

2019



HUMAN RESOURCE POLICY

Human Resource Policy and Procedures

This document shall govern the Human Resource function of Vaan Muhil and it guides to handle all human resources related activities.

EXECUTIVE SUMMARY

HR policies are the guidelines to execute and administer the HR functions of the organization. They help the senior management and HR team in being concurrent with the existing policies of the organization. They help in case of legal challenges as they are set as ready reckoner for defining the terms, concepts and clarity.

These policies help the HR Staff to justify or rationalize the decisions of the department during employee's recruitment, wage fixation, training, induction, promotion, transfer, welfare, separation, etc.

HR Policies regulate the practices, procedures and systems. They formalize the activities of the human resource management of the organization.

This guide should be adopted and used by everyone at Vaan Muhil who is responsible for human resource management, including those who are part of organizational project activities.

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1. INTRODUCTION

Vaan Muhil is a rights-based organization, started in 1995, to empower the marginalized communities/ groups for equitable and inclusive growth. It has been focusing on: human rights education; action researches on rights of the vulnerable sections; building resources and disseminating the same to the public; capacity building for leaders of communities and civil society groups, making legal interventions, taking up campaigns and advocacy efforts on rights issues.

Vision of Vaan Muhil is to “Envisions a just and humane social order: Where all individuals and groups enjoy their fundamental rights; Where all have equitable access to resources; Where enlightened citizens meaningfully participate in the democratic governance and decision-making processes; Where sustainable development process is pursued; Where diversity and pluralism are valued”.

Mission of Vaan Muhil is to take up initiatives and strategies to empower and mainstream the vulnerable communities through a process of inform-enable-collective action; facilitates communities to discuss, prioritize, decide, access and control on all that concern their development; follows multi-stakeholder approach and multipronged strategies such as Mobilizing Communities, Taking up Community Based Development Interventions, Public Education Programmes, Action Research and documentation, Campaigning and Advocacy, Lobbying with policy makers and elected representatives.

2. PURPOSE OF THE DOCUMENT

This guideline outlines the principles, systems and procedures to ensure smooth running of the organisation. The organisation reserves the right to modify any of these policies and procedures at any time and accordingly inform the employees. It is intended that the guideline be used for the following purposes:

These policies and procedures are foundation and structure to Vaan Muhil.

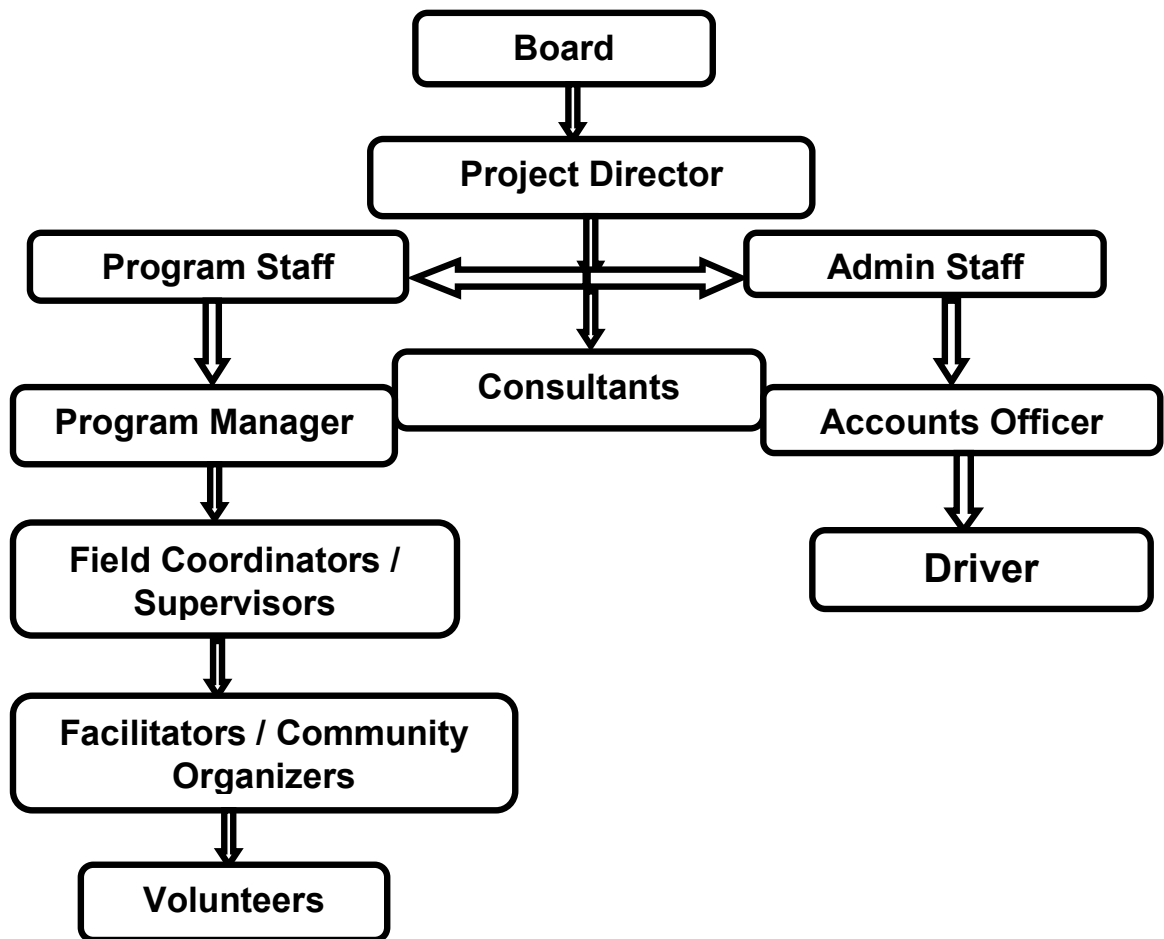
The HR policies provide guidelines on employer-employee interaction, behavior, appropriate work behaviors, work schedules, employment laws, conflict resolution, disciplinary measures and health and safety measures.

