



THE WAY FOR A BETTER TOMORROW

GAMANA

# HUMAN RESOURCE POLICY MANUAL

(Effective Date: 10<sup>th</sup> February 2016)

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**SECTION: 1****RECRUITMENT PROCESS****1.1 Introduction**

Recruitment at GAMANA is a very formal process that starts from the need identification of the role and ends when the position is filled. The Director of GAMANA is the final approving authority who ensures that the recruitment process has been properly executed and adhered to by the relevant authorities. She/he is the recruitment process controller and may/may not be the executor.

The recruitment process followed at GAMANA is as follows:

Stage	Maximum Duration Taken	Role Responsible
Vacancy Identification	----	Project Manager
Job Description Preparation	1 Week	Project Manager
Internal Vacancy Announcement	Within 2 Days of JD preparation	Director
Internal Recruitment (If applicable)	----	Director
Application Form Preparation	1 Week	Director
External Vacancy Announcement	Post 3 days of Internal Announcement	Director
Application Time Frame	3 weeks from the date of Announcement	Director
Interview Process	Total of 3 weeks depending on the candidate fitment	Director
Selection of Successful candidate/s	Immediate	Director
Appointment procedure and Signing of Contract	Depends on mutually committed timelines	Director

**1.2 Vacancy Identification**

A vacancy is identified after a Reporting Manager submits the Resource Requisition Form to the HR Team/ Director which would be:

In case of a replacement position, i.e. a current employee who might have resigned/ re-aligned

A new position is created wherein the organisation has received a new project/task which would require additional manpower.

The need identification would be determined during the monthly staff meeting which would be attended by the Director and the Project Manager wherein the expectations from the post, recruitment plan, types of contract, etc. would be discussed. If the planned recruitment procedure differs notably from the given procedure, then the same has to be approved by the Governing Body of GAMANA before the recruitment process commences.

**1.3 Job Description Preparation**

All roles within the organisation will have explicit job descriptions that form a part of the employment contract whether permanent or temporary. Job descriptions help identify the minimum requisites of the tasks to be performed but are not limited to, the level of responsibility of the job, the knowledge, and skillset required to efficiently perform the tasks mentioned. For most cases the job descriptions are standard.

In some cases, job descriptions are custom made, for instance, if two or more roles of a function are combined or if new functions are created for which no standard job description currently exists. Custom-made job descriptions will need to be made based on the current prevalent job descriptions.

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# GAMANA

For all jobs, under the management level, the job descriptions will need to be prepared by the Project Manager concerned and would then be formally approved by the Director. For all jobs at the management level, the job descriptions will be made by the Director and would be then approved by the Executive Committee.

## 1.4 Internal Vacancy Announcement & Recruitment

The organisation must advertise for suitable vacancies internally but, it also reserves the right to recruit externally only if it has a valid reason. Reasons such as lack of required skill set within the organisation for the vacancy in discussion or existing employees who cannot be removed from their current project where they are currently deployed could be considered as valid reasons for External Hiring.

Internal Vacancy Announcement shall be done by posting about the same on the office notice board for the employees. The details about the minimum requirements for the position along with the other details shall be mentioned in the same. The employee who wishes to be considered for the advertised position would need to contact the Director to be able to obtain an application form for the advertised position. This form would help inform the Project Manager of the project to which the employee is currently deputed. It would also be used as an official application for the job posting.

If the Project Manager in which the employee is currently deputed to disapproves the application she/he will in return inform the Director about his decision mentioning the reason to disapprove the movement by filling the same in the application form. The Director will then send a regret mail to the candidate unless he has strong reservations regarding the judgment of the Project Manager, in which case he would take an independent decision considering the probationer's work record, length of time in the present job, and overall potential of the candidate.

If the Project Manager approves the internal movement, he would then mention the same on the form. The selection procedure would also be based on the probationer's work record, length of time in the present job, and overall potential of the candidate as a decision-making basis. If the Director's judgment is negative based on these issues, the Director will write a letter to the employee explaining the results of the assessment. The decision of the Director shall be considered as final.

## 1.5 Application Form Preparation

The job description forms the basis of the application form which needs to be prepared by the Director. The layout of a standard job application form for standard jobs is then prepared.

## 1.6 External Vacancy Announcement

If the internal recruitment process does not yield any positive results or if the organisation has decided to recruit externally only then would the recruitment process continue with an external vacancy announcement. External vacancy announcements should be done via cost-effective advertising, for instance by using local announcement measures, Newspapers, and local TV advertisements, etc. Every announcement should indicate the application procedure and the closing date.

## 1.7 Application Time Frame

Candidates who wish to apply for positions advertised externally can do so by correctly filling in an application form with all the desired information which would include personal and professional information about the candidate.

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Application forms can be obtained from the office of GAMANA. Application forms for the vacancy would be made available for 2 weeks from the date of the first announcement. The position being applied for along with the details, for which the candidate wishes to be considered, should be indicated on the front page of the application. The Director is responsible for the distribution of the application forms.

If a candidate wishes to apply for more than one position he/she should submit separate applications against each vacancy. All filled-in application forms come in through the Personal Admin Officer who maintains a record of all incoming applications. He/she notes the name of the candidates, address of the candidate, date of application received, and the vacancy number against which it is received (in a computerized database). The Personal Admin Officer then forwards the candidate's records to the Director.

For applications towards the positions which are below the management level, the Director forwards the filled-in application forms to the relevant Project Manager under whom the position has been advertised within 3 days of the position being closed which would also include the incomplete forms. The relevant Project Manager selects from the application forms a maximum of 6 candidates within one week of receiving the forms. In case there are 2 similar posts vacant, a max of 10 candidates can be shortlisted, while for 3 similar vacancies a max of 12 candidates can be shortlisted.

The details of the shortlisted candidates are proposed to the Director and the Director would then further shortlist the candidates. The shortlisted candidates would then be required to attend a face-to-face interview. The selected candidates would be intimated by the Personal Admin Officer and the candidates who have not been selected would be sent regret letters.

For vacancies at the management level, the selection of candidates is to be done by the Director and at least one of the members of the Executive Body. They would receive all filled-in application forms for the vacant position from the Personal Admin Officer.

### 1.8 Interviews

The function of an interviewer is to assess whether a candidate is suitable for the position in discussion. Motivation, judgment, qualifications, and on-the-job experience are the criteria for consideration.

