



Human Resource Policies

FY: 2025-26



SANKALP SAMAJ SEVI SANSTHA

Registered Office:

**B-39, Ashok Vihar Colony, Tansen Road,
Gwalior (M.P.) 474002**

Email: sankalpsanasthagwl@gmail.com

Mob. 9425307355

SANKALP SAMAJ SEVI SANSTHA

HR Manual

Table of contents

1. Overview

- 1.1 Introduction - Sankalp Samaj Sevi Sanstha
- 1.2 Purpose of Employee Handbook
- 1.3 Sankalp Management Structure
- 1.4 Sankalp Vision & Mission
- 1.5 Sankalp Core Focus Area
- 1.6 Sankalp Approach & Strategy

2. Employment

- 2.1 Valuing Diversity: Policy Statement and Principles
- 2.2 Recruitment
- 2.3 Candidate Selection
- 2.4 Contract of Employment & Classification
- 2.5 Job responsibilities
- 2.6 Overtime
- 2.7 Outside Employment
- 2.8 Termination of Employment

3. Pay Practices

- 3.1 Salary Administration
- 3.2 Pay Reviews

4. Reimbursement of Employee Expenses

- 4.1 Travel & Expenses Policy
- 4.2 Travel
- 4.3 Meals, Lodging, and Daily Subsistence Allowance (DSA)
- 4.4 Local Transport Rules
- 4.5 Submission of Travel Expenses

5. Leave Rules

6. Other HR Policies

- 6.1 Data Protection & Access to Information / Personnel Records
- 6.2 Changes to Personal Information

7. NGO ORGANGRAM/ MANAGEMENT STRUCTURE

1. Overview

1.1 Introduction - Sankalp Samaj Sevi Sanstha

SANKALP SAMAJ SEVI SANSTHA (SSSS) is an independent, non-governmental, non-profit, and non-political organization established in 1994 and formally registered in 1995 under the Madhya Pradesh Firms and Societies Registration Act, 1973. The organization is also registered under Section 12A and 80G of the Income Tax Act and is compliant with the Foreign Contribution Regulation Act (FCRA), 2010.

1.2 Purpose of Employee Handbook

This Human Resource Manual is intended to serve as a practical and user-friendly guide for managers, supervisors, and employees of Sankalp Samaj Sevi Sanstha (SSSS) in establishing a clear and comprehensive approach to Human Resource Management within the organization. It outlines standard processes, procedures, and employment conditions to ensure transparency, consistency, and fairness in all HR-related practices. The manual aims to provide staff with a common understanding of organizational policies and working conditions and to support effective people management across all programs. SANKALP encourages staff to share feedback and suggestions to further strengthen this document and promote collective ownership. This manual serves as a key operational reference for all supervisors and managers and should be readily accessible to them, including inclusion in the distribution list for all updates and revisions. The manual should be read in conjunction with SANKALP's detailed HR Policy and relevant Training Manuals, which provide further guidance on best practices related to recruitment, interviews, performance appraisal, capacity building, and staff development.

1.3 Sankalp Management Structure

With a Governing Body/Board of Trustees as the apex decision-making authority, Sankalp Samaj Sevi Sanstha (SSSS) is led by the Executive Director, who also serves as the Member Secretary of the Board. The organization's programmes, administration, and finance functions are managed by a team of qualified professionals drawn from reputed institutions, complemented by committed grassroots youth who have emerged as community leaders in SANKALP's intervention areas. This balanced human resource approach enables the organization to combine extensive field experience with updated technical skills. SANKALP's core work areas include research, training, capacity building, and advocacy across sectors such as education, health, governance, and participatory planning.

1.4 Sankalp Vision & Mission

SANKALP envisions a just, equitable, and empowered society where the most marginalized and vulnerable, especially Scheduled Tribes (ST) and Scheduled Castes (SC), live with dignity, health, education, and livelihood security.

The mission is to bring lasting change in the lives of deprived communities through community mobilization, capacity building, rights-based advocacy, and direct program implementation.

