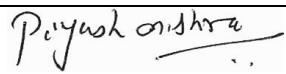




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1.0 Introduction

This Human Resources Policy Manual is provided as a central reference for Chief Executive Officer and all managers and applies to staff across all locations where the Organisation carries/will carry out its work and leads towards its vision and mission statements.

The specific policies that follow promote the philosophy of ISWAR with regard to standards of excellence; terms of employment; employee development; and employee services.

It may be necessary to change these policies from time to time to reflect changes in the workforce, employment trends, economic conditions and laws of land in India and specific to Odisha. However, any changes in policy will be consistent with the Society's approach to:

- Employing talented individuals whose creativity and imagination will support and contribute to achieving the Society's business objectives.
- Communicating Organisation standards and expectations in all aspects of employment including performance.
- Valuing diversity, and assure equal employment opportunity and a workplace where relationships are based on mutual respect.
- There is need to continuously invest in people, provide them with the right incentives to perform better and to make merit and performance the criteria for professional and career development.
- Treating all staff, workers, contractors and customers in a professional, non-discriminatory manner.
- Flexibility of working hours, insurance policies and other related provisions of the HR policies have been drafted keeping the employee welfare in mind and is targeted at motivating employees and providing safe, effective working conditions.
- Providing competitive terms and conditions in our workplace market

Any Policy changes will be fully consulted on and communicated to all staff through normal communication channels. This Policy Manual will also be updated as and when necessary. This document is dynamic and is likely to evolve over a period of time.

This Policy Manual should be read in conjunction with Standard Operating Procedures / Notifications / Circulars released from time to time.

The Policies stated in the Manual shall come into effect from 1st September 2022. The policies stated in this Manual apply to all employees and shall be freely accessible.



2.0 About Integrated Social welfare and Research Centre (ISWAR)

Integrated Social welfare and Research Centre (ISWAR) is a registered not for profit society, working to help poor communities build their own power, achieve self-reliance and permanently move from the margin to the mainstream of development process.

“Context: Life is at peril because of climate change, growing social inequity, and unsustainable consumption. We are part of the global good that seeks to restore balance between what nature provides us and what everyone needs to live a meaningful, dignified life.

Vision: A sustainable, equitable and ecologically viable organisation where people live with dignity, safety and peace.

Mission: Promotion and Protection of life, livelihood, environment and natural resources through, empowering, educating and capacitating the community.

Core Values: Openness, integrity, respect and diversity.

In addition, all ISWAR staff follows its non-negotiable principles. These are:

- **Pro-people:** Staff has absolute faith in people to find lasting solutions.
- **Doing right things:** Act on what is right without expecting anything in return.
- **Quality and Innovation:** Strive to convert new and knowledge into new products, services, or processes that deliver new customer value in the marketplace.

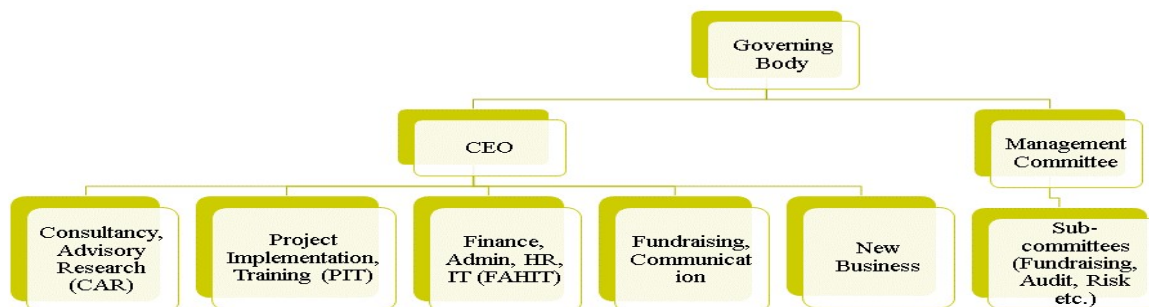
ISWAR envisages setting right HR systems in place to stimulate a positive work environment to achieve desired results. ISWAR supports open, transparent, honest, respectful and timely two-way communication across the organization. Hence, it promotes an open-door policy at all levels of implementation, which fosters positive working relationships. All the staff in ISWAR (across levels) proactively seek and disseminate information to contribute to the goals of the organization. ISWAR along with its partner institutions operates as a non-hierarchical learning community.