The interview rounds would include a personal interview along with tests to assess competencies such as computer skill, knowledge, Case study solving, and/or a driving test.

The interview panel for vacancies below management level shall comprise of the Director, the concerned Project Manager, and one other relevant staff member. The relevant Project Manager will chair the interview panel. The members of this panel will decide on the procedure to use in conducting the interviews and would recommend a suitable candidate after 1 or 2 rounds.

The panel for management-level positions shall comprise of the Director and at least one of the members of the Executive Body. For positions of a management level, one or two interview rounds are held. If a post is specialized in nature, then an expert can be asked to join the interviewing panel. During the interview, the interview panel needs to fill in an interview feedback form for each candidate. This will later help compare the results of the interviews conducted.

After each round of interviews, all candidates are discussed and the decision is taken by a vote among the interview panel members. Each candidate is informed about the interview results in writing. If the



result is positive the candidate will receive a job offer including an invitation to discuss the terms and conditions of their employment.

For candidates living far away, it is advisable to plan for their interview at a convenient time to enable such candidates to reach the office where the interview takes place and to be able to leave on time. Any candidate coming from outside the district (incurring travel costs) would be reimbursed for their traveling expenses (against public transport rates) directly after the interview. Hotel costs are usually not reimbursed.

If no candidate selection is made during the first round of interviews, the second round of interviews would be conducted with a limited number of the candidates. The second round of interview is always conducted if the advertised position is at a management level, i.e. requiring a more in-depth assessment of the candidates. The second-round candidates are usually selected by the interviewing panel that was present during the first round of interviews. After the first round of interviews, the references given by the candidate can be consulted. The current employer of the candidate can only be approached after explicit permission from the candidate.

For the second round of interviews, the interview panel may consist of more panel members than that present in the first round if necessary. The extra members may for instance consist of specialists or other key personnel who may be integral to reach a more balanced and well-informed selection. During the second interview, usually more in-depth questions are asked. If no suitable candidate is found after two interview rounds the recruitment process shall be initiated once again.

### 1.9 Appointment Procedure and Signing of Contract

After the final selection of the candidate, a final offer letter shall be sent to the candidate's postal address. For positions that are not management level positions- the Director and the Project Managers go ahead shall be sought.

For management-level positions- Directors go ahead shall be sought; The job offer letter will clarify the pre-defined criterion for accepting the job offer and reporting on duty. The candidate will have to share his/her acceptance of the job offer within two weeks of receipt of the same.

If the candidate shows interest in the job offer, an appointment letter will be made by the Director to discuss the terms and conditions of the employment post which the candidate signs the employment contract, code of conduct, and job description documents. In some cases, it may be required to have a second meeting to further discuss the terms and conditions of employment before signing these documents.

## **SECTION: 2**

### **STARTING ON THE JOB**

#### **2.1 First Day at Work**

On the first working day of the employee, the targets to be achieved during the probation period are discussed with the Director. This includes clear explanations of what is expected from the employee. The probationer is introduced to the organisation, its people and is also handed an employee handbook by the Director.

The probationer who comes from outside the district where the office is located and does not have accommodation will receive a settling-in allowance of Rs. 1,000 per day to cover the cost of travel, food, and accommodation for the first few days. The probationer can opt for a 25% advance of his/her first month's salary on the first working day if required.





For each probationer, a Coordinator is appointed. Usually, this is someone with ample experience in the organisation and someone capable of supervising the probationer and training him/her towards the relevant tasks he/she expected to perform. In most cases, the Coordinator would be a person who is one level above the probationer's position in the organisation hierarchy, but this is not mandatory. The Coordinator is appointed by the Director in conjunction with the Project Manager.

After the introduction and administrative procedures on the first working day, the probationer is handed over to his/her Coordinator who would then guide the probationer during his/her probation period.

### 2.1.1 Tasks of the Director

Organize payment to the probationer towards settling-in allowance and if requested for by the probationer, which would be 25% advance of his/her first month's salary.

Ensure that the probationer is added to the liability and accident insurance policy of the organisation.

Contact the involved insurance companies if needed and fulfil all required procedures.

Ensure proper handing over of the probationer to his/her Coordinator.

Introduce the probationer to the employees of the organisation.

### 2.2 Probation period

The aim of a probation period is:

1. To test the ability of the probationer to perform his job well.
2. To test the suitability of the probationer's character fitment into the organisation

Besides training and supporting the probationer, the probationer's Coordinator also monitors the probationer during the probation period and fills in a Probation Monitoring Form every month. The information mentioned in this Form is not accessible to the probationer.

The first month of probation is meant to familiarize the probationer with the organisation and also to help him/her settle down and understand the organisation's operations. Usually, the Coordinator has a predesigned training program in mind and also instructs relevant colleagues who will help in conducting this training. After one month the Coordinator and the probationer assess together whether the work has progressed well and identify the areas of improvement. The Coordinator reports about the outcome of this assessment in the Probation Monitoring Form of the probationer and discusses the results with the Project Manager and if required with the Director.

If in the first month the performance of the probationer is found to be unsatisfactory, and then at this stage the probationer can be dismissed after approval by the Director is taken. Another possible option is to demote the person to his/her former position (in case of an internal probationer) or to transfer the person to another position, or continue the probation period in the current position. If it is decided to continue the probation period, a panel (usually consisting of the Director, the Project Manager, and the probationer's Coordinator) evaluates the performance of the probationer four months after the probationer has started with the probation period.

During the evaluation, the Probation Monitoring Form and the observations of the panel members are used as a basis for recommendation to the panel to confirm the employment of the probationer, or to extend the probation period, or to dismiss the probationer, or to transfer him/her to another position within the organisation (either his/her former position in case of an internal probationer or to another suitable position).

After the approval by the Director, the recommendation becomes a decision within the organisation. The decision is notified to the probationer during a probation evaluation meeting. During this meeting,

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the probationer will be given a Probation Evaluation Report that contains the decision in writing including the reasons for the decision. During this meeting, the probationer is also given an oral explanation and he/she can counter-question the decision and seek answers to the same.

In case the decision is to extend the probation period, the same would be done for two months. After these two months, the performance of the probationer is once again evaluated by the same committee who had evaluated him/her previously.

