

JEEVAN REKHA PARISHAD

HR POLICY



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HR Policy

This Human Resources Policy Manual aims to give employees of Jeevan Rekha Parishad (JRP) a clear communication of its policies and procedures concerning its Human Resources guidelines. This manual was formulated to cover and shall be implemented to employees at all levels regardless of rank, level and status of employment, except for some policies with specifically stated coverage. Policies are needed to set standard guidelines for all employees to have a uniform understanding and harmony in the workplace. The organization believes that fair and just policies and implementation thereof are due to all employees regardless of rank, level and status of employment. As such, all employees and officers are called upon to practice fairness in all their official dealings and in carrying out their functions based on these policies and procedures.

If there be non-implementation or neglect on its appropriate and proper implementation, employees have the right to bring such breach to the Management of JRP and Governing Body if required. Policies can be changed or modified for some reasons but should be disseminated to all employees at least 15 days prior to implementation. In some cases, policies can be susceptible of different interpretations by employees. However, the Human Resources Head and the Governing Body shall have the responsibility, to guide and give appropriate interpretation to all those policies, which have ambiguous meaning and they have the responsibility to modify such policies, to make it clear and understandable to all employees. The Management and its employees together have a shared responsibility in the attainment of the goals and objectives of the organization and the proper implementation of this policy.

JRP- HR Policies And Procedures

Recruitment Procedure

Requisition for staff:

- A written requisition for recruitment of staff is to be submitted to the Director- HR in order to initiate the recruitment process.
- It should contain the job description / job profile of the proposed staff as far as possible.
- Clearly mention the competencies required with minimum academic qualification required for the post.
- If the post requires previous experience, this should be specifically stated for how many years and from what type of organisation.
- The requisition should also mention the name of the project where she/he will be absorbed and for what period.
- The amount of compensation (Salary/CTO) proposed as per the project.
- Any other relevant information justifying the recruitment.
- The requisition should be made by the head or the designated person responsible in this regard.

Approval From JRP HR Cell:

On receipt of the above requisition, the HR cell will start the actual recruitment process, or may ask for more information from the cell, if required. After having satisfied with the requirement, the HR cell will put an approval note on the face of the requisition as to the next steps to be followed.

Internal Search

In some cases of recruitment for key positions of a new project, if the organization feels that the position should preferably be filled up from among the JRP experienced personnel for the greater interest of the project, the organization may open the position to its existing employees through internal notice followed by the normal interview process. Criteria for selection will be decided on case to case basis.

External Search through Public Notification

A public notice will be served through any or all of the following methods;

- Advertisement in Newspaper.
- JRP website / or development or non- profit websites.
- Serving 'Notice' in JRP and unit office notice boards or.
- Referring to the organization data bank from job application file.
- Search from campus recruitment drives of premier organizations.
- Reference to external recruitment agencies.
- Employee with at least 2 years experience in the existing post can apply.

Shortlisting of Candidates

From among the applications received a list of candidates to be prepared for taking part in the recruitment process as per the published criteria through the followings:

- Call letters.
- Telephone calls.
- Walk in interview.
- Email.

Formation of Recruitment Board

The HR cell will constitute a recruitment board to conduct the interview. The board members include

- Executive Director/Secretary/Assist. Director.
- Sometime, resource person from outside.
- For consideration of Senior Project Coordinator (SPC) or Programme Manager.
 - For such internal candidate, a Board will be formed preferably with all .personnel from and above the Assistant Director level, and
 - This will be considered only at the time of renewal of contract of such Senior Project Coordinator (SPC).

- For direct recruitment of Field Coordinator and above, the recruitment Board will comprise of at least two Project Coordinators and one from Director/Assist Director and above.
- The composition of the recruitment board should follow the gender policy of the organization.

Recruitment Process

- The scrutiny of original testimonials in support of age, qualification and experience of candidates to be carried out.
- Candidates' registration sheet to be signed by each applicant.
- For recruitment in the post of Field Coordinator and above, outstation candidates will be provided with travel expenses by AC II/III by the shortest route for attending the recruitment process.
- For some functional post, TA may be provided in consultation with the Head-HR.

The recruitment process may include all or any of following method.

- Written test.
- Viva-voice interview

Recommendation of Recruitment Board

After completion the recruitment process.

- A report containing the recommendation of the board signed by each board member to be forwarded to HR unit for further course of action.
- The report should clearly mention the name of selected candidate and may add a list of 2/3 candidates to be kept in the panel.
- All the documents of the selected candidate should also be attached with the report for future reference.