3.0 Organisation Structure

ISWAR implements the Mission under the broad guidance and control of the Governing Body. The Annual General Body Meeting of the Society reserves the right to select its Executive Board comprising of seven members. The Executive Board is vested with the power to elect the Chairperson of the society. The Governing Body is entrusted the responsibility of taking decisions on all important matters in the Organisation.

A senior staff committee headed by CEO comprising of key staff is entrusted the responsibility of taking decisions on all routine administrative, financial and programme matters in ISWAR.

The organisation structure of ISWAR is as given below:



4.0 Recruitment, Selection and Separation

ISWAR HR structure is illustrated below:

Staff

Level/Function	Min. Qualification	Desirable Years of Experience
CEO	PG Degree or Diploma	10+ years
Director	PG Degree or Diploma	10+ years
Addl. Director	PG Degree or Diploma	10+ years
Asst. Director	PG Degree or Diploma	7+ years
Sr. Manager	Graduate and above	5+ years
Manager	Graduate or Diploma	2+ years
Jr. Manager	Graduate or Diploma	N/A
Officer	Diploma or higher	
Executive /Assistants	Diploma or higher	N/A

Non-Staff

Level/Function	Min. Qualification	Desirable Years of Experience
Consultant Grade A	Professional degree	10+ years
Consultant Grade B	Graduate	7+ years
Consultant Grade C	Graduate	5+ years
Resource Person	Graduate	N/A
Community Resource Person	1 ⁰ th Standard but not graduate	N/A

Categories of Personnel

Probationer:

A person who is put through a probation period (usually 3 months) from the time of joining to assess his/her compatibility to the job and culture of the Society.

Contract Employee:

Any person hired by the Society on limited duration contract.

Permanent Employee:

A person who has successfully completed his / her probation period and / or whose services have been confirmed in writing by the Society.

Volunteer:



A person who is freshly qualified or new to the industry may be taken as a volunteer usually for a specified period of 1 month/ 3 months and can be considered for permanent employment in appropriate work -level based on performance during training.

Consultants:

Persons associated assigned projects/tasks for a specified time / towards specific deliverable.

Summer Trainees / Project trainees:

Persons undergoing practical training with ISWAR, as a part of their academic curriculum for a period ranging from 1 to 6 months

Advertisements

Vacancies will generally be advertised in an appropriate newspaper, website, notices through ISWAR office and/or organisations' notice board. ISWAR may, on occasions, decide to restrict advertisement to internal candidates only.

Vacancies, which are restricted to internal candidates only will be announced through internal circular only and not advertised externally.

Application Form

ISWAR believes in providing equal opportunity to both the genders. Candidates for all posts will, except on some occasions when a vacancy is restricted to internal recruitment, be asked to complete a standard application form.

In applying for posts, all candidates will be provided with desirable qualification, job description, conditions of service and details about the Society. If possible, a brief statement about the appointment procedure with possible dates of events will also be provided.

In drawing up the job description and conditions of service the Society will ensure that no job applicant receives less favourable treatment than another on the grounds of disability, gender, race, religion or belief, age, sexual orientation, marital status, parental status, caring responsibilities or hours of work, and that no applicant is placed at a disadvantage unjustifiably by requirements or conditions which have a disproportionately adverse effect on a particular group.

Applicants will be required to provide the names and addresses of two people from whom references can be obtained, one of which should normally be the applicant's current or most recent employer.

All candidates will be asked to declare on the application form whether they have ever been convicted of any criminal offence.

Applicants will also be required to declare if they are related to any member of staff within the Society. Canvassing of members of the Society is not permitted. No manager should be put into a position where he or she is asked to interview a person to whom they are related.

It is the Society's policy not to communicate further with applicants other than those who are shortlisted. A note to this effect to be included in the details sent out to applicants.



Applicants details will be recorded at the point of receipt. For employee to be hired the Personal History Form affixed with a passport size photograph along with self-attested copies of date of birth certificate, qualification and experience certificates to be furnished.

All completed applications forms are private and confidential and should only be made available to those directly involved in the recruitment and selection process.