The recommendation is then given to either confirm the employment of the probationer or to dismiss the probationer or transfer the probationer to another position within the organisation. The recommendation will need to be approved by the Director which would then be made into a decision. The decision is explained to the probationer in the second Probation Evaluation Report. This report is given to the probationer during a second probation evaluation meeting.

In case it concerns a position at the management level, a member of the Executive Body should be made a part of the evaluation panel. In such cases, any recommendation of the panel should be approved by the Executive Body to become a decision. Copies of the Probation Monitoring Forms and the Probation Evaluation Reports of the probationer are filed in the personal files of this probationer (who will be from now on, if the decision about his/her continuation in the position is positive, would be called an 'employee').

If a probationer is dissatisfied with the decision of the organisation, he/she can appeal to the Director in writing. The Director may in such a case invite the probationer for a personal meeting. For this meeting, the Director may invite other relevant stakeholders as well. After considering the appeal the Director will make a final and binding decision.

If this decision differs from the decision expressed in the last Probation Evaluation Report, an appendix will be attached to this report explaining the final decision and the reasons for the changes made. In case it concerns an appeal by a probationer for a management level position the final decision will be made by the Executive Body of the organisation who may call for a meeting with the person involved to help them make a well-informed decision.

### **2.3 Notice of termination of contract or resignation**

Written notice to terminate employment by the organisation to the employee or by an employee to the organisation must be done as follows:

During probation: A notice of 7 days needs to be given by either party.

1. Employees with lone or less than one year of employment: A notice period of 30 days needs to be given by either party.
2. Employees with more than one year of employment: A notice period of 60 days needs to be given by either party.

The organisation may revoke these conditions based on:

1. Provisions under disciplinary procedures. Immediate dismissal can be given in case of insubordination, absenteeism, lack of performance, lack of co-operation, and theft.
2. The employee has been certified as someone who is permanently unable to work by a recognized medical practitioner.
3. The employee has been imprisoned or convicted of an offense.





### 2.3.1 Tasks of the Director

In case the contract of an employee or probationer is terminated or an employee or probationer resigns, make sure that all required procedures are carried out according to the labour laws of the State. In such cases, the insurance policy for the employee/ probationer from the last working date of the employee/ probationer needs to be terminated.

### 2.4 Re-employment

Former employees who have left the organisation (who were either under casual/temporary or permanent employment) by resignation (of their own accord) or who have had their employment terminated for any reason connected with their performance or conduct will in principle not be re-employed. However, the Director may use his/her discretion to modify this policy where he/she considers it to be that of mutual benefit to the individual and the organisation.

The general exception to this rule will be where an employee has left the organisation as a result of redundancy in which case the Director's approval will not be needed for re-employment. However, for this case of re-employment, the person would have to apply through the formal application procedure (during the recruitment round).

## **SECTION: 3**

### **PAYMENT POLICIES AND PROCEDURES**

#### 3.1.1 Salary and wages

Salary means payment towards the work done by a probationer/employee with an employment contract usually done in the form of Cheque payments. Wages means remuneration or earnings, capable of being expressed in terms of money which are payable to a probationer/ employee under a contract of service and includes the cost of living allowance paid to them. The salary/wage system of the organisation is bound to be paid in Indian currency and the same is followed by the organisation. The salary/wage system is evaluated once a year via an annual performance appraisal cycle.

#### 3.1.2 Salary and wages payment

The amount of salary is paid following the employment contract of the employee. This would be made via an Account payee Cheque only. Salaries/Wages will be paid on the 7<sup>th</sup> day of every month. The probationer/ employee shall be paid a mid-month salary advance if one desires so and the remaining balance will be paid at the end of the month. For this purpose, the employee has to fill in a mid-month salary advance request at least one working day in advance. The mid-month salary advance shall not exceed 50% of the salary/wages payable to the employee. Each employee on the payroll signs a pay slip (in duplicate) at the end of the month (On the 7<sup>th</sup> day of the following month). One signed pay slip will remain with the employee and the other with the organisation.

The salaries depend on:

1. The position of the employee
2. The time an employee has worked with the organisation
3. The performance of the employee

The salaries presented comprise the consolidated salary along with the conveyance/travel/transport or other costs the probationer/employee might have incurred while executing his duties.

#### 3.2.1 Salary Increase (performance-related)

After each year of employment, a performance appraisal is done with the employee. If the outcome of the appraisal cycle is equivalent to meets expectations then, this results in an increment in the salary being offered which would be dependent on the salary grading system of the organisation. This process continues until he/she reaches the highest salary defined for his/her position by the grading system.



Each increase will be confirmed in writing after the Project Manager has obtained the approval for the same by the Director. The Director is responsible to inform the Finance Administrative Officer about the new salary after having received the approval. Management level salary increments have to be approved by the Director and the Executive Body. In case of a salary increment of the Director's salary, this would have to be approved by the Executive Body. Employees with unsatisfactory performance will attract no promotion or increment.

### 3.2.2 Change to another Role

If an employee takes up another role within the organisation his/her salary will be based according to the grading level of the new role. The grading system would start from the base bracket as that of a newly joined employee (thus starting for the grading system at year One, unless the position is at the same or a lower grading level).

### 3.2.3 Acting allowance

Acting allowance is an additional allowance in addition to the salary for an employee who acts on behalf of a higher grading position. Acting allowance may apply: If the employee for whom one is acting is temporarily absent (for instance for training or due to illness)

1. In anticipation of the employee being promoted into the position, he/she is acting for, or
2. If the position is vacant and to be filled in the future by another person to be recruited

The granting of an acting allowance to an employee shall be decided by the Director and Management team. The amount will be based on the grade of the position the employee will act on behalf of. Acting allowance is not regarded as a merit increase. After the acting person in charge is finalized and if the employee takes on the position full time, he/she will receive the payment suiting the post (entering the first step).

### 3.3.1 Medical care

The organisation must have a medical account with a local clinic for all the probationers and employees. The medical services are only to be used for minor treatments and tests in the clinic where the account runs.

Hospital bills shall not be covered by the organisation. Medical forms will be filled by the employee in duplicate and would then be forwarded to the Director for final approval before a copy is taken to the clinic for the actual treatment. The clinic is furnished with an authorized specimen signature of the authorized staff. Part of the duplicate copy is filed in the employee's file.

