource continues to constitute the most important input of any organization. To standardize, systemise and coordinate the various factors involved in Human Resource Management, the need to frame definite regulations and policies is imperative.

The rules and regulations in this HR manual are in conformity with the laws of the country and suit to the specific nature of the organisation. These rules and regulations will govern the terms of employment and conditions of service of all the employees of DISHA, unless mentioned otherwise.

The management of DISHA reserves the right to interpret the meaning of these rules and any supplementary rules or orders

issued thereunder and such interpretation will be final and binding upon all employees.

DISHA also reserves the right to add, delete, amend, modify or change, or suspend the operation of any or all of these rules and it will be the responsibility of the Management of DISHA to notify the employees of any changes made in this Manual.

The rules contained in this Manual are not exhaustive. The management of DISHA reserves the right to frame rules or take decisions as may be necessary from time to time on all matters, whether such matters are covered in this Manual, or not.

All efforts have been made to include the rules which are required for day-to-day functioning.

All employees are requested to take note of the Circulars / Office orders, etc. issued from time to time.

1. Personnel

1.1 Categories of Personnel

All personnel of DISHA will be in one or other of the following categories:

1.1.1. staff

- a) Full time
- b) Part time

1.1.3. Consultant

1.1.4. Trainee / Intern

1.1.5. Volunteers

1.1.1 Staff

a) Full time

A staff is known to be full time staff when an agreement is made between DISHA on one part and the employee on the other part. It will be a contract of one year, which may be renewed depending on evaluation of performance of the concerned staff and requirement of the organisation.

b) Part time

A staff is known to be part time staff when an agreement is made between DISHA on one part and the employee on the other part for providing services for 36 hrs a week or less for a specified period.

1.1.2 Consultants

Consultants are experts hired for a specific assignment and for a specific period of time. Their task, remuneration and benefits are on the basis of terms of reference agreed upon by both the parties.

1.2.3 Trainee

The organization may accept trainees/interns on special request from persons or organizations. The main object would be to impart training through instruction and hands on experience.

1.2.4 Volunteers

Volunteers are persons who work and provide their services to DISHA on voluntary basis. They may or may not be

provided with an honorarium or even other costs like travel expenses etc.

1.2 Personnel Requisition

A written requisition is to be prepared for recruitment of contractual staff by the Secretary or Project in Charge. This requisition is to be placed to the Managing committee for their approval. This written requisition should include the following:

- a. Job description / Job profile (nature and duration of job) of the proposed staff
- b. Experience and minimum qualification required
- c. Name of the project where the staff is to be absorbed and the time period
- d. The amount of salary proposed and whether there is provision
- e. Any other relevant information justifying the recruitment.

1.3 Recruitment

1.3.1 Internal Recruitment

DISHA may open the position to its existing employees through internal advertisement / notice, if the organisation feels that position should preferably be filled up by anyone from the experienced personnel of DISHA for the greater interest of the organisation.

1.3.2 External Recruitment

The vacant position will be notified through any of the following depending on funds availability and / or best alternative for the particular position.

- a) Organisation's Notice Board/ Website
- b) Advertisement in daily leading News paper
- c) Devnetjobsindia website / other similar website
- d) Referring to the organisation job application data bank from job application file.
- e) Search from campus recruitment drives of premier institutes
- f) Appointing external recruitment agencies

1.4 Short Listing of Candidates

The short listing process must adhere to criteria set out in the requisition or as per the published criteria. Reasons for selecting or rejecting each applicant must be recorded.

Internal candidates will be subject to the same procedure as external candidates. But the internal candidates will get a 10% weightage. The short listed candidates may be called for interview through

- a) Call letter
- b) Telephone call
- c) e-mail

1.5 Formation of Recruitment Board

A recruitment board is to be constituted and notified by the Secretary. The member of the board may be two people from Management committee, a staff member and an expert from outside, if needed. The total member of the board should not exceed more than five and among them at least one should be a female member. The Recruitment Board will conduct interviews and recommend a panel of successful candidates for appointment.

1.6 Conducting Interviews

1.6.1 The candidate must produce the original testimonials for scrutiny and sign the registration sheet before the interview starts

1.6.2 The method of interview depends on the position, job responsibility etc. However, the interview process may include all or any of following methods:

- a) Written test
- b) Computer test
- c) Group discussion
- d) Personal interview

1.6.3 Each panel member of the recruitment board should have his/her complete interview score sheet for each candidate, which is to be the basis for decisions and discussion at the end of the interview. The board will prepare a list of selected candidates on the basis of score sheet and also may add a list of 2/3 candidates as a panel for future appointment in the same position or other suitable position. The list to be sent for final approval of Secretary.