All application forms will be collated and shortlisted by Human Resources Department and finally submitted to Chief Executive.

A shortlist of candidates will be drawn up for interview, based entirely on merit and suitability for the post but taking account of the Society's responsibilities in relation to the Disability Discrimination and Equalities Acts. Other than in exceptional circumstances, reasonable notice will be given to ensure that candidates have sufficient time in order to prepare for and make the necessary arrangements to attend the interview.

Selection Methods

Interviews will be held by a panel comprising of ideally three persons, but a minimum of two persons. The interviewers will encourage candidates to be at ease during the interview, in order that they can give a fair and accurate impression of themselves.

For posts below Chief Executive level, the interview will be taken by panel headed by Thematic Head.

The selection and appointment of the Chief Executive will be made by members of the Board (assisted by representative from Human Resources or Society's HR adviser, as the case may be) and the panel will be chaired by the Board Chairman.

It should be remembered that an interview is a two-way process, and candidates will be given every opportunity to view the offices where they will work and ask questions about the Society, to ensure that they have a full understanding of the post for which they are applying and the way the Society operates.

In addition to interviews, a range of other selection techniques may be used. In such circumstances reasonable notice and relevant information will be given to ensure that candidates have sufficient time and information to prepare.

Any reasonable expenses incurred, candidates attending an interview may be reimbursed if the provision of the project permits and if the CEO/Governing body feels it necessary.

If Society decides to reimburse the expenses. Then following criteria would be applicable for reimbursements, maximum up to the classes mentioned.

Interview Travel Entitlements

S.N	Post Applied For	By Flight	By Train	By Bus	Local Travel
1	Chief Executive Officer/Senior Management	Economy Class for travel beyond 1000 km one side	2 AC	Deluxe or Volvo	AC Taxi for travel up to 200 km
2	Managers	Economy Class for travel beyond	2 AC	Deluxe	Taxi for travel up to 100 km, But not below



		1000 km one side			20 km
3	Executives/ Assistants/ YPs/ Accountant	Economy Class for travel beyond 1000 km one side	3 AC	Deluxe	Taxi for travel up to 100 km, But not below 20 km
4	Field Staff	NA	Sleeper Class	Deluxe	Public transportation

All appointments will be made strictly on merit and related to the requirements of the job.

All interviewed candidates will be notified of the outcome of the selection process as soon as possible, either by telephone, email or letter.

All unsuccessful candidates' application forms and interview notes will be retained for one year from the date of interviews taking place. After this date they will be destroyed.

Selection Criteria

The candidates must be selected on the basis of merit and relevant experience, keeping the desired competency requirements in view. The staff would be recruited against a **Job Description** elaborating on the work domain, roles, responsibilities and functions of the recruited individual.

Recruited Staff should have an attitude to serve the poor and a pro-poor facilitative orientation. S/He is expected to have domain knowledge about poverty, development principles, strategies, knowledge of successful interventions, various actors in development, their roles and limitations etc, if s/he has been recruited for a program function.

Other desirable skills in any candidate would be leadership skills, mobilization skills, communication skills, training, presentation skills, etc.

ISWAR would follow the principle of gender equity in selection of its staff. Further, persons with disabilities would be given special focus during the selection.

The Society seeks to recruit employees on the basis of their ability and the requirements of the post.

Relevant Checks

All offers of employment will be made conditional upon satisfactory results from the following:

- two satisfactory references;
- confirmation of the right to work in this country
- Criminal Records Disclosure

Appointment shall be subject to reference check.

Documents:

Pre-joining:

- Reference checks
- Disclosure regarding any pre-existing ailment
- Acceptance of offer and intimation of exact date of joining



- Self-attested copies of date of birth, educational qualification certificates and experience certificates from previous organizations/ employers

Post-employment the new employee is required to complete the following within 15 days

- Duly accepted Letter of offer and Letter of contract.
- Bank account details

Probationary Period

All appointments into the Society will be made subject to a probationary period of three calendar months. After three months a review meeting will take place between the post holder and their reporting officer to discuss progress. At the end of the probationary period, and subject to a satisfactory report by the appropriate head or reporting officer, employees will be notified in writing that they have successfully completed their probationary period. The probationary period can be extended by a further 3 months should the individuals reporting officer consider this appropriate.