At least 10 days time to be allowed between issue of call letter and interview date.

Issue of Appointment Letter

Based on the recommendation report, the HR unit will issue the offer letter for appointment. Upon acceptance of the said offer letter, the HR unit will proceed to issue the appointment letter followed by agreement and job description wherever necessary.

Joining and Orientation of New Staff

The selected candidate will join the service on the agreed day and will officially inform her/his joining by:

- A written 'joining letter' to the office.
- This will have to be accepted by the concerned departmental head and forwarded to the HR cell.
- Data Base to be maintained for all staff members.
- A personal record form will be prepared immediately.
- Staff identity card will be issued by the Organisation.
- The new staff member will undergo an orientation programme after joining the service.

Performance Review

For all categories of staff, yearly review in general and earlier review of performance if necessary should be conducted. Based on this review report, the change in salary and designation will be made. However change of designation will be applicable at the time of fresh contract only.

Salary Payment

The salary payment is made on the 1st week of every month. The date of payment may change due to unavoidable circumstances but attempt is made to strictly adhere to the 7th day of the month. Salary payment is made through crossed a/c payee cheque or NEFT. If anyone is unable to collect his/her salary on the payment date, then it might be collected on a mutually convenient date. Also any one may

claim salary, on his/ her inability to collect the same, through a properly executed authorization letter.

Induction Training

Induction training is a process by which a new employee is situated into a new milieu to establish a relation with the goal, objectives, mission, vision, practices, policies and strategies of the organization. It is a strategic means to welcome a new entrant and in the process to make him /her feel acknowledged as an honored member of staff. Induction training is mandatory on joining as per the induction schedule. Date of induction will be fixed in consultation with the Director/AD. In case any staff member fails to attend the scheduled induction, s/he must undergo the same while next induction takes place.

Strategy

JRP will undertake two Induction Trainings in one financial year with the newly recruited staff (Contractual and Assignment). The ideal timing would be in the month of April and October, preferably in the second week.

Organizational Development

Staff members of JRP working either with the thematic units or the geographic units have a responsibility to demonstrate leadership qualities for both their own growth and for the effective functioning of the organization. The organization expects them to help in nurturing talent in their thematic and to build teams to work towards the organization mission. This training aims at understanding self and improve motivation, leadership quality, conflict resolution and team building. JRP will undertake OD training as and when necessary.

In Service Training

Besides this as a part of skill development the organization will organize In service Training for the staff at least once in a year.

Leave

Leave cannot be claimed as a matter of right and management has

absolute discretion in this matter. Currently the following types of leave are available:

Casual Leave – This should not exceed more than two days in a row. At present that no. of casual leave in a year is 12 for all categories of staff. Non-availed casual leave of one year cannot be carried forward to the following year/s. Also, casual leave cannot be considered for encashment.

Sick Leave – Application for sick leave should be submitted on the date of resumption of duty along with medical certificate. The no. allowed in a year is 7 for all categories of staff. This is also not encashable.

Earned Leave – Prior approval is absolutely essential in case of earned leave. The no. allowed in a year for all categories of staff is 15.

In case of regular employees, non-availed earned leave in a year can be accumulated up to 240 days and be carried forward to the following years and is considered for encashment at the end of service period.

In case of contract employees, non-availed earned leave in a year can be accumulated and be carried forward to the following year/s and is considered for encashment at the end of contract period.

Assignment up to 3 months is not eligible for any leave, more than 3 months are eligible for one leave per month only.

Compensatory Leave/ Weekly Off

- Applicable only up to Field Coordinator only.
- For duties on weekly off days and institute holidays (other than the days undergoing training/ workshop), prior written permission from the Director/Secretary and above is required to be obtained.
- At least 6 hours and above will be considered for CPL/ weekly off.

- One/two day weekly off will be enjoyed by the concerned staff in consultation with the immediate authority during the following week.
- Employees with functional designation:

Concerned staff will consult Secretary/Director for working on holidays and institute holidays.

Increment Of Salary

This is generally as per terms of contract of each employee and normally increment is considered after the completion of each year/contract. In case of contract employee, fresh contract is made with/without increment. In case of regular employee, increment / no increment is considered after the end of each completed year of service. Increments are considered based on the recommendations of the concerned departmental heads, evaluation of performance, contribution to the organization and other factors like regularity, timely reporting and leaving place of duty absenteeism etc. These are to be generally followed as per findings of the Performance Evaluation Report.