1.7 Appointment

1.7.1 It is emphasised herein that all remunerated personnel will be appointed on the basis of agreement between DISHA and the personnel concerned. The appointment letter will be issued by the Secretary.

1.8 Induction / Training / Probation Period

1.8.1 Initially, after recruitment, the candidates are given an induction, which includes an overall *acquaintance* with

the various areas of work along with an orientation on the administrative machinery of the organization. The following areas are considered at the time of the induction.

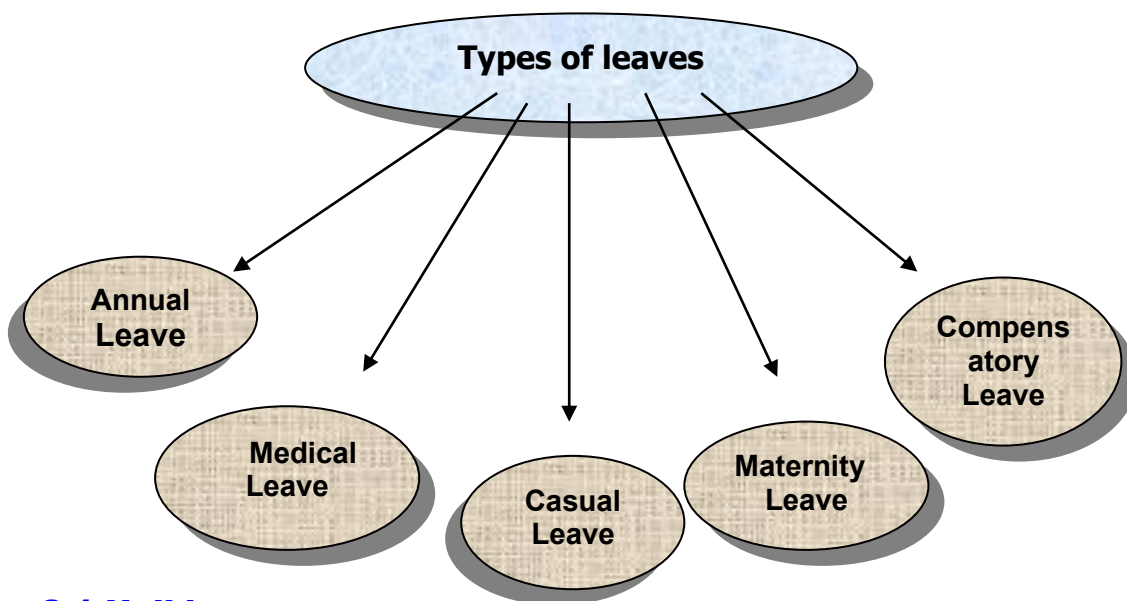
- a) Mission & Vision of DISHA
- b) Work carried out by different projects
- c) Organisation structure, system and style of functioning
- d) Perspective of human rights protection
- e) Administrative rules and regulations
- f) Financial systems
- g) Networking with other organisations, Government, donors etc.

1.8.2 In case of staff, there will be a probation period usually of three months which may be extended for another three months if deemed necessary by the management.

1.8.3 During the probation period, staffs are not entitled to get any benefit and allowances apart from the monthly remuneration. Staff on Probation period for the three months shall be entitled to get one (1) day casual and two (2) days medical leave for which a certificate from a registered medical practitioner is necessary.

2 LEAVE AND HOLIDAYS

Leave cannot be claimed as a matter of right and management has absolute discretion in this matter. Apart from Public holidays the staffs are entitled to the following leaves in a contractual year subject to the guidelines mentioned below.



2.1 Holidays

2.1.1 There are usually 10 Public holidays in each calendar year.

2.1.2 The list of holidays is displayed on the notice board at the beginning of every calendar year (1st January to 31st December)

2.2 Casual Leave

2.2.1 The full time contract staff is entitled to 7 days of casual leave in a contractual year and the part time contractual staffs are entitled to 4 days casual leave in a contractual year.

2.2.2 A staff can take a maximum of 2 days of casual leave at a time. This leave may be availed in half days also.

2.2.3 If the leaves taken are more than 2 days, the leave would automatically be adjusted from other due leaves except the medical leave.