Issuance of Contract

All employees will be hired initially for one year contract or up to the life of the assignment whichever comes first. Contracts may be renewed annually or the remaining period of the assignment whichever is shorter. In principle, agreement for assignment is for longer than initial signing period the contract may be signed for a longer period.

A Letter of Renewal will be issued by the CEO for all staff. This would be done with the written consent of the respective manager. The recommendation for renewal may be initiated in writing by the supervising line manager. The salary break-up will be as per Annexure II of this manual.

In case, based on the assessment, the reporting officer decides not to renew the contract, a written communication from the respective manager detailing the rationale for non-renewal, needs to be sent to CEO in advance (at least one month in advance of the contractual notice period of the concerned employee).

A copy of the renewal of employment contract shall be duly signed by the employee for it to be valid.

ISWAR will have employees on contract basis and no regular employment. No appointment in ISWAR is a guarantee of 'permanency' with the Organization whether or not ISWAR continues its operations.

Separation from the organization

Resignation

Should an employee wish to resign, he/ she shall submit a Letter of Resignation to the appointing authority concerned, or to the CEO through their team leader. The Letter of



Resignation shall be dated, shall cite reasons for the resignation, and shall state the desired effective date of resignation.

Unless stipulated otherwise in the concerned employee's Letter of Appointment or Contract, the employee shall give the Organization at least one month's notice in advance of the expected resignation date, or two months' salary in lieu of notice. However, if an employee on probation wants to resign prior to three months of completion of the probation period than 15 days' notice period is required.

The notice period salary will consist of Basic pay and HRA. Where there is a shortfall of notice periods, it would be adjusted against the final dues of the concerned outgoing employee.

The Organization, after accepting the resignation, may release the employee at any time during the notice period. The Organization shall not, however, pay the salary for the unexpired notice period.

“ISWAR believes its employees are its greatest asset and recognises its responsibility to ensure them appropriate development throughout their employment. This development begins at the Induction stage when a new employee joins.”

Resignations shall be accepted and confirmed in writing only by the CEO.

An employee cannot withdraw resignation once accepted.

Termination

The services of an employee (all types) may be terminated by the Organization at any time without assigning any reason by giving the employee one month's notice or one month's salary in lieu thereof.

The services of a new employee on probation may be terminated at any time during the period of probation without assigning any reason, and prior notice of 7 days shall be given.

Retirement

Retirement from service is automatic and mandatory upon an employee attaining his/her 65th birthday. The date of retirement will be fixed twice in a year i.e. on October 31, and April 30. Only in exceptional cases, superannuation may be granted by the Executive Board.

The Date of Birth mentioned in the employee's application for appointment shall be taken as the correct date of Birth. Although a cross verification between the date of birth mentioned on application and as mentioned on proof document should be done at the time of recruitment.

Exit Interviews

All employees who leave the employment of the Society voluntarily, will have an exit interview with their manager before their last day of employment. Exit interviews provide the opportunity for departing employees to discuss their reasons for leaving.



The appropriate line manager should receive all appropriate information, such as recommendations made for change, or significant issues raised in the questionnaire, whilst bearing in mind confidentiality issues. The exit interview questionnaire will be retained on the employee's personal file.

On request of employee, Society will issue experience certificate and salary certificate.

External Consultancy Contract

External Consultancy Contract (ECC) is to be issued to an individual for a non-recurring, onetime job drawing specific expertise, and which is not of permanent nature and is unlikely to be consistently repeated in future. This could involve part time or absolute temporary appointment as well.

External Consultancy Contracts should in no case be used as an alternative to regular recruitment to an already approved position or for filling temporary vacancies without proper justification duly approved.

Requirement of such man-power could be raised by head of respective domain and submitted to HR department. A panel of at least three members – domain head, project head and HR representative. The recommendation of the panel to be submitted to CEO for appointment.

Temporary Employment Contract

The temporary appointment contract will be issued only in the event of the following:

- A sanctioned position available and appointing a suitable person to the “approved vacant” position requires time during which regular work has to be carried on.
- Temporary vacancy falling against approved position arising because of long absence (exceeding a month) of an employee (e.g. maternity leave, etc.).
- Temporary appointment contract can be issued only for a period not exceeding six months. It is expected that within this period, a candidate will be recruited against the sanctioned position. Extension of all temporary contract will require approval of the CEO. In any case, the total period of temporary contract should not exceed One year.