1.5 Sankalp Core Focus Area

SANKALP works primarily in rural and tribal-dominated regions, addressing multi-dimensional poverty through integrated approaches in the following domains:

- Rural Development
- Maternal & Newborn Health
- Child Education & Health
- Child Protection and Under nutrition
- Women and Child health for reducing IMR, MMR and malnutrition
- Tribal and Dalit Rights & Upliftment
- Primary Health Care Access
- Livelihood Security and Natural Resource Conservation
- Community-Based Rehabilitation of Malnourished Children
- Civil and Legal Rights Advocacy

1.6 Sankalp Approach & Strategy

SANKALP's approach emphasizes **people-centric development** through:

- Formation and strengthening of **community-based organizations (CBOs)**
- Empowering women and marginalized groups for **collective decision-making**
- Building community **capacities to access entitlements** under various state and central government schemes
- Sustained **community engagement** beyond program cycles — with relationships rooted in **trust, friendship, and shared neighborhood values**

2. Employment

2.1 Policy Statement and Principles

Sankalp Samaj Sevi Sanstha (SSSS) is committed to creating a work environment in which all employees can work together in an atmosphere where diversity, dignity, and mutual respect are valued. In alignment with its vision and mission, SANKALP affirms its commitment to a comprehensive policy of valuing diversity in employment, ensuring that individuals are selected, treated, and promoted solely on the basis of their relevant merits, abilities, and performance, and are provided equal opportunities within the workplace.

It is the policy of SANKALP to treat all individuals fairly and without discrimination on the basis of sex, age, caste (Scheduled Caste, Scheduled Tribe, Other Backward Class), minority status, religion, colour, race, ethnic origin, marital or parental status, sexual orientation, creed, physical or mental disability, political belief, national origin, HIV/AIDS status, or any other characteristic not relevant to

employment performance. SANKALP seeks to ensure that no job applicant or employee receives less favorable treatment on grounds unrelated to good employment practice.

SANKALP believes that it is more effective in achieving its vision when employees understand, respect, and reflect the values of the communities with whom they work. By clearly demonstrating a commitment to equality, justice, and human rights within the organization, SANKALP strengthens its mission. Employees who reflect the diversity of the communities served are better positioned to understand community realities, promote inclusion, and serve as practical examples of equity and social justice.

Principles: The following principles underpin SANKALP's policy on diversity:

SANKALP recognizes that a diverse workforce enhances organizational effectiveness. The organization therefore actively seeks to attract, recruit, and retain employees who reflect the diversity of the communities it serves, including women, SC/ST/OBC communities, persons with disabilities, minorities, and people living with HIV/AIDS.

Diversity considerations, including targets and budget allocations where appropriate, are integrated into programme planning processes, including provisions for reasonable accommodations such as transport or workplace adjustments.

Every employee is treated with respect and provided opportunities to develop and reach their full potential, benefiting both the individual and the organization.

While diversity is valued, selection and retention are based on a minimum level of capability, competence, and commitment. Employees are expected to demonstrate empathy, sensitivity, and the ability to relate meaningfully to the communities in which SANKALP works.

2.2 Recruitment

As outlined above, Sankalp Samaj Sevi Sanstha (SSSS) values diversity in the workplace and follows an affirmative action approach. At the same time, the organization recognizes that structural and social barriers may limit access to employment opportunities for individuals from marginalized or minority groups. To address these challenges, SANKALP has established recruitment processes and workplace practices aimed at maximizing accessibility and promoting equal opportunity. These include inclusive recruitment criteria, transparent selection procedures that encourage applications from a broad and diverse pool of candidates, and reasonable adjustments to the work environment to enable employees to perform their roles effectively.

Employees are advised to refer to Appendix I for detailed information on the Recruitment and Selection Policy. All offers of employment are subject to the conditions specified in the appointment or offer letter, including verification of identity, educational and professional qualifications, and submission of relevant documentary evidence as stated in the résumé. Disclosure of any criminal record may be required where relevant to the position. Further details regarding terms and conditions of employment are outlined in the individual contract of employment.

The recruitment of project staff at Sankalp Samaj Sevi Sanstha (SSSS) is conducted through an open and transparent process, based on the specific requirements of approved projects. Standard recruitment procedures followed by the organization include the following:

1. **Advertisement of Vacancies:** Vacancies are advertised through leading local daily newspapers and relevant online platforms such as Devnet Jobs India/NGO Box/News Paper or other appropriate websites, clearly outlining the job role, required qualifications, experience, and key responsibilities.
2. **Shortlisting of Applications:** Applications and CVs received are shortlisted by a designated person or committee appointed by the Chief Functionary/Executive Director, based on predefined eligibility criteria.
3. **Interview and Communication:** Shortlisted candidates are informed of the interview schedule through email and/or telephone. Interviews are conducted by a duly constituted selection panel as per organizational norms.