2.2.4 If prior sanction is not obtained, the staff has to submit the leave application duly filled in and signed by

concerned coordinator within three working days from the date of resuming duty. In this case, if the respective coordinator is not available, any other sanctioning authority can sanction the leave. In case of failure in submitting the application within the stipulated three working days, the employee has to suffix an application along with the leave application stating the reason for late submission of the leave application. Subsequently, it will be the discretion of the sanctioning authority to sanction or reject the same.

2.2.5 In case of sudden or unforeseen absence, the staff has to inform the office or the respective supervisor on the same day through any communication channel for smooth running of the organization.

2.3 Medical Leave

2.3.1 The full time contract staff is entitled to 7 days of medical leave in a contractual year. The part-time contractual staff are entitled to 4 days of medical leave in a contractual year.

2.3.1 The staff has to inform the office or the respective coordinator regarding the nature of sickness on the same day through any communication channel.

2.3.2 The fitness certificate from a registered medical practitioner along with the leave application duly filled in and signed has to be submitted on the day of joining. In case of failure in producing the fitness certificate, on the very day of joining, the leave would automatically be adjusted from other due leaves.

2.4 Annual Leave

2.4.1 The full time contract staff is entitled to 10 days annual leave in a year.

2.4.2 The staffs who want to enjoy annual leave must apply at least one month before and plan accordingly for smooth running of the organization. The leave may not be sanctioned on account of any failure to do so.

2.5 Compensatory Leave

The staff who will be on duty in his/her off days and holidays will be entitled to compensatory leave after fulfilling the following criteria:

- a) The staff has to get advice from his/her supervisor to work or attend workshops / trainings / seminars on holidays or off days. He / She should be on duty for at least 5(Five) hours at a stretch.
- b) The staff is not entitled to compensatory leave in case of availing training in off days or holidays. However, if the staff is involved in providing training then he/she will be entitled to compensatory leave.
- c) The staff who would be on duty on his/her off days and holidays due to some emergency should inform their supervisor if possible on the same day or in the very next day.
- d) The staff has to apply for compensatory leave in the prescribed form duly filled in and forwarded by the coordinator within three working days from the date of duty on holidays or off days. On failure to submit the application within the stipulated time period of three days, the compensatory leave may not be sanctioned.

2.6 Maternity Leave

2.6.1 Any female staff is entitled to take maternity leave for 4 months on production of medical certificate/proof during her 2nd or subsequent contractual period from a registered medical practitioner. The staff can enjoy this leave before or after the delivery (in parts or at a time) as per doctor's advice. The staff has to inform the office or the respective coordinator, well in advance, before enjoying such leave, in order to ensure smooth functioning of the Organisation, during her absence.

2.6.2 This maternity leave will be given only up to two deliveries subject to gaps of three years between two deliveries.

2.6.3 In case of miscarriage, the female staff will be entitled 10 days full pay leave from the date of the occurrence. Maternity leave will not be allowed during training period.

2.7 Miscellaneous

2.7.1 Leave taken prefixing and suffixing any declared holiday(s) and/or off day(s) will be considered as leave for the total number of days including the holiday(s) and/or off day(s) prefixed and/or suffixed.

2.7.2 Leave taken in excess of the entitled number of leaves and/or without maintaining the procedure stated here in above will be treated as unpaid leave or break in service on the part of the employee depending on the instant situation considered by the authority.

3. INCREMENT, REVIEW AND PROMOTION

3.1 Increment

3.1.1 This is generally as per terms of contract of each employee and normally increment is considered after completion of each year/contract. In case of staff, a fresh contract is made with or without increment. Every employee will be provided with annual increment subject to evaluation of performance by the authority and availability of funds from different donors/projects.

3.1.3 The Secretary in his discretion and in consultation with the management can give a special increment to those employees who demonstrated an extra ordinary performance during their employment.

3.2 Review

3.2.1 The Managing Committee will conduct review of the staff by interacting on a one to one basis on regular intervals. He also reviews the staff performance through team meeting. A capacity building mechanism is in place based on the review of each staff. The review is recorded and maintained in a file. The staff are to be appraised by the immediate coordinator and finally the appraisal will be approved by the Secretary.

3.3 Promotion

3.3.1 For all levels of employees, promotion are made on the basis of track record, qualification and experience required for the particular post. Usually a 3-member committee is constituted by the Secretary recommending the promotion of an employee. However, in special consideration of promotion, it may be made on case to case basis at the discretion of the Managing Committee.

4 TRAVEL POLICY

Travel programmes should be carried out as economically as possible after careful planning. While Organisation DISHA commits to ensure the safety of all staff, additional precautions would be taken for women and the staff with disability.