5.0 Induction of Employees

ISWAR believes that all new employees MUST be given timely induction training. This training is regarded as a vital part of staff recruitment and integration into the working environment. This policy, associated procedures and guidelines define the Society's commitment to ensure that all staff are supported during the period of induction, to the benefit of the employee and Society alike.

It is the aim of the Organisation to ensure that staff induction is dealt with in an organised and consistent manner, to enable staff to be introduced into a new post and working environment quickly, so that they can contribute effectively as soon as possible. This



induction policy, associated procedures and guidelines aim to set out general steps for managers and staff to follow during the induction process. It is expected that all managers and staff will adhere to this policy.

The organisation expects that the implementation of good induction practice by managers/supervisors will:

- Enable new employees to settle into the organisation quickly and become productive and efficient members of staff within a short period of time.
- Ensure that new entrants are highly motivated and that this motivation is reinforced.
- Assist in reducing staff turnover, lateness, absenteeism and poor performance.
- Assist in developing a management style where the emphasis is on leadership.
- Ensure that employees operate in a safe working environment.
- Will reduce costs associated with repeated recruitment & training.

The Organisation Human Resources Department will:

- Issue guidelines to familiarise managers and staff with the induction process.
- Maintain and update the Induction Policy.
- Provide a checklist for managers and staff to follow during the induction period.
- Ensure there is effective monitoring of the induction process.
- Deal with any problems promptly providing an efficient service for the staff.
- Review all policy, procedure and guideline documents on a regular basis.
- Provide relevant formal & informal training courses necessary to assist the induction process.

The new employees will undergo the induction process under a set pattern and an Induction checklist be signed by the relevant parties and placed in the staff's personnel file. If possible, the induction checklist will be framed with time lines as well.

First Day of Employment

Preparations should be made for the arrival of the new entrant well in advance, for example, arrangements of email ID, workspace, equipment, stationery etc as per employee's work.

Most new employees tend to be concerned primarily with two matters:

- a) whether they can do the job and
- b) how they will get on with their new colleagues.

An introductory talk initiated by HR representative and domain head will be appropriate and can be combined with the provision of general information and exchanging any necessary documentation. Respective managers should refer to the Induction Checklist and use it as a basis for discussion thus ensuring all documentation is complete.

A tour of the workplace should be arranged for the new entrant allowing the Organisation/ Division to be viewed as a whole and the recruit to see where he/she fits into the organisation.

The new entrant will want to get to know his/her colleagues and quickly become part of the team and time should be made for this process.



Colleagues should be briefed on the new entrant's arrival. If possible one of the new entrant colleagues should be nominated to ensure that he/she has every assistance in settling in quickly.

Mandatory Induction Training

The induction would orient and immerse the staff in ISWAR, its philosophy, guiding principles/values and vision. **The induction should focus on four key areas – Facilitation, Management, Training and Leadership Skills.** Management Skills broadly includes self-management, team management, project management and institution management skills. Even though there would be intensive thematic trainings after induction whenever there is work demand in the field, there should be some initial learning on some cross-cutting themes during the induction in all the phases. These cross-cutting themes induction need to be given focus throughout all the sessions of training as they are the basic development themes like Gender, Vulnerability, Social inclusion/Exclusion, Development professionalism and Rural Livelihoods.

The induction plan would be conducted in a **phase wise** including both classroom training and field experience training. Field learning would incorporate village immersion visit, exposure visit to best practice sites, attachment to colleagues from own state or advanced states, etc. All the participants would have to submit certain deliverable during each phase which the participants would submit individually or in teams/groups. In addition, they should also submit their tour diaries, book reviews, etc.

The HR Manager would act as the Induction Anchor for all new recruits. HR will inform all relevant departments, and personally introduce joiner to all key team members. S/he will facilitate self-study of all key policies by the joiner.

All the staff members have to undergo mandatory induction training which will include classroom work, shadowing a domain head, and village immersion stay. This will take approximately 3 weeks.