This policy ensures uniformity in standards of employment and service conditions with Vaan Muhil and provides guidelines for recruitment, compensation and employment of staff.

This will provide a reference tool for use in induction and orientation sessions of new staff.

This policy aims for an organizational environment that may result in organisational and individual learning and development and continually improve performance and working relationship within the organisation.

3. VAAN MUHIL ORGANOGRAM 2018



4. ORGANIZATIONAL CULTURE OF VAAN MUHIL

An organisation's culture has been defined as "the specific collection of values and norms that are shared by people and groups in an organisation and that control the way they interact with each other and with stakeholders outside the organisation. "

Vaan Muhil works with a set of guiding principles with acts as the culture of the organization.

As a team member or supporter of Vaan Muhil, it is dynamic that you represent the organisation with dignity while being grounded in knowledge, skills and attitudes. This requires that you act with clarity with regards to the following:

Appreciate the diversity within self and others, do what you say, keep up the promises, show respect to everyone you come across. If you make a mistake, take apologize

5. VAAN MUHIL'S EQUAL OPPURTUNITY POLICY

Vaan Muhil is an equal opportunity employer it seeks and selects resourceful staff from diverse socio-economic background maintaining diversity. Special efforts will be taken to include the staff from marginalised communities.

All recruitments will be based on predetermined specific positions and competencies.

At least 50 % of the posts including managerial will be reserved for women.

Vaan Muhil will not tolerate any unlawful acts of discrimination, any form of harassment, any unjustifiable acts of discrimination on any grounds including: colour, race, nationality, ethnic or national origin, sex, marital or parental status, sexual orientation, disability, religious beliefs, social class or age.

Any breach of this policy will be subject to Vaan Muhil's disciplinary and grievance procedures.

6. CATEGORIES OF EMPLOYMENT WITH VAAN MUHIL

Vaan Muhil has the following employment opportunities

- (i) **Regular Employment:** Appointed for a fixed period or a specified purpose on a work – which is essentially of a temporary nature – unless extended for a further specified period by mutual consent.
- (ii) **Consultant:** The one who is hired for a specific task which requires professional competence and specialization when the organization requires external assistance / guidance – such as evaluation, accompaniment, training etc. After this period the staff member's performance is still not considered satisfactory, then his/her employment will stand terminated. A notice given to the staff member shall outline reason for non-confirmation, and or extension of probation period. On satisfactory completion of the probationary period, the employee will be confirmed in service by a letter of confirmation.
- (iii) **Contract:** The one who is employed due to his/her experience and expertise on a contract on a stipulated time or for a specific task or for a project period – on the completion of which the contract shall stand terminated. However, it may be renewed on the same or such other terms mutually agreed upon depending on the needs of the organization.
- (iv) **Volunteers:** Individuals who wish to contribute towards the various causes of the organisation by assisting without any remuneration. Volunteers could be either local/domestic or foreign volunteers.

7. RECRUITMENTS

The recruitment of candidates is the mutual responsibility of the Head of the organization. Recruitment will ensure a uniform selection process that is unbiased, transparent and based on the principle of open competition on merit. Following basic elements includes in the recruitments.