4.1 Outstation Travel

4.1.1 The mode of travel is dependent upon the programme to be attended. If the programme authority provides the fare then the mode or class is no bar. However, in normal circumstances, the Managing Committee will decide.

4.1.2 Air travel may be permissible in special circumstances if that is so approved by the Managing Committee.

4.1.3 Staff members with disability may also be encouraged travelling alone. However, if she/ he needs escort, then the travel and other cost of the escort will be borne.

4.2. Food & Lodge

4.2.1 The food and lodging allowances are not applicable where the host organisation bears the cost of either

food or both. However, the staff of DISHA, while travelling, are entitled the following in case of food and lodging

a) Lodging: *Rs. 500/- per day* for Metro Cities –
Grade – I, *Rs. 400/-* for Metro Cities –
Grade - II, *Rs.300/-* for small towns

b) Food: *Rs. 200/- per day*

In special cases the rates may be revised with the approval of Secretary.

4.2.2 Actual bills are to be furnished for lodge and food as far as practicable.

4.3 Local Travel

4.3.1 The field level staff and supervisors are entitled to travel by local train, tram, bus and boat. They have to produce tickets in case travelling the above mentioned mode. In case of absence or non-availability of this mode, auto rickshaw, cycle rickshaw and Taxi may be availed with justification and prior approval as far as practicable.

4.3.2 Coordinators are encouraged to avail bus / tram /train /Auto Rickshaw / boat.

However, they can also avail Taxi if the need arises. This may need approval (pre or post facto) of the Secretary.

5 REMUNERATION & BENEFITS

5.1 Salary Package

5.1.1 The salary package depends on the budget available in the project. The consolidated amount is paid to each

staff as salary or as per norms of the organisation which is implemented from time to time

5.2 Advance Salary

5.2.1 The staff who has completed one year is entitled for salary advance. The quantum of the salary advance is equivalent to one month salary of the staff. In special circumstances the authority will decide the amount.

5.2.2 The advance will be adjusted over a maximum equated monthly instalments not exceeding the period of contract with the concerned staff or the mode of adjustment as agreed upon during the time of taking advance.

5.3 Mediclaim Insurance and Accidental benefits Insurance

5.3.1 Mediclaim: The full time contractual staff are entitled to have medical facilities under Mediclaim policy up to Rs 1,00,000/- per contractual year. The full time contractual staff are entitled to have medical facilities under Personnel Accident Policy up to Rs 50000/- per contractual year. This benefit is applicable to those staff who have already completed one year of service with DISHA. The requisite premiums pertaining to above Policies will be deposited by DISHA to the respective Insurance agencies. This benefit is not applicable to the part time staff, trainee, temporary staff, volunteers and the consultants.

6. WORKING HOURS

6.1 The working hour of the full-time staff is generally 8 hours including one half day and one full day off in a week with a half hour lunch break. In special circumstances working hours may increase for particular requirement. However, the timing of duty hours will be fixed depending on the nature of the job and requirement of the organisation.

7 CODE OF CONDUCT

7.1 A code of conduct is a set of rules outlining the responsibilities of or proper practices for an individual or organization. Employees will maintain conduct of the highest standard such that public confidence in their integrity is sustained. In the event that the employees do not observe the *code of conduct*, in its full meaning, or indulge in unacceptable standards of work, action or behaviour, then they are liable to disciplinary action. The following code of conduct is applicable to all employees of organisation. The employee:

7.1.1 Will not engage in outside employment disturbing the work of DISHA or reveal any confidential information relating to Organisation's work.

7.1.2 Will not indulge in substance abuse or the use of alcohol or narcotics.

7.1.3 Will endeavour to behave in a manner befitting to Organisation's *values and mission*.

7.1.4 Will not smoke *or chew Tobacco* in the work place in the interest of the working comfort.

7.1.5 Must not accept entertainment, gifts, or personal favours that could, in anyway, influence, or appear to influence, organisation decisions in favour of any person or organization with whom or with which the organization has, or is likely to have, business dealings. Similarly, must not accept any other preferential treatment under these circumstances because their positions with the Organization might be inclined to, or be perceived to, place them under obligation to return the preferential treatment.

7.1.6 Will devote herself/ himself exclusively to the work six days in a week and will personally attend thereto at all times during the usual working hours except in case of incapacity through illness or accident in which case s/he will forthwith notify the organization.