### 3.3.2 Insurance

The organisation would have a liability and accident insurance cover for each employee and probationer.

## **SECTION: 4**

## **STAFF DEVELOPMENT POLICIES**

### **4.1 Introduction**

The organisation has a system of staff development in place for all its employees. This consists of performance appraisal of the employees and the possibility for employees to follow internal and external training when they are invited to do so. Employees are also free to apply for training courses that they would like to pursue.

### **4.2 Employee performance appraisal**

Performance appraisal is a continuous process of reviewing or discussing one's job and aims at the improvement of his/her performance in the current job.



### Objectives of performance appraisal:

1. To satisfy the individual's needs for feedback on performance and to assist him/her in improving the performance in their current job.
2. To strengthen Coordinator - Employee relationships.
3. To get feedback on the level of employee motivation.
4. To help the employee to perform better and to help strengthen the organisation as a whole to perform better.

#### 4.2.2 Performance appraisal process

After completion of the probation period and a working year in the system, each member of staff will undergo an appraisal cycle to review his/her performance wherein their targets versus achievements are discussed, the new targets for the next appraisal cycle are formulated and the training and development needs of an employee are identified.

The employee should be evaluated over the whole period since he/she was last appraised for. It is the responsibility of the employee and immediate Coordinator to ensure that individually set targets are monitored regularly as specified in the completed performance appraisal report. Failure to comply with this will have an adverse implication on the part of the immediate Coordinator and the concerned employee.

The report is prepared in duplicate and should be endorsed by the employee, Coordinator, and Director. One copy of the appraisal form is given to the employee in duplicate and the original copy of the form is filled in the employee's file. If the employee does not agree with the outcome of the appraisal, he/she can appeal to the Director.

#### 4.3 Training

The organisation supports a policy of progressive development of the employees. Training needs of employees at all levels will be assessed regularly and as and when required for the job, internal or external training will be organized at the organisation's expense. Training's wanted and initiated by the employee but not suitable keeping in mind the organisation's budget or priorities should be paid for by the employee and must be done outside the working hours.

Employees who pursue courses sponsored by the organisation and whose total cost exceeds Rs. 10,000 (including allowances) are obliged to serve the organisation for a minimum of 1 to 2 years (depending on the amount paid for) after the training before they can resign/retire from the organisation. They will have to sign an agreement under this arrangement.

#### 4.4 Transfers

The organisation appoints the employee to a specific project location and this may be subject to transfer at any given time. A transfer can be initiated in the below-given circumstances:

Organisation Initiated Transfer: The employee needs to be consulted on the possibilities for his/her to transfer.

Employee Initiated Transfer: Transfer may be initiated as a result of personal interest/request and this may take place after a request from the employee to be transferred to another office is received by the Personal Admin Officer. This typically has to be applied against an existing vacancy. If the post is advertised externally, he/she would have to equally compete with external applicants.

Transfers need the approval of the Director. Employees who are transferred may apply for coverage of incurred costs involved in the transfer. This would be looked into on a case-to-case basis.



#### 4.5 Use of notice board

All important communication regarding vacant positions, the change in positions of employees (whether being promoted, acting on behalf of, transfers, new appointments, and resignations, etc.), training courses, and other important issues regarding staff development would be announced on the notice board in the office for every employee's information.

### **SECTION: 5**

#### **LEAVE POLICY**

##### **5.1 Introduction**

Employees serving under the organisation's Terms and Conditions of Service will be entitled to an annual leave of 20 working days for each year of service. Leaves have to be agreed upon by the Director and the coordinator. For each agreed leave the Director is informed by the Coordinator.

##### **5.1.1 Planning of leave**

A leave calendar should be drawn at the beginning of the year and agreed upon by the Director which is then forwarded to the Project Manager. The Project Manager is responsible for inquiring with his/her project-associated team members about the respective leave plans of the employees working in the area.

##### **5.1.2 Requests and authorization procedures**

Amendment to the schedule will be at the discretion of the immediate Coordinator in consultation with the Personnel Administrative and Finance Administrative Officers. For each scheduled leave period, the employee will submit a leave form to the Personnel Administrative and Finance Administrative Officers after agreement by the immediate Coordinator (who signs the form for approval). This will be done at least two weeks in advance (except for sick leave and compassionate leave).

Depending on the circumstances, the immediate Coordinator may reschedule the leave (in consultation with the concerned employee). The Director will verify the leave record and sign the leave form for approval. Final leave approval is done by the Personnel Administrative and Finance Administrative Officers, who send the form back to the Personnel Administrative Coordinator with copies to the Director who may sometimes reverse the leave schedule if certain circumstances may warrant this to happen. The Director shall inform the employee in absence of his/her leaves not being approved.

Employees taking leave are required to return according to the dates agreed in the leave form submitted. In absence of the same, disciplinary penalties will apply i.e. a formal written warning and loss of pay for the days the employee was not been present at work. An employee serving on probation will not be allowed to take leave; he would only be granted the same based on the sole discretion of the Director.

##### **5.2. Paid leave**

Employees who have successfully completed their probation are eligible for paid leave under the following conditions:

1. The employee is not on temporary terms of service or any sort of induction/training program.
2. Paid leave will accrue from the date of full-time engagement (at a monthly rate of 25 working days). The employee can never take more than his/her yearly leave entitlement. For example, full-time service of 8 months will give the employee an entitlement of 16 leave days maximum.
3. Employees are encouraged to apply for leaves at least two weeks in advance.



4. The employee can get an advance to his/her salary for the leave covering two consecutive months until a maximum of 30%. For example, if 10 days of leaves fall in the last 5 days of August and in the first five days of September, the employee can get an advance for these days. The advance for September in this example can be a maximum of 30% of the total monthly salary. Leaves not taken within the contractual year shall automatically expire and can neither be transferred to the next contractual year nor can the same be encashed.

### 5.3 Compassionate leave

This leave is granted to employees on permanent terms of employment in the unfortunate event of death of his/her parent, sister/brother, father/mothers-in-law, spouse, and/or children. Compassionate leave of a maximum of two days will be granted in this regard under the sole discretion of the Director. Employees on probation or temporary terms may also be granted this leave.