2.3 Candidate Selection

All shortlisted candidates shall undergo a structured and transparent selection process designed in accordance with the specific requirements of the position. While the nature of selection procedures remains broadly consistent across roles, adjustments may be made depending on project and technical needs. A Selection Committee comprising **two to three members** (which may be expanded or reduced as required) shall be constituted for this purpose.

The selection process includes the following stages:

1. **Standard Candidate Data Form:** Candidates are required to complete a standardized data form, in addition to submitting their CV, to ensure uniformity and proper maintenance of recruitment records.
2. **Initial Screening:** The Selection Committee conducts the first level of screening based on eligibility criteria, qualifications, and relevant experience.
3. **Assessment and Interview:** Shortlisted candidates may be required to appear for written tests, practical assessments, and/or personal interviews. The Selection Committee evaluates candidates and assigns marks based on predefined assessment parameters.
4. **Declaration of Results:** Final results are approved by the Selection Committee and communicated to candidates through post, email, and/or telephone.
5. **Preparation of Waitlist:** A waitlist of suitable candidates is prepared and maintained to address situations where a selected candidate is unable to join within the stipulated time.

2.4 Contract of Employment & Classification

You should refer to your contract of employment for specific details regarding your employment status, designation, tenure, and classification.

2.5 Job responsibilities

Your job responsibilities are outlined in your job description. From time to time, you may be required to work on special assignments or assist with other tasks that are necessary or important for the effective functioning of the organization. Your cooperation and support in performing such additional duties is expected. It is your responsibility to clearly understand and fulfill the performance expectations of your position. The organization reserves the right, at any time and as required by operational needs, to modify or revise job responsibilities, reassign or transfer roles, or allocate additional duties during the course of employment, with due consideration to skills and project requirements.

2.6 Overtime

Overtime work shall be undertaken only with prior written or verbal approval from the Management Committee or authorized officer. Overtime, where applicable, shall be compensated at the approved basic rate and paid along with the regular monthly salary.

2.7 Outside Employment

Employees are required to disclose any outside employment, consultancy, or professional engagement that may conflict with or adversely affect their responsibilities, performance, or availability at Sankalp Samaj Sevi Sanstha. Any such engagement must receive prior approval from the Management.

2.8 Termination of Employment

Sankalp Samaj Sevi Sanstha (SSSS) seeks to ensure fair, transparent, and consistent treatment of all employees whose employment with the organization is ending, irrespective of the reason for separation. Termination of employment shall be governed by the terms of the employment contract, organizational policy, and applicable labour laws.

1. **Contractual Employees:** Employees are required to provide 15 days' written notice for resignation, unless otherwise specified in the appointment or contract letter.
2. **Management / Senior Positions:** A notice period of 30 days may be applicable, as mentioned in the respective employment contract.
3. **Payment in Lieu of Notice:** The organization reserves the right to accept salary in lieu of notice or to relieve the employee earlier than the notice period, depending on project and operational requirements.
4. **Termination by the Organization:** SSSS may terminate employment by providing the applicable notice period or salary in lieu thereof in cases of poor performance, misconduct, project closure, funding constraints, or organizational restructuring, following due process.
5. **Immediate Termination:** In cases of gross misconduct, violation of code of conduct, sexual harassment, child safeguarding breaches, fraud, or serious

disciplinary issues, employment may be terminated without notice, in accordance with disciplinary procedures and principles of natural justice.

- 6. Exit Formalities:** All employees are required to complete handover of responsibilities, return organizational property, and obtain necessary clearances prior to final settlement of dues.

3. Pay Practices

3.1 Salary Administration

Salaries, after applicable statutory and authorized deductions, shall be paid monthly in arrears in equal instalments through bank transfer or cheque, on or around Date 10 Next Month of. In cases where project funds or grants are delayed due to late release by funding agencies or donors, salary disbursement may be postponed until funds are received. The organization shall make reasonable efforts to minimize such delays and keep employees informed.

3.2 Pay Reviews

Salaries are normally reviewed annually at the end of the financial year, subject to satisfactory performance of the employee and the overall financial and programmatic performance of Sankalp Samaj Sevi Sanstha during the preceding period. Any salary revision, where applicable, shall be effective from the month following the completion of the performance review and upon final approval by the Management Committee/Governing Body. Employees do not have a contractual entitlement to an annual salary increase, and revisions are subject to budget availability and donor approvals.