7.1.7 Will show respect and dignity to all colleagues particularly, women, minorities and person with disabilities.

7.1.8 Will not indulge in any activities prejudicial to the interest and reputation of the organization.

7.1.9 Will abide by all the organizational rules & regulations.

7.1.10 Will behave in a disciplined manner in all interactions.

7.1.11 Will not be involved in any conduct considered discriminatory to other persons or groups on the basis of culture, ethnicity, race, religion, disability, age or gender.

7.1.12 Will not be involved any activity, which is making

unreasonable demands, or using improper language, or insulting to fellow colleagues.

8 DISCIPLINARY PROCEDURE

8.1 If any staff member breaks the rules set by the organisation, then the staff has to go through the disciplinary procedure as set by the organization indicated below to discipline them for their actions

8.2 Warnings

8.2.1 Oral - For minor incidences, the staff will get verbal or oral warnings. The reason for warning will be informed to the employee. A record of what has been said will be kept in his or her personal file.

8.2.2 Written Warning - For more serious offences a written warning will be issued to the concerned employee mentioning the incident, what improvement is expected within the specific time scale. If the situation is not improved within the specific time scale a final written warning will be issued and all the correspondences will be kept in the personal file of the concerned employee.

8.2.3 Gross misconduct

For gross misconduct, the employee may be suspended or immediately dismissed after due process.

9 GRIEVANCE REDRESSAL PROCEDURE

9.1 All disputes, complaints or grievances arising out of the terms and conditions of employment, or recognized working procedures, or written, negotiated agreements must be

presented through this procedure. The employee(s) shall continue to work as directed by management pending the final disposition of the issue.

9.1.1 Prior to any formal grievance, the employee must discuss the issue with his/her immediate coordinator within three(3) working days after the date of occurrence, or three (3) working days after the date which the affected employee(s) could reasonably be made aware of the issue giving rise to dispute or complaint.

9.1.2 If not resolved by the immediate coordinator within three (3) Working days, the employee(s) may submit a formal grievance, in writing, no later than three (3) working days.

9.1.3 Upon receiving the grievance in writing the coordinator shall provide a written answer to the employee within three (3) working days after the meeting.

9.1.4 In case the problem persists, a meeting between the employee, the Secretary, coordinators and / or the supervisors shall be held upon receipt of the appeal, or within three (3) working days thereof. If no settlement is reached the employee or the employer refer the matter to **ARBITRATION** within ten (10) working days of last meeting.

9.1.5 *ARBITRATION*: Arbitration Cell will be formed by two members of two different NGOs and one ex-judge. The disputant will be informed verbally and in writing of the provision of arbitration and asked to respond (in writing) of his acceptance of this provision in the instant dispute. If she / he accepts, her / his acceptance must include the promise that she / he would not take

any other recourse until she / he has heard the decision of the arbitration panel.

The disputant will be informed verbally and in writing of the provision of arbitration and asked to respond (in writing) of her / his acceptance of this provision in the instant dispute. If she / he accepts, her / his acceptance must include the promise that she / he would not take any other recourse until she / he has heard the decision of the arbitration panel.

The arbitration panel must sit within 1 month of the acceptance of the letter. DISHA must provide the arbitration panel with all relevant information and documents, in addition to such information as might be provided by the disputant. The arbitration panel should preferably decide on the basis of a single sitting. In case, the arbitration cannot be resolved in one sitting, the entire process must be completed and the parties concerned informed of the decision within 15 days, so as to provide the disputant an early opportunity for legal recourse.

All costs of arbitration, including honorarium provided to arbitrators, must be borne by DISHA.

10 TRAINING AND LEARNING

10.1 DISHA promotes and encourages its staffs to pursue skills development and other self development activities. In view of that in some cases (depends on the nature of the training or course) staffs have to enter into a written agreement with DISHA for their development. This agreement will help to create an environment of continuous development of the staff. These training and learning opportunities will contribute to develop competent and skilled team which would take forward mission and vision of the Organisation's.

11 TRANSFER

11.1 The staff can be transferred to any Geographical location or any other project during the contract period with or without any further financial benefits.

12 TERMINATION OR RESIGNATION

12.1. The employee's employment hereunder will stand terminated automatically at the expiry of the stipulated period unless otherwise determined earlier. The contract before the stipulated period is determinable by one month's notice from either side or payment of one month's salary in lieu of one month's notice from either side.

13 EXIT NOTICE & INTERVIEW

13.1. There is a system of exit interview, which involves an interview of the staff with the Secretary /Project Director/ Coordinator. This is applicable to all staff of Organisation. The discussion of the exit interviews will be recorded in a prescribed format and will be shared with the Secretary and will be used as appropriate in considering future Human Resource needs and issues.