If the employee wishes to take leave which is longer than two days, he/she shall propose to use the same from his/her annual leave entitlement or opt for a reduction in payment (if there are no paid leave days left). This needs to be agreed upon in advance following the procedures mentioned in the former paragraph.

### 5.4 Maternity and paternity leave

A female employee shall be entitled to a maximum of 8 weeks maternity leave on full pay once in 3 years. During probation and under temporary terms of service, there are no provisions for maternity and paternity leave.

During the maternity leave period, the normal benefits and entitlements of the employee including her contractual rights and accumulation of seniority shall continue uninterrupted and her period of employment shall not be considered to have been interrupted, reduced, or broken. In the event of illness, certified by a registered practitioner, arising out of pregnancy or confinement, affecting the employee or her child, the organisation shall grant the employee additional leave as required according to the situation.

A maximum of four days, if applied for, will be given to the male employee once every three years for paternity leave. This leave will be taken within four days after the spouse's delivery.

Female employees are encouraged to announce the pregnancy to their immediate Coordinator as early as possible and on such grounds, she would be allowed time off for her antenatal visits. Similarly, the nursing mother will be allowed time off during working hours for breastfeeding. The duration of absence would be determined on a case-by-case basis, but should not exceed duration of two hours per day for a maximum of six months after giving birth.

In circumstances whereby an expectant employee may be working under dangerous conditions, which could result in serious health hazards, management may re-design her duties. This will have to be certified by the organisation-appointed medical doctor and approved by the Director.

### 5.5 Sick leave

Sick leave will be authorized when the employee is unable to work because of sickness or injury, or when the employee needs medical examination or treatment, which can be obtained only when the employee would normally be on duty. Sick leave is not to be used for the caregiving of family members or treatment for a family member. Absences of such nature are subjected to disciplinary action. Application for sick leave should be attached with a doctor's prescription certifying the same which





must be delivered to the Coordinator latest by the second day of sickness along with a written request from the employee.

Sick leave must always be filled in. The immediate Coordinator will make approval of sick leave then forward it to the Personnel Administrative Coordinator who would then seek approval of the Director. The sick leave will start from the first day of absence. The management has the right to visit the employee or send a doctor to visit the employee for the purpose of cross-checking.

Employees are entitled to a maximum of 30 days of sick leave in a year. This paid sickness benefit may be extended at management's discretion by another 60 days on account of the employee's hospitalization. After the completion of 90 days, the case will be reviewed and the management would decide on the termination of employment. Cases of misused sick leave will be subject to disciplinary action. This entitlement applies only if the employee is on a permanent employment contract and not on probation or temporary terms of service.

### 5.6 Public holidays

The organisation respects the public holidays as defined by the State authorities. In the event of an employee being asked to work on such holidays and other declared holidays, the organisation will compensate for these days in time or money. The Personnel Administrative and Finance Administrative Officers, Director in consultation with the immediate Coordinator will be expected to amend the leave schedules of the involved employees in such cases. Public holidays falling within an employee's leave are not counted as leave days and as such are not deducted from the employee's leave record. A public holiday can only be taken after confirmation by the Director that indeed the State authorities have officially denounced this day or the day has been declared as a public holiday.

### 5.7 Leave without pay

Leave without pay will only be granted in exceptional cases to long-standing employees who have been employed with the organisation for a minimum of 18 months. The leave should fit into the planning of the organisation and it should be able to (partially) replace the employee. The leave should be requested for at least three months in advance.

## **SECTION: 6**

### **DISCIPLINARY PROCEDURES**

#### **6.1 Introduction**

Every probationer/ employee is required to abide by the Code of Conduct established by the organisation. Upon offer acceptance by an employee, he is required to read and sign the Code of Conduct along with the employment contract. The Code of Conduct comprises the rules and regulations which all employees need to comply with.

Disciplinary procedures apply to all probationers/ employees across levels, even to those who do not fall under the purview of the code of conduct. This helps to ensure that the organisation's policies, the standard of performance, and behaviours are maintained at an appropriate level. The organisation's policy is to ensure that a positive approach is used to motivate an employee. Disciplinary procedures only come in if the encountered situation is wilful and unlawful and (potentially) damaging to the organisation and/or his/her colleagues.

It is at the discretion of the Project Manager (for offenses by employees below management level to judge whether an offense is minor or major. Depending on this judgment, further procedures are to be followed. Adhoc disciplinary committees will be instituted to deal with severe disciplinary cases.





In the absence of the same, the organisation holds a risk of claims by staff on whom disciplinary actions were imposed for not abiding by the Labour laws, rules, or protocols and this may be damaging. In certain cases, this may also involve a large sum of money, plus a lot of work to get everything sorted out (including the danger for court cases, etc.). It is therefore advised strongly to first contact the Labour Office, develop the disciplinary procedures in detail in collaboration with them, and maintain regular contact with the Labour Office. For each case that's brought to the organisation's notice, it needs to be verified with the Labour Office on the course of action that needs to be taken.

The Project Manager will initiate the disciplinary action procedures (examples of those are written out in the following paragraphs). Following are examples of the same:

**Verbal warning:** (not recorded in the personal file of the employee).

Warning letters (level 1-3). Each warning letter is recorded in the personal file of the employee. Each warning letter has a particular level associated with it, depending on the offense. As long as the sum of the issued warning letter levels to an employee is less than 4, no further disciplinary actions will be undertaken against the employee.

If the sum of the issued warning letter levels to an employee is 4 or more during the whole time of service of the employee, the Director can decide to start the procedures for dismissal or suspension of the employee whenever he deems necessary.

**Suspension:** Suspension means that an employee is sent off the job for a limited time max 2 weeks without payment of salary. The decision to suspend someone is taken by the Director.

**Dismissal:** Dismissal can be with or without pay. The decision to dismiss someone is taken by the Director in consultation with the Labour Office and under the applicable labour laws of India.

## 6.2 Procedures to be followed

The Coordinators are primarily responsible for identifying offenses. All the offenses are communicated to the Director or the Project Manager who needs to inform the Director. In reaction to an offense, the Project Manager provides a verbal warning to the involved employee in case of small offenses. In case of larger offenses, it is advised that the Director or Project Manager would discuss the further course of action to be taken in congruence with the Labour Office. After the way forward suggested by the Labour Office is received, disciplinary action is initiated against the involved employee.