Special efforts made to encourage applications from groups that might otherwise be underrepresented in the recruitment process;

Absence of discrimination—selections made impartially under processes that will not discriminate on the basis of caste, religion, gender etc. However, the selection process will ensure the presence of vulnerable communities/groups in the staff.

Selection will be on the basis of the highest standards of efficiency, competence, integrity, professional qualifications, and appropriate experience to carry out organization's objectives.

Vaan Muhil's recruitment process comprises of the following steps.

Inviting Applications: -

Job Descriptions clearly mentions the number of positions, the required qualifications, scope of work, role and responsibilities, the competencies and skills required to fulfil the job.

Recruitment information should be displayed on the notice board. It can be advertised on website or in the newspaper etc if required. Vaan Muhil will communicate the requirement information's to other NGOs through networks and inform the community through word of mouth.

Selection: -

Shortlist the suitable applications based on requirements and the closest match. Schedule interviews with prospective candidates on specific dates and times. At least three candidates will be interviewed for each position. Interview committee will have at least three members.

Reference checks from the past employer for the selected candidates will be done. Verification of certificates confirming a candidate's education and other experience against originals and keep a copy of the same for organization record.

Letter of Appointment

The terms and conditions of employment including scale of pay, grade, designation and starting salary and allowances of the employees, leave, etc. on initial employment, shall be stated in the letter of appointment to be prepared in duplicate. The letter will be signed in duplicate by the selected employee in token of his/her acceptance of the terms and conditions of employment.

8. ORIENTATION & INDUCTION

As part of the joining process, each employee must submit the following documents:

- Copies of qualification certificates (obtained in the process)
- Photographs & Reference letter (if any)

Key activities during probation:

- Signing the contract letter, job description and employment letters by both parties.
- Meeting with designated person to get an overview about the organization.
- Each new employee must be oriented to the organisation's mission, objectives, history,
- activities and policies for a period of three days at least.
- Supervisor and a designated staff member will be responsible for the orientation of the new employee on the job.

9. PROBATION, CONFIRMATION AND RESIGNATION

Probation:

All newly recruited employees of the organisation are on probationary status for the first three months of their employment. This is an opportunity for the staff member and supervisor to evaluate the suitability of the placement. During this period, the supervisor should train and orient the employee in such a manner as to promote satisfactory performance.

During probation an employee will be eligible for one-day leave for a month. He/she shall not be eligible for other leave benefits.

Confirmation:

A joint review will be held between the Supervisor /project in charge and the employee at the end of the three month of employment. When this review satisfies the organization, employee will be confirmed and a letter will be given and contract will be signed with respective terms and conditions. If both parties agree that the expected performance has not been witnessed, the employee's probation will be extended to further period which will mutually agree based on the need and situations.

10. COMPENSATION

All employees to receive "minimum wages" as defined by law. Vaan Muhil' s compensation structure will attract and retain competent staff and will identify different levels of responsibility and accountability and to establish salaries accordingly.

Salaries will be competitive and are consistent with the budgetary guidelines of the organisation and within the allocated financial resources.

All employees to receive salaries by the 5th working day of every month. Salaries of project staff will be based on funding.

11. PERFORMANCE PLANNING AND MANAGEMENT

Every year, each employee should work out his/her annual individual development plan (IDP) to be achieved during the financial year. This will be done in consultation with the line manager. Simultaneously the required knowledge and skills to achieve the set plan should be worked out.

The set development plan along with the requirements should be submitted to the management for their approval. The approved performance plan should be signed by the employee and the department manager and the copy must be retained by the management in the employee file and the same be given to the line manager and the concerned employee.

Management will look into the training and capacity requirements suggested, and the monitoring system required for complying with the performance management. Orientation and training on the performance management system should be provided to each new employee so that they will understand the system and each staff member will be held accountable for its smooth implementation.

Vaan Muhil appraises the performance of employees to determine and recognize individual performance in contributing to the growth of the organization and reward the deserving employees.

Vaan Muhil's performance management system comprises of performance planning, capacity enhancement mechanism, feedback system, assessment and recognition in concurrence with its Vision and Mission. In totality it measures performance against set objectives and value-based behaviour in job management.

An annual work plan for each staff member, drawn up and agreed to by employee and manager and including measurable objectives for the year. A mid-year review and possible adjustment of the work plan by employee and manager.

Final review of the work plan and assessment of the employee's performance by the manager, followed by a meeting with the employee to discuss performance issues, career development plans, and preparation of a work plan for the subsequent year. An opportunity is given for the employee respond in writing on the evaluation.