4. Reimbursement of Employee Expenses

4.1 Travel and Expenses Policy

Sankalp Samaj Sevi Sanstha (SSSS) reimburses employees for reasonable and necessary expenses incurred while performing official duties, including costs related to travel, meals, and lodging. Reimbursement is applicable only for expenses incurred in the course of authorized organizational work. Activities that normally qualify for reimbursement include participation in meetings, trainings, workshops, seminars, conferences, and other work-related events relevant to the employee's role.

All official travel must be approved in advance by the competent authority. Once approval is granted, employees are expected to plan and conduct travel in a cost-effective manner, adhering to approved budgets and organizational norms.

4.2 Travel

Employees may use personal vehicles for official SANKALP work only with prior approval. Details of travel, including destination, purpose, distance covered, and duration, must be properly documented, and original fuel or travel receipts must be submitted to support reimbursement claims, as per approved rates.

No Travel advances may be provided to employees undertaking official travel, reimbursement to approval and adjustment within the stipulated time after completion of travel.

For the purpose of these rules, any official travel undertaken by professionals or staff of SANKALP outside the City limits of their headquarters, involving an absence of more than 12 hours from the place of posting, shall be treated as an official tour. However, routine field visits conducted by field staff within their assigned project areas shall not be treated as official tours and shall therefore not normally be eligible for Daily Subsistence Allowance (DSA). In exceptional circumstances, DSA may be approved with prior sanction from the Executive Director.

For the purpose of Travel Allowance (TA) and Daily Allowance (DA), the professionals and staff of SANKALP shall be classified into appropriate categories, as detailed below.

Staff Categories for TA / DA Entitlements

For the purpose of Travel Allowance (TA) and Daily Allowance (DA), employees and professionals of Sankalp Samaj Sevi Sanstha (SSSS) are classified into the following categories based on their monthly gross salary or professional fee:

Category I:	Employees drawing a monthly gross salary / professional fee of ₹50,000 and above
Category II:	Employees drawing a monthly gross salary / professional fee between ₹30,000 and ₹49,999
Category III:	Employees drawing a monthly gross salary / professional fee between ₹15,000 and ₹29,999
Category IV:	Employees drawing a monthly gross salary / professional fee of up to ₹5,000 and ₹14,999
Category V:	Employees drawing a monthly gross salary / professional fee of below to ₹4,999

- Route and Mode of Travel: Travel for official purposes will normally be undertaken by the shortest and most cost-effective route. The Executive Director may approve deviations from this rule were justified by operational or safety considerations.
- Travel Class Entitlement: Employees in Categories I to II are generally entitled to travel by 3AC/AC Chair Car/AC Bus for journeys and Categories III to V entitled to travel by Sleeper/2S/non-AC Bus.
- Female staff travelling alone at night may be permitted to travel by 3A/2AC, if required for safety.
- The Executive Director is entitled to travel by air or taxi for official purposes.
- Other staff requiring air travel must obtain prior approval from the Executive Director.
- These provisions ensure safety, comfort, and cost-effectiveness in official travel while accommodating exceptional circumstances.

4.3 Meals, Lodging, and Daily Subsistence Allowance (DSA)

Meals

- Reimbursement for meals shall be made only upon submission of original receipts.
- When meals are provided by the organization (e.g., during workshops, training, or official events), no separate meal allowance may be claimed.

Lodging / Accommodation

- Lodging charges will be reimbursed on production of original receipts or bills, stamped as “Paid” by the hotel or guest house.
- Staff traveling together are encouraged to share accommodation where feasible.
- Any lodging expenses exceeding the prescribed limits require prior approval from the Executive Director.

Lodging Limits by Category and City Type:

Category	Metro Cities	State Capitals & Class-I Cities	Other Cities
Categories I, II	₹2,500/day	₹2,000/day	₹1000/day
Categories III & V	₹2,000/day	₹1,500/day	₹800/day

Daily Subsistence Allowance (DSA)

DSA Entitlement by Category and City Type:

Category	Metro Cities	State Capitals & Class-I Cities	Other Cities
Categories I, II	₹1,000/day	₹800/day	₹600/day
Categories III to V	₹600/day	₹400/day	₹300/day

DSA Based on Duration of Travel:

- **Less than 8 hours:** Nil
- **8–12 hours:** 50% of applicable DSA
- **More than 12 hours:** Full DSA

DSA During Trainings, Workshops, or Events:

- Employees attending as **resource persons** where lodging and meals are provided: 50% of DSA.
- Employees attending as **participants** with lodging and meals provided: 25% of DSA.