The following authorization levels have been established with regards to disciplinary actions:

Type of Disciplinary Action	Person Responsible
Verbal warning	Project Manager or Director
Warning letters	Project Manager (in consultation with the Director)
Suspension	Director (in consultation with the Executive Body)
Dismissal	Director (always in consultation with the Executive Body)

**IMPORTANT:** Below mentioned are the financial aspects associated with the different disciplinary actions along with the levels they would fall under:

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Type of offense	Minor Offence Outcome	Major Offense Outcome
Wilful failure to obey legitimate instruction	Issue of a warning letter. It would be considered as a Level 2 offense	Issue of a warning letter. It would be considered as a Level 3 offense
Wilful loss, misuse, damage, theft, unauthorized use of organisation's property/ assets	Issue of a warning letter. It would be considered as a Level 2 offense	Issue of a warning letter along and may lead to suspension or dismissal from service. It would be considered as a Level 3 offense
Improper publicity of organisation's image	Issue of a warning letter. It would be considered as a Level 3 offense	Issue of a warning letter. It would be considered as a Level 3 offense
Absenteeism	A verbal warning or a warning letter shall be given. This would be considered as a Level 1 Offense.	Issue of a warning letter and may lead to dismissal from service. It would be considered as a Level 2 or Level 3 offense.
Arriving late to work or leaving work without permission	A verbal warning or a warning letter shall be given. This would be considered as a Level 1 Offense.	Issue of a warning letter. It would be considered as a Level 2 offense
Failure to co-operate with other employees	A verbal warning or a warning letter shall be given. This would be considered as a Level 1 Offense.	Issue of a warning letter. It would be considered as a Level 2 or Level 3 offense.
Gossip among and about colleagues within/outside the organisation	A verbal warning shall be given	Issue of a warning letter. It would be considered as a Level 1 or Level 2 offense.
Reporting on duty under the influence of alcohol/narcotics	This would lead to Suspension	This would lead to Dismissal from service.
Breach of safety rules	Issue of a warning letter. It would be considered as a Level 1 or Level 2 offense.	Issue of a warning letter and may lead to suspension or dismissal from service. It would be considered as a Level 3 offense.
Carelessness or neglect of/at work	Issue of a warning letter. It would be considered as a Level 1 offense	Issue of a warning letter. It would be considered as a Level 2 offense
Fighting at workplace	This would lead to Dismissal from services	This would lead to Dismissal from service

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Threatening behaviour towards colleagues	Issue of a warning letter. It would be considered as a Level 1 or Level 2 offense.	Issue of a warning letter and may lead to suspension or dismissal from service. It would be considered as a Level 3 offense.
Having a private business with suppliers of the organisation on organisation's deals	Issue of a warning letter. It would be considered as a Level 3 offense	This would lead to Suspension or Dismissal from service.
Claiming expenses from the organisation which are higher than the actual expenditure or for expenses that have not been incurred	Issue of a warning letter. It would be considered as a Level 2 or Level 3 offense.	This would lead to Suspension or Dismissal from service.
Any other offense not stated above	A verbal warning or a warning letter shall be given. This would be considered as a Level 1 or Level 2 or a Level 3 Offense depending on case to case basis.	This would lead to Suspension or Dismissal from service.

If a formal warning is written to the employee it should explain the level of the warning letter and the nature and seriousness of the offense. A copy of this letter will be given to the Director and another would also be placed in the employee's file. Following the delivery of the formal disciplinary action, the Project Manager and Director (if it is not him/her committing the offense) will always hold a formal interview with the employee during which contents of the letter will be discussed and the minutes of the meeting would be taken and filed.

The disciplined employee must countersign all disciplinary letters or minutes of the meeting of the disciplinary interviews. Failure of the employee to endorse the document should be reported to the Director and noted on the employee's file. If the offenses committed by the employee add up to 4 or more, the Director can initiate the required action in congruence with the Personnel and Finance Administrative Officers as and when he deems fit.

### 6.3 Appeals

At any stage in the above proceeding, the employee wishes to appeal, the same may be done so via the Director with a request for suspension or change of the disciplinary action being given. The Director may seek advice from the Executive Committee and may then proceed with written advice which would be the final decision with regards to the disciplinary action which needs to be taken. No further appeals will be permitted.

### 6.4 Grievance handling procedures

An employee may have a legitimate grievance against a colleague, a manager, or the organisation. This for instance could be conditions of work, unreasonable instructions, poor coordination, poor or inappropriate communication, or other matters.

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The employee is encouraged to feel free to seek settlement of issues, complaints, and grievances without fear of interference or dismissal. In such cases, the employee is, however, obliged to follow the procedure mentioned below.

An employee against whom a grievance is lodged shall also be given an opportunity to discuss his side of the issue.

#### **6.4.1 Grievances against employees**

The employee who would like to register a grievance would need to approach the Director. The Director would investigate the matter and if possible solve the issue to the employee's satisfaction. Grievance complaints are always taken very seriously and are given full attention with immediate effect.

Post the receipt of the grievance, the person against whom the grievance is held and the employee who expressed the grievance are brought to terms with each other in a personal conversation during which the Director acts as a facilitator. It is important to lay down agreements made in such a conversation in writing and have both the involved persons sign it for approval. The agreement is made up of three-fold: one copy for each of the two involved employees and one copy for the filing system.

If no optimal solution is achieved via discussion then, the Director will decide on what should be done. In case the grievance is against any employee of the management team (including grievances against the Director) members of the Board of the organisation are invited to join the conversations and the final decision on the required action (especially if no agreement has mutually been achieved between the involved employees) is then taken by the Board. In case of grievances against other persons who are involved in the organisation, the same procedures will be followed as for grievances against employees in the management team.

### **SECTION: 7**

## **TEMPORARY APPOINTMENTS**

### **7.1 Introduction**

Temporary appointments refer to employees on temporary contracts, casual workers, trainees on graduate work experience programs, and consultants. Any extensions of temporary appointments will be brought into effect with the approval of the Director after a performance appraisal exercise. Temporary appointments can only be renewed twice and should not be exceeded beyond a total period of one year. An employee on temporary terms of employment shall observe the following conditions of employment:

- + Probation
- + Salaries and wages
- + Code of Conduct
- + Notice of termination/resignation
- + Leave

### **7.2 Piecework employment**

The organisation may occasionally recruit employees on a piecework or task work basis. Depending on circumstances, this form of arrangement can be renewed daily or as and when the situation warrants. The piecework employee is strictly entitled to his/her remuneration which may be calculated on a daily rate basis or at the completion of the specified task. Taxes should be paid with regard to piecework employment in accordance with the applicable laws in India.