12. WORK AND LEAVE POLICY

Office Working Hours: The office works between 9.30 am to 6.00 pm with one-hour lunch break from 1 pm to 2 pm.

Working Days: Six days from Monday to Saturday are working days and Sunday will be weekly holiday.

Office Attendance: Office starts at 9.30 AM every working day. Attendance Register is to be signed by the staff.

In-case of late beyond 9.30 AM up-to 10 AM with 5 such late entries in a month will be considered half day leave.

Late beyond 10 AM will be considered as half a-day absent [without pay].

Similarly, one-hour permission in a day may be allowed 4 times in a month (2 permissions in one day is not allowed)

Leave: Vaan Muhil provides different kinds of leave to meet with the various eventualities. Availing of leave must be informed in advance so that the work of the organization does not suffer.

Holidays: The number of holidays excluding weekly holidays will be **12 days (including National holidays) in each calendar year**. The list of the holidays for the year will be notified by the Project Director. He may declare, at his discretion additional holidays suiting to appropriate situation.

Casual leave: Casual leave up to **12 days in a calendar year** shall be admissible to every employee. It cannot be taken for more than three days at one time without prior permission. Casual leave may not be combined with any other leave. Specific permission should be obtained for prefixing and suffixing casual leave with holidays. Un-availed casual leave will lapse at the end of the calendar year.

Medical Leave: Medical leave up to **10 days in a calendar year** shall be admissible to every employee. If an employee remains absent on medical grounds for more than three days (including attached holidays) his/her request for medical leave shall be supported by a medical certificate from a Registered Medical practitioner. Medical leave cannot be combined with any other leave or holidays. If it is combined, those days will also be treated as medical leave including the intervening holidays.

Compensation leave (CPL): Compensation leave is permitted only if any programme/ work is held or attended during holidays. No compensation leave is permitted for any travel day even if it is a holiday. If Sunday falls between two programme days and if there is no programme on that Sunday it will be treated as a holiday with per diem but no compensation

leave is allowed for that Sunday. Compensation leave should be availed within 90 days of working on holiday beyond which it will automatically lapse.

Maternity Leave: All female employees are entitled to a minimum of 12 weeks maternity leave (only for 2 children). It may be availed at any time during pregnancy (in case of health problem during pregnancy) and/or at any time from one month prior to due date.

Maternity leave with full pay will be granted according to the laws of the land. Maternity leave shall be availed of on submission of an application in that behalf and relevant certificates.

13. OFFICE EQUIPMENTS AND PROPERTIES

All the staff members will be responsible for office equipment's issued to them. It will be their responsibility to ensure the safety and good maintenance of such materials/equipment's. During the time of vacation or absence from office, the equipment's should be handed over to the administration if necessary, for safe custody.

Vehicles: The use of vehicle is restricted to official purposes only. No vehicle is to be used by staff members (other than authorized staff) for personal purposes. All the vehicles shall be parked in authorized areas each night and in safe places while on tour.

Every vehicle should have a record of its use shall be submitted to the Director, through a prescribed log sheet, by the concerned staff in possession of the vehicles on monthly basis.

The safety measures such as wearing helmet and fastening seat belt are to be followed during the office hours.

Other Equipments: Pertaining to the Laptop if there is any software or hardware related issues staff, needs to inform the Administrative staff. Depending on the nature of the issue, these may be resolved by Vaan Muhil through its authorized vendors.

Every employee needs to fill and sign the acknowledgement form mentioning the details of the things handed over by the organization to him/her during his / her job tenure and submit the hard copy to Accounts and Admin person.

14. DISCIPLINE AND ACTION

Any violation of the Rules & Regulations of the Institution is a misconduct, which needs to be corrected through disciplinary action by the management. The following acts of misconduct are illustrative and not exhaustive and are to be considered as misconduct for which the employee will be liable for disciplinary action as per rules.

- ✓ Wilful insubordination or disobedience, whether alone or in combination with others, to any lawful and reasonable order of a superior.
- ✓ Theft, fraud or dishonesty in connection with the Institution's work or property.
- ✓ Wilful damage to or loss of Institution's goods or property.
- ✓ Taking, or giving bribes, or any illegal gratification.
- ✓ Habitual absence without leave, or absence without leave for more than three days.
- ✓ Habitual breach of any law applicable to the Institution. Habitual late attendance.
- ✓ Riotous or disorderly behaviour during working hours at the Institution.
- ✓ Habitual negligence or neglect of work.
- ✓ Striking work, or inciting others to strike work.