Days	Phase	Material
4 days	PHASE I: Understanding the Context - Poverty, Vulnerability & Livelihoods Introduction to ISWAR Framework, Poverty, Vulnerability, Gender and Livelihoods Understanding self, qualities of a development worker Team building – cooperation, teamwork, conflict management, negotiation skills, time management Architecture of Institutions (SHGs, Federations, Farmer producer organisations, Panchayats)	Corporate PPT Reading material
7 days	PHASE II: Field work immersion -Understanding rural Institutions and Beyond Observe various groups within village context SHG/FPO: Mobilisation, Group Dynamics, SHG Panchasutra, Financial inclusion beyond savings and credit Livelihoods – major livelihoods of the poor, resources, issues; Livelihoods situation analysis Identifying Target Group, PIP Process Daily diary and documentation	Village stay coordinated by Block Manager
3 days	PHASE III: Thematic/Management Orientation	Coordinated by HR

	<p>Reflections on Processes at community level – interventions, institutions, community cadres, local stakeholders, capacity building, etc.</p> <p>Planning for interventions – feasibility, viability and cost-effectiveness</p> <p>Analysing Business Plan, proposals, concept notes, Training Plan, Integrated Plan</p> <p>Budgeting</p> <p>Writing winning bids</p>	Manager/External Trainer
7 days	<p>PHASE IV: Practical Action</p> <p>Writing two proposals for Manager and above, or field assignment of practical nature.</p>	Coordinated by Domain head

Deliverables include Integrated Report on each phase fieldwork and the assignments in the classwork on self, team, village/area and intervention learning and implementation plans.

During their induction period, assessment is continuous by the induction anchor, apart from assessing learning and performance by day-to-day assessment methods and scores. The candidates who's performance during induction is not satisfactory would be de-selected. Also, any person who is not able to follow core values and non-negotiable principles of ISWAR and who is not interested to stay with/be with/work with the poor would be filtered out during the course of the induction.

Completing the Induction Process

Induction can be said to end when the individual become fully integrated into the organisation. In some areas, such as understanding wider aspects of the organisation, follow up after few months may be appropriate.

Items Specific to the Following Groups of Staff

Staff with Disabilities

Disabilities include for example physically challenged, deafness, blindness. Consider the following for discussion:

1. Confirm the nature of the disability.
2. Clarify if the employee has any special needs relating to disability.
3. Check whether employee has any particular concerns regarding the workplace.

Graduates and College/School Pass Outs

These staff may have no previous work experience and will need careful integration into the department. Discuss the following:

1. Role within the department.
2. Reporting responsibilities.
3. Allocation and prioritisation of work.

Staff Returning to Work after a Period of Absence



This includes staff who were previously unemployed, women returning after starting a family, or after any other prolonged period of non-employment. Discussion should include, for example:

- The difference between the employee's previous working environment and this new one.
- Changes in skills required for this area of work.
- Requirement for training to update skills.

Managers and Professional Staff

These staff need a broader induction to put their post in context.

- Structure and culture of the organisation.
- Role in relation to Department / Organisation as appropriate.
- Training course in supervisory and management skills, if required.

ITEMS TO COVER WITH EACH NEW EMPLOYEE

The Department	Complete
Department function	
Introduction to colleagues	
New entrant's own job	
Supervision	
Time recording, flexi-time	
Bonus scheme, allowances	
Probationary periods of employment	
Reporting when sick, including when on leave	
Arrangements for requesting leave	
Others, as deemed necessary by management	
Health and Safety, Security	
Health and safety information	
Accident reporting	
First aid facilities/pre-employment health screening/role of Occupational Health / Society Doctor	
Loss of personal effects	
Security of department/building/premises	
Arrangement for keys, passes, ID Badges etc.	
Violence and aggressive behaviour	
Management of currencies/valuables	
Major Incident procedures	
Conduct	
Personal presentation	
Disciplinary procedures	
Courtesy to the customer and the public	
Confidentiality	
Noise Control	
Acceptance of gifts	
Statements to the Press	
Local rules regarding smoking	
Private use of telephones	
Standards of Business Conduct	



Facilities	
1. Washroom	
2. Pantry	
Education, Training, Promotion	
Study leave	
Means of advancement, promotion opportunities	
Employee appraisal, review systems	
Employee Involvement and Communication	
Communication arrangements	
Information sources, e.g. notice boards, circulars etc.	
Handling Complaints	

6.0 Salary and Remuneration

A salary and remuneration break up is given in Annex II.