### 7.3 Trainee programs

The organisation may have or develop a Trainee experience program. The engagement is substantially for one year but reviewed on a six-monthly basis. Pay and benefits accruing to the appointee should not exceed the identified post to which he/she could be posted. During or at the completion of this program, the individual is free to apply for any job within the organisation. Terms and Conditions for this engagement are specifically articulated in the contract.

### 7.4 Consultancy services

The organisation may feel the need to hire some consultancy services in various areas of the organisation's activities. This is usually a short-term arrangement and at a piecework rate. The need for consultancy services should be reflected in both the plans and budget of the organisation.

### 7.5 Part-time employment

Part-time employment will normally be defined as employment where the employee is not working for the normal amount as per full-time hours per week. For part-time employees, the same terms and conditions of service are applicable which have been mentioned for temporary appointments, i.e. if they are not on a permanent contract.

## **SECTION: 8**

## **EMPLOYEE WELFARE**

### 8.1 Leisure

The senior management shall arrange a staff party for all employees once a calendar year (usually a New Year party). Venue and date will be decided upon by votes or discussion.

### 8.2 Allowances/per diem

The Organisation shall meet the following maximum expenses while the staff is sent on official duty outside the place where the organisation is working. These allowances are only paid against actual costs made.

Transport:	Based on public transport rates
Breakfast:	Rs. 30
Lunch:	Rs. 85
Dinner:	Rs. 85

If an employee is sent on a training course then the organisation will determine the allowances needed. For instance, lunch is provided during the training course, the employee will not be given the lunch amount of the allowance; when a training course takes place within the project area, where the employee lives and the employee can eat and sleep at home, no allowance will be given at all. If a third party pays for the allowances (e.g. organizers of the training course) the employee is allowed to accept these but the organisation will in such a case not give an allowance to the employee.

### 8.3 Break time tea and coffee

Tea or coffee is served to staff for half an hour in the morning and half an hour in the afternoon six days a week. The exact times are defined by the organisation. Tea and coffee items are provided by the organisation. Snacks, meals and extra drinks have to be paid for by the employees themselves.

### 8.4 Work facilitation

Depending on the position and tasks of the employee the organisation will do as much as possible to facilitate the employee in his/her work. This means that the employee can use the organisation's computers, Cameras, transport (if stated in the job description), stationery, calculators, field equipment, and crash helmets while on duty. Usually, these items are not to be taken home but left in the office.



Protective wear provided for all the employees during their field visits is crash helmets, which remain the property of the organisation. Stationary can be used in normal quantities as required for work. Employees can request equipment or items which may be needed by them to perform their duties efficiently. These can be granted at the discretion of the management.

### 8.5 Insurance

All employees (except piece workers) are insured for bodily or material damage that may be caused to a third party while on duty. This means the employee cannot be sued by a third party on a personal level provided the damage was not caused wilfully or by negligence.

All employees are also insured for medical treatment as a result of an accident on duty and income for at least 1 year in case of full disability (based on their current income). The employee always has to wear a helmet while driving or co-driving a motorcycle while on duty. In case, death occurs while on duty as a result of an accident, the direct relatives are paid at least one year's salary in lieu. All these provisions depend on the insurance company's assessment and are only paid if the insurance company decides to pay for the same.

## **SECTION: 9**

### **GENERAL POLICY GUIDELINES**

#### **9.1 Identity cards**

All employees except piece workers are provided with identity cards. Those on temporary appointments get temporary identity cards, while those on permanent appointments will receive permanent identity cards. These remain the property of the organisation and must be returned on termination of appointment before terminal benefits are paid.

#### **9.2 Personal files**

For each employee (temporary or permanent) a personal file is prepared. The Director is responsible for the maintenance of the personal files. He/she will ensure that the employee files are kept up to date with maximum safety and confidentiality (he/she can ask the Personnel, Administrative Coordinator, to do the executive work for this but then has to control the files regularly and be responsible for the accuracy of these files).

The following persons can access the personal files:

1. Director (without permission)
2. Other members of the management team (with permission of the Director).

The employee can access his/her personal file if they are seeking some specific document. This can only be done in the presence of the Director. If necessary, parts of the file can also be kept secret from the employee.

#### **9.3 Politics and Religion**

The organisation is a non-governmental organisation that exists to facilitate the empowerment of the socially and economically disadvantaged (regardless of caste, religion, or political colour), to help them with access to opportunities for sustained improvement in their lives. The organisation has no political/religious affiliation.

The properties and facilities of the organisation shall not be used for any political or religious purpose. Employees should express their personal political/religious beliefs without involving the organisation directly or indirectly in any way. If the organisation feels that religious or political involvement conflicts with the interests of the organisation, the employee can be disciplined.





#### 9.4 Loss or damage of organisation property

An employee in permanent or temporary roles with the organisation will be personally responsible for the organisation's property, which is within his/her control either at work or home. Loss of such property, which cannot be adequately accounted for or explained, shall be treated as theft, and if such a case occurs it could lead to dismissal from service. If the employee loses the organisation's tools or equipment which is in the employee's possession he/she will have to pay the cost for replacement.

#### 9.5 Working hours or days

The employee is expected to work for 45 hours per week (unless stated otherwise in the contract). All employees will be expected to report to duty as follows:

Working Days: Monday to Saturday  
Working Hours: 9 am to 5:30 pm  
Lunch Break: 1pm to 2:00pm

There is no overtime allowance for additional hours worked unless the employee has been requested to do so by the management on a weekend or after normal working hours. The rates used for overtime allowance will comply with the labour laws of the State. No field allowances are given for normal duties assigned and no expenses or reimbursements can be claimed other than those which have been priorly approved for.

#### 9.6 Expense claim policy and procedure

Expenses incurred by the employees during his/her duties on the behalf of the organisation will be reimbursed only if the Director has given prior approval. Expenses are not part of the salary but are direct reimbursement of expenditure. Claims towards reimbursement must be made on the appropriate reimbursement form, which must be signed by the individual and be authorized by the Project Manager with approval from the Director before submission.