Promotion Policy

For employees at the levels of Project Worker, Field Coordinator and Project Coordinator, the criterion for promotion would be competence and experience. For promotions at the levels of Project Coordinator and Sr. Project Coordinator the criterion would be knowledge, competence and experience. For consideration of promotion to the post of Field Coordinator and above, educational qualification will remain as an additional requirement in general. However, special considerations of promotion from the post of Sr. Project Coordinator to the post of Programme Manager may be made on a case-to-case basis at the discretion of the Director/Assist. Director.

Consultancy

Employees may be called upon to do consultancy for which the organization gets consultancy income. Out of such income, employees

will be allowed a certain portion in recognition of their efforts. This sharing of consultancy with employees will not be applicable if such consultancy service is provided to any unit / sister organization. Consultancy to be done with prior permission from the authority. The entitlements of the employees will be as follows:

Up to Senior Programme manager – 40% or Rs 500/- per day which ever is higher.

Field Coordinator and above -- 40% or Rs 300/- per day which ever is higher.

Transfer And Shifting Policy

For the benefit of the organization, staff may be required to be transferred OR shifted from one area to other;

- Transfer & shifting both will mean relocation of staff from one unit to another.
- The authority of the institute will decide the transfer or shifting as per the necessity of the institute.
- The decision of the authority would be final in case of any transfer or shifting.
- The staff should be apprised by the immediate supervisor regarding the transfer or shifting.
- In case of shifting the staff will get no additional benefit.
- In case of transfer, the staff thus transferred will be reimbursed transportation cost that includes the actual travel cost (up to AC II tier in the shortest possible route) of the staff and dependent members, cost for transporting the belongings to new location, etc. For the said reimbursement the staff has to produce original bills for transportation of belongings and Xerox copies of railway tickets.
- An employee so transferred will be entitled to a Transfer Allowance called Special Allowance. This will be on the basis of 1 % of Cost to organization per month subject to a minimum of

Rs. 2,500 and a maximum of Rs. 5,000 per month. Any employee so transferred, if sent back to the previous location will no longer get the transfer allowance.

- Rules regarding TA / per diem / travel entitlements to be interpreted so that the new unit becomes the base unit of the transferred or shifted person.
- Mutual transfer/shifting may be consider.
- Transfer will not include promotions / fresh contract in a higher level.
- Unit wise Classification of relocation are as below.

Personnel with Special Designation and Pay

There are special occasions where service of a very specialized / technical person would be required for the interest of the project. S/he may be required for specific project/s with special designation and emoluments. The entire terms & conditions and nature of service would be unique in nature and would be different from the other general categories of employees. In all such cases such personnel will be given a special designation and will be allowed such special pay.

Staff Seconded for A Project with Higher Pay

Generally all employees are categorized as per institute designations and their annual cost to organization is fixed as per norms. There may be occasions where they may be seconded in a project with higher pay. In all such cases the concerned employee would become entitled to the higher pay provided in the project budget. The additional pay, over and above the usual entitlements of the employee will be given as 'Special Allowance'. On the termination of the project the project employee is reverted back to his/her former position, and would become entitled to his/her normal pay only unless otherwise decided.

Insurance

It is essential that all capital / fixed assets of the organization are adequately insured against perils like fire and burglary at w.d.v. Cash held by the unit in safe/vault and cash in transit during inward and

outward remittances are also to be insured. Vehicles are to be insured against accidents/thefts.

Medical Claim Insurance

Requisite premium pertaining to Medical claim policy of regular and contractual employees and their kith & kin up to a ceiling of total policy amount of Rs 50,000/- will be reimbursed against production of photocopy of relevant receipt. Claim for this reimbursement should be made within the policy period concerned. It is to be ensured that only one such reimbursement is made for the concerned employee for each financial year.

No Smoking/ Tobacco Chewing

Smoking/Tobacco Chewing is prohibited in the organisations campus as well as the field areas.

Organisation Policy on Important Issues

The JRP Governing Body, as per its resolution taken on 7th April 1993, adopted the Child Protection Policy. It was further decided that a three member committee will closely monitor the proper application of the said CPP in JRP as a whole. It was also decided that the same committee will also address the following issues in respect of JRP:

Redress Of Grievances

If any member of staff has a complaint or grievances arising out of employment may submit it to his immediate superior who will deal with it as expeditiously as possible. He will either intimate his/her decision to the employee concerned or if the case so warrants refer the case to the Secretary. If the employee is not satisfied with the decision of or the action taken by the immediate superior, he may submit the matter in writing to the Secretary who shall examine the matter expeditiously and intimate his decision to the employee or staff member or refer the matter to the Managing Committee of JRP, if the case so warrants. If the employee/staff member is not satisfied with the decision of the Secretary, he may advance the grievance to the President of JRP, who will examine it and put it up before the Governing Committee's meeting for a decision. This decision shall be

final provided however any grievance relating to the termination of services may be appealed to the President of the Society through the Secretary.