DSA for Travel in Official or Personal Vehicle:

- Employees using official or personal vehicles for official travel shall be entitled to the applicable DSA from the time of departure until return to headquarters, including travel time.

4.5 Local Transport Rules

- Reimbursement for **local transport costs** shall be made **only for official duties** or authorized work-related travel.

- Employees using **personal vehicles** for official travel may claim reimbursement as per the following rates:

Vehicle Type	Rate (per km)
Four-wheeler	₹8.00
Two-wheeler	₹4.00

- All claims must be supported by a **log of kilometers traveled**, stating the date, purpose, and route of travel.
- Any travel undertaken without prior approval will **not be reimbursed**, unless subsequently authorized by the Executive Director.

4.6 Submission of Travel Expenses

Upon completion of official travel, employees must submit a travel expense claim in the prescribed format to the Accounts Department within three (3) days of returning to their place of work.

- The claim should include:
 - Travel Approval for Supervisor/Executive Director
 - All expenses incurred during travel
 - Original receipts or bills
 - Travel Report

The Accounts Department will verify the claim and process reimbursement accordingly. Employees are also required to submit a tour report to the Executive Director or reporting authority, summarizing the purpose, activities undertaken, and outcomes of the travel.

5. Leave Rules

Sankalp Samaj Sevi Sanstha (SSSS) has a comprehensive leave policy applicable to all project and headquarters staff. While minor variations may exist depending on specific project requirements, the following rules generally apply:

- 1. Casual Leave (CL):**
 - Employees are entitled to **12 casual leaves per year**, in addition to holidays declared by the Governing Body.
 - Typically, **up to 2 consecutive days of casual leave** may be taken at a time.
 - In cases of emergency, additional casual leave may be granted with prior approval from the **Secretary**.
- 2. Medical / Sick Leave:** Employees are entitled to **8 medical leaves per year**, which may be used for illness, maternity, accidents, or other health-related emergencies.
- 3. Application Procedure:** Leave requests must be submitted in writing at least **2 days prior** to the intended leave date, except in emergencies, and approved by the **Secretary** or designated authority.
- 4. Excess Leave / Salary Deduction:** Any leave taken in excess of the sanctioned entitlement may result in **deduction from salary/honorarium**, either at the end of the financial year or at the time of separation/termination.

6. Other HR Policies

6.1 Data Protection & Access to Information / Personnel Records

Sankalp Samaj Sevi Sanstha (SSSS) collects, maintains, and processes employee-related data, both electronically and manually, for the purposes of administering employment, managing staff, and complying with applicable laws, regulations, and organizational procedures.

Right to Inspect

- Employees have the right to inspect certain documents in their official personnel file.
- Inspections must be conducted in the presence of an authorized SSSS representative at a mutually convenient time.
- Employees may not make copies of documents in the file, except for documents they have previously signed.
- Employees may submit written comments on any item they dispute. Such comments must be routed through the Management Committee for inclusion in the official file.

Confidentiality and Disclosure

- Access to employee files is restricted to authorized personnel within the organization.
- Requests for information from employee files must be directed to the Management Committee.
- Only the Management Committee is authorized to release information or references about current or former employees.
- Disclosure of employee information to external parties is strictly limited and will occur only as legally required, such as for official investigations or compliance purposes.
- Employees are not authorized to provide references or release information about colleagues. All reference requests must be forwarded to the Management Committee.
- This policy ensures that employee information is handled with confidentiality, integrity, and compliance while protecting the rights and privacy of staff.

6.2 Changes to Personal Information

Employees are required to promptly inform the Management Committee of any changes to their personal information, including but not limited to:

- Residential address
- Contact numbers (mobile, landline)
- Email addresses
- Emergency contact details
- Bank account information
- Marital or dependent status

7. NGO ORGANGRAM/ MANAGEMENT STRUCTURE

SANKALP SAMAJ SEVI SANSTHA, GWALIOR

Management Structure