Statutory compliances

Provident Fund

Under the present law, it is mandatory for units employing 20 or more persons and earning up to Rs 15,000 a month to provide EPF benefits to workers. While employees contribute 12% of the basic pay to EPF, the employer contributes 8.33% towards the employee's pension scheme and 3.67% to the EPF itself. Additionally, employers also pay 0.5% towards EDLI, 0.5% as EPF administrative charges and 0.01% as EDLI handling fee.

ESI

Employee's State Insurance Corporation (ESI) is a Govt. scheme providing host of medical and sickness benefits to the employees registered under the scheme. Employees registered under the scheme can avail medical facilities and are also entitled for sick pay benefits. ESI contributions must be made by the employer having more than 10 employees and for all employees having a salary of less than Rs.21,000 per month. The employer must contribute 4.25% and employee must contribute 0.75% of the wages for ESI. Once, registered the organization is allotted a 17-digit unique identification code.

7.0 Office timings, Leave and Holidays

All the staff should make sure that he/she report in the office within the agreed time i.e. 9.00 AM and leave by 5.00 PM. Working days are dependent on the project requirement which will be discussed with you by the CEO. Having regard to exigencies of work, if required, you may need to work overtime (half and full days worked beyond that mentioned) which will be compensated through off days.

Attendance has to be marked in register or formats or software provided and will be finally certified by the CEO. In case of travelling outside the duty station, these particulars will also be marked in the attendance.

Compensatory Off (Overtime)



Having regard to exigencies of work, if an Employee is required to work overtime (half and full days worked beyond the normal working time of 6 days per week) the Employee is entitled a “compensatory off” in lieu, to be taken within the next three (3) months. No overtime is paid.

In principle Compensatory claim should be made only in exceptional cases when factors are beyond one’s control & upon specific request from the superiors.

Working from home

In exceptional cases, working from home is allowed. Working from home is not a practice or right, but for genuine reasons it can be allowed by the CEO. In such cases, the employee has to keep the laptop switched on with internet, accessible by skype, internet and phone. If by any means this is not possible due to technical problems, please inform the CEO/immediate Supervisor. For those who are having field related activities, there should be advance plans on where the person would be. This should be sent to the supervisor.

Purpose of Leave

Leave is granted to employees with the good intention of providing rest, recuperation of health and for fulfilling social obligations. This provides for a healthy and efficient staff for the Organisation.

Leave Year and applicability

- a. Leave is not a matter of right.
- b. Sanctioning of leave is at Management discretion based on exigencies of business or seriousness of the case.
- c. Leave year is applicable as per the calendar year from 1st January to 31st December.
- d. The different types of leaves given under the policy are:
 - **Casual Leave (CL)**
 - **Privilege Leave (PL)**
 - **Maternity Leave (ML)/ Paternity Leave**
 - **Earned Leave (EL)**
 - **Special Leave**
- e. The Leave policy is applicable for all permanent employees of the Organisation and as well as consultants/contractual employees.
- f. Employees who are appointed during the course of the year shall be entitled to the above leaves on pro-rata basis.
- g. **Employees whose date of joining service falls between 1st to the 15th of a month are entitled to get the leave credit for that month.**
- h. **Employees whose date of joining service falls between 16th to the end of the month are not entitled for the leave credit for that month.**
- i. If an employee is relieved on any day between 1st to 15th of a month, then he / she is not entitled for leaves due for that month.
- j. If an employee happens to leave on any day between 16th to the end of the month, then he / she is entitled for leaves due for that month
- k. Leave without pay can be availed either after Earned Leave has been exhausted or if Earned Leave cannot be availed.
- l. Any leave application is to be applied at least one week/ 07 days in advance for approvals
- m. When leave is required for more than 7 days, the leave application should be submitted at least 15 days in advance for approval.



- n. Half-day Casual Leave (CL) would be deducted automatically for every three instances of reporting late to office. In case the employee has exhausted CL, then half-day deduction would be done from Privilege Leave (PL)

Casual Leave (CL)

- a. Twelve days of Casual Leaves will be available per calendar year.
- b. Casual leaves will accrue on a pro rata basis at the rate of one leave per month from the date of joining and can be combined with any other leave (PL/CCL) with prior approval
- c. Maximum of 3 casual leaves can be taken at a time.
- d. Casual leaves will neither be en-cashed nor be carried forward to the next calendar year.
- e. If CL extends beyond 3 days, then the excess days taken will be treated under LWOP or Privilege Leave.
- f. It is up to the Management's discretion to sanction more than 3 days of CL at a stretch.
- g. National / Festival / Declared / weekly off days can be prefixed and / or suffixed to CL.
- h. When leave is taken without prior sanction (under certain unavoidable circumstances), the absence should be notified to the respective HOD's on the same day through phone.
- i. Approved leave application should reach the HR department within 3 working days of rejoining.

Privilege Leave (PL)

- a. Privileged leave will be eligible after completion of one year with the organisation. An employee is eligible for 14 days, provided employee attends work for a minimum of 280 days in previous year, if employees does not attend 240 days, he/she may be given on pro-rata basis of one PL for every 20 days.
- b. An employee can avail minimum of 4 days of privilege leave at any time.
- c. If unable to exhaust the privilege leaves, a maximum of 10 days of PL could be carried forward at the end of each calendar year and which needs to be availed by next year June (within 6 months from the end of the calendar year)
- d. However, they may also be adjusted against shortfall in notice period or for recovery of dues, on a case-to-case basis as per management's discretion
- e. At the time of resignation / retirement / termination, at the discretion of the management, the balance EL may be en-cashed at the basic pay rate as on the day of resignation / retirement.
- f. Any absence of more than the number of EL sanctioned will be treated as leave without pay, unless given valid reasons to the management.

Compensatory Leaves (CCL)

- a. Employees who are eligible for paid holidays but who may be required to work on a Organizations paid holiday are entitled to compensatory off with a prior approval from reporting manager/authority.
- b. It should be noted that the employee is eligible for Compensatory leave only if he/she has worked for at least 6 hours on the organization paid holiday.
- c. **Compensatory leave should be availed within 30 days of the leave being generated.**



- d. **Compensatory off when not availed within the stipulated time period will lapse**
- e. Compensatory leaves cannot be en-cashed.

Maternity Leave (ML)

- a. All female employees are entitled for 12 weeks or 84 calendar days provided the employee has worked with Organisation for a minimum period of twelve months before availing the maternity leave for giving birth of a child.
- b. Maternity leave can be availed only twice during the entire lifetime by an employee
- c. The leave period could start at least 12 weeks prior to expected date of delivery. In case of adopting an infant less than a year, it starts from the date of adoption.
- d. Maternity leave is a paid leave and does not affect the Privilege leaves and Casual Leaves.
- e. A woman suffering from illness arising out of pregnancy, delivery, premature birth of child, miscarriage, or tubectomy operation shall on production of proof be entitled in additional paid leave for a maximum period of one month.
- f. For employees covered under Employee State Insurance (ESI) will be entitled for leave without pay and will need to get in touch with ESI for the compensation.
- g. Maternity leave can be pre-fixed or suffixed with annual leave or LWP (Leave without Pay) provided it is duly approved and signed off by the HR director.
- h. Maternity leave cannot be accumulated, carried forward or en-cashed.

Paternity Leave

- a. All male employees are entitled for 5 consecutive days of paternity leave provided the employee has worked with Organisation for a minimum period of six months before availing the paternity leave.
- b. Paternity leave can be availed only twice during the entire lifetime by an employee

Special Leave

- a. Employees are eligible for special leave only post minimum 6 months of their joining
- b. The special leave can be taken only if all the other leaves are exhausted
- c. This leave could be paid leave /without pay on discretion and prior approval from the CEO
- d. The approval should be taken at least 15 days in advance before the leave starts
- e. The special leave could be of the following types;
 - i. **Sick/ Hospitalization Leave:**
 - o Applicable to all employees
 - o The number of days would depend on case-to-case basis and on the discretion of the management
 - o Depending on the severity of the case, the sick leave could be approved as paid leave or even as Leave without Pay (LWOP).
 - o Approved leave application along with relevant medical documents should