Applicability Of Personnel Policies, Service Rules and Regulations

All employees and staff are subjects to and are bound by the rules and regulation and procedures relating to conditions of appointments, emoluments, staff welfare (contribution) fund, retirement, leave etc. as they are in force as the time of their appointment and as they may be modified from time to time thereafter. When changes are made in these personnel policies, rules and regulations by the management, they shall apply immediately to all staff superseding the rules and regulations in force at the time of the appointment.

Amendments and Interpretations

- The Governing Committee of the JRP has the sole authority to amend, modify or in any other way to alter these rules from time to time.
- The Secretary of JRP reserves the right to amend modifies or supercedes any of the rules contained herein and to issue such orders or instructions as may be considered expedient and appropriate in specific cases.
- Each employee will be provided with a copy of the service rules/personnel policies and with any amendment or modifications there to and of any order or instructions, which may be issued from time to time.
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- In the event of any doubt or conflict in the interpretation of these rules, the interpretation given by the Secretary shall prevail subject to the final decision of the Governing Committee.

Responsibility of The Management

The Secretary or in his/her absence, the Director or any senior level programme staff shall be responsible for the faithful observance of these service rules and will carryout the activities of JRP.

Governing Board Discretion

The Governing Committee may at its discretion waive conditions in very special circumstances on application, by an employee; such waiver will under no circumstances become precedent.

Gratuity

Gratuity is payable to an employee

- After rendering continuous service of not less than 15 years of permanent as staff.
- On his/her death or disablement due to accident or disease while in service. In this case completing of 15 years of service shall be waved as a requirement.
- Payment of gratuity to employees will be followed as per LIC gratuity rule.
- An employee disqualifies for gratuity if he/she has not put in 15 full years of continuous service in JRP. This does not apply, however in case of death or permanent disablement while in service in the organization.

Job Description

General Purpose of Job

Responsible for overseeing all organization's activities and ensuring its mission and values as well as the overall management and development of JRP programs/projects. In addition, the position is expected to develop and maintain linkages with international and local donors, funding agencies and affiliate organizations.

Essential Duties And Responsibilities

- Oversees the management and monitoring of the daily operations of entire JRP head office.
- Performs as Director for assigned Program/Project.
 - Performs overall management and monitoring unit/department projects and programs.
 - Manages, supervises and monitors performance of assigned staff and officers/supervisors based on goals and objectives of the project.
 - Manages and approves project/program funds.
 - Conduct team building to thematic personnel.
 - Conduct annual performance appraisal to all assigned senior program / project officers.
 - Conduct periodic and regular meetings with project staff.
 - Attends periodic and regular meetings with management and other organizational projects/programs.
 - Attends to organizational and thematic problems and concerns.
 - Maintains good connection and relationships with government, donors, partner NGO's and other concerned parties.
 - Maintains harmony and order in the organization and assigned department/unit.
 - Addresses employee and/or departmental problems and ensures implementation of appropriate action to solve conflicts and disorder. Attends to all departmental and project/programme internal and external meetings.
- Presides and participates in all project/programme development meetings.
- Ensure that all activities and projects/programmes of JRP are in line with its mission, vision and goals.

- Indirectly supervises and monitors activities under all JRP projects and programmes.
- Establish communication and networking with local and international NGOs, People's Organizations, government officials, diplomats and donors.
- Establish linkages with international and local funding agencies.
- Maintain regular communications with International Partners of JRP Chapters.
- Attends to the International/National/Regional conferences, fora, etc. in relation to JRP present programs and projects.
- Oversees and coordinates visits of foreign dignitaries, ambassadors, officers, etc. in JRP offices.
- Spearheads the promotion of JRP to international and local contacts.
- Oversees the coordination of JRP organizational activities and programmes.
- Oversees all JRP Support Groups/Thematic Fields/Project Areas.
- Attends and oversees functional committees.
- Spearheads the development of organizational strategies, ideas and plans and market the same to concerned parties/individuals such as government officials/agencies, public/private agencies, donors and partner beneficiaries.
- Performs other duties as maybe assigned from time to time by the Top Management and Governing Body.

Supervisory Responsibilities

Overseas all units/departments/projects/programs in JRP head office. Directly supervises all Project Coordinators, Field Coordinators, Programme Managers and other staff concerned.