- ✓ Any person convicted in any court of law for criminal offence.
- ✓ Any act subversive of discipline or good behaviour either on the premises of the institution or elsewhere, including at residential premises if provided by the management.

Procedure for Inquiry

- ✓ If an order of suspension is rescinded the employee shall be deemed to be on duty during the period of suspension and will be entitled to the same remuneration as he/she would have received if he/she had not been suspended.
- ✓ In the case of a major misconduct, there shall be a recorded enquiry, provided however, that no such enquiry will be necessary if the employee concerned admits the charges in writing. The employee concerned shall be issued a charge sheet (or show cause notice) clearly setting forth the charge(s) alleged against him/her, by the management within seven days of suspension or the establishment of a prima facie case.
- ✓ If an employee refuses to accept a charge sheet or any other communication, then he/she may be verbally informed about the charges in the presence of two witnesses.
- ✓ The management shall appoint an enquiry officer if it decides to proceed with the enquiry.
- ✓ If an employee refuses to accept any communication issued by the enquiry officer, then he/she may be verbally informed in the presence of two witnesses and the enquiry officer may then proceed ex part against the employee.
- ✓ The employee shall be permitted to have a co-worker assist him/her during the enquiry.
- ✓ The employee shall be permitted to produce witnesses for his/her defence and to cross-examine witnesses against him/her.
- ✓ The enquiry officer shall submit his/her findings to the management along with a record of the evidence led on either side.
- ✓ After the receipt of the findings of the enquiry officer, the management may drop the case or issue a show cause notice to the employee along with the findings of the enquiry officer and indicate the proposed disciplinary action and ask the employee to explain why the proposed action should not be taken.
- ✓ After considering the employee's reply, the management may take such disciplinary action as it thinks fit.
- ✓ In the interest of justice all enquiries shall ordinarily be completed within a period of three months from the date of issue of the charge sheet.

Action's based on the inquiry

- ✓ On receipt of a report in writing the appointing authority may suspend an employee for any act of alleged misconduct, pending enquiry.
- ✓ The order of suspension shall take effect immediately on its communication to the employee.
- ✓ The suspended employee will be required to mark attendance at the place and time mentioned in the suspension order.
- ✓ The management may proceed to institute a domestic enquiry in respect of alleged misconduct as set out here in above or in respect of any alleged criminal misconduct committed by the employee. The management shall not be stopped from proceeding with the domestic enquiry even if criminal proceedings have been initiated against such an employee.
- ✓ During the pending of the criminal proceeding the domestic enquiry shall proceed as the test of evidence before a criminal court is different and distinct to that, before a domestic tribunal (domestic enquiry). If on conclusion of the domestic enquiry, the employee has been found to be not guilty of any of the charges framed against him/her, he/she shall be deemed to have been on duty during the period of suspension and shall be entitled to the same wages as he/she would have received if he/she had not been placed under suspension, after deducting the subsistence allowance paid to him/her for such period.

Penalties for indiscipline can be the following

- a) Warning or censure
- b) Suspension without pay and allowances for a maximum period of seven days.
- c) Withholding of annual increment
- d) Demotion
- e) Dismissal

Right of Appeal

Any employee aggrieved by the decision of the management may file an appeal in writing to the Board within fifteen days of the date of the decision. The decision of the Board shall be final.

15. RESIGNATION AND SERVICE CLOSURE

Resignation: An employee who is confirmed and desirous of leaving the organization may do so by giving not less than one-month notice in writing to the Project Director and the resignation shall become effective only when it is accepted by the appropriate authority. The employee's account shall be settled within two days from the date of relief from the service.

Service Certificate: An employee who was employed by Vaan Muhil may be provided with a Service Certificate at the time of his/her leaving by the Project Director, should he/she make a request for the same.

16. GRIEVANCES

Any employee who feels that he/she is unjustly treated; in the discharge of his/her duties by a colleague or a subordinate may submit such grievance in writing to the Project Director. Such grievance shall be duly considered by him. If the employee who has lodged the grievance is not satisfied with the decision of the Project Director thereafter, he/she may approach the Board.

17. REVISION OF REGULATIONS

These regulations will continue to be in force until they are duly revised by the Board and notified as amendments to these service regulations. Anything stated in any notification or directive shall be null and void to the extent it is opposed to or in infringement of the provisions stated herein.

These rules and regulations may be amended, altered or rescinded at any time by the Board and shall be superseded by such amendments. Amendments if any shall be communicated to all employees by a notice issued by the Director in this regard.