As a general rule, all claims must be supported by receipts, if possible VAT receipts. However, it is recognized that certain items of expenditure e.g. some public transport fares cannot be supported by documentary evidence. In such cases, the claim form must include details along with the reason for the expenditure incurred. Receipts or invoices that are not agreed on by the organisation cannot be sent for payments and cannot be claimed afterward.

### **SECTION: 10**

#### **CODE OF CONDUCT**

##### **10.1 Code of Conduct**

1. Work honestly and carefully at all times.
2. You must not be absent from work, arrive late, or leave work early without prior permission.
3. Always wear protective gear while riding/driving a motorcycle/scooter/Jeep/Car.
4. Follow all the health and safety rules which have been laid down by the organisation.
5. Do not drink alcohol or consume narcotics during working hours or turn up to work in an intoxicated condition.
6. Do not fight assault or abuse a staff member or visitor.
7. Do not use organisation property carelessly or negligently.
8. During working hours you must not do any business except that for which the organisation pays you.

##### **10.2 Disciplinary Actionable Offences**

You will be disciplined for any of the following offenses:

1. Wilful failure to obey legitimate instructions.

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2. Wilful misuse of Organisation property.
3. Improper publicity of information damaging to the organisation's reputation.
4. Desertion (absence from work without permission for 4 consecutive days or more).
5. Sleeping on duty.
6. Arriving late to work or leaving work early without permission.
7. Failing to co-operate with other employees on the ground of race, religion, or sex of another person.
8. Acting in a prejudicial way against employees on the grounds of race, religion, or sex of another person.
9. Reporting on duty intoxicated.
10. For use of vehicle/motorcycle written permission needs to be given before you can ride or drive.

### 10.3 Dismissible Offences

Any of the offenses described above constitutes serious misconduct and immediate dismissal may occur. Breach of safety rules endangering life stated below:

1. Carelessness or negligence at work.
2. Fighting at work.
3. Threatening behaviour towards another co-worker.
4. Having any private business deals with suppliers of the organisation on the organisation's deal.

### 10.4 Health and Safety rules

1. These rules mentioned below establish responsibility for both the organisation and its employees to provide safe working conditions. You will be expected to take reasonable care to ensure your own safety and of others who can be affected by what he/she does or does not do.
2. You must wear a helmet when riding a motorcycle/scooter at all times or use your safety belt whenever driving a vehicle.
3. You must have undergone a proper motorcycle/scooter/vehicle training course and must be holding a valid driver's license.
4. All employees who use an organisation motorcycle, scooter, or vehicle must submit a copy of their driving license to the organisation Administrator for filing.
5. One can only ride a motorcycle/scooter with written permission from the management for that particular vehicle.
6. The maximum speed limit for a Motorcycle is a maximum of 60 km/Ph on all roads.
7. No pillion to be riding on the motorcycle without a helmet.
8. No carrying of community members in and around the project areas.
9. No carrying passenger in 'Amazon' sitting style (two legs at one side) on the motorcycle.
10. No carrying of passengers in the boot of the vehicle(s) (for pick-ups).
11. Repetition of the same offense within 12 months of the first offense even after a warning could lead to dismissal from service.

**SECTION: 11****STANDARD JOB DESCRIPTIONS**

The below job descriptions are based on the Organogram of this manual. It is quite possible though to combine certain job descriptions or split them up and divide them differently over other functions.

Daily	Provide petty cash as and when required	Provide petty cash to staff when they ask for it post acceptance of the intended purchase. Ensure control and sign the petty cash voucher along with the attached receipts (the financial department would need to bring the petty cash vouchers to you every day or at least once every few days for your signature)
Weekly	Project visits	Visit projects sites at least once a week but preferably twice a week. Each visit must cater to one or two projects. Read the relevant project manual for NGO staff for that particular project before going to a project site. These manuals contain step-by-step descriptions of the tasks to be done during each process step of the project. In this way, you will know for each project visited what specific actions are required to be taken by you.
Monthly	Monthly finance control	<p>The last working day of the month is to be used to control all financial transfers made during the month.</p> <p>The following tasks should be executed:</p> <p>Verify whether actual and calculated Balance is equal</p> <p>If not, then send the financial books back to the person responsible for the data entry and then allow them two more days to find the error and correct the same.</p> <p>Control each financial transfer in each daybook</p> <p>Verify the entries made in the daybooks along with the filled financial documents (receipts, vouchers, and bank statements).</p>



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# GAMANA

Quarterly	Quarterly financial control	<p>Allocate two days at the end of each three months to execute the following tasks: Produce the quarterly report: With the help of the financial data in your financial books (that should have been controlled and corrected up to the end of the quarter) prepare the following reports: Financial project overview report, organisation costs report, balance report, Income &amp; Expenditure report Summary overview.</p> <p>Ensure that the project budgets are not exceeded: Execute the actions. Control whether the efficiency rule of your organisation is fulfilled during the quarterly period: Execute the actions. Control the amounts spent on each organisation post cost and ensure it is not too high: Control whether the total amount spent on each post during the three months does not exceed the guidelines agreed to by the organisation towards the expenditure for these posts. If expenditure on a post is too high you will need to find out why the spending has been so high and take appropriate measures to prevent such high expenditures on the post in the future.</p>
<p><b>IMPORTANT</b> Pay special attention to the transfer of money from one daybook to another. Control all the receipts and ensure that they are not corrupted. For each purchase, there should be a receipt (a receipt can have a list of several purchases, but each purchase should be included in a receipt, so there should be a receipt of things that have been bought at a marketplace, etc.).</p> <p>Look at the prices of the items and the totals calculated on both the receipts and the vouchers. In case of money received, ensure that the money has been directed to the correct earmarked funds and the rates used in transfers from local bank accounts are correct. If anything is wrong or if you suspect that things may not be right, investigate it by visiting the involved supplier, questioning the involved staff members, and questioning the bank.</p>		

I have read understood and accepted the above rules of conduct and agree these rules are a condition of employment by GAMANA.

Employee Name  
Employee No

Place:  
Date:

**EMPLOYEE SIGNATURE**

**EMPLOYERS SIGNATURE**

Updated on 1st November 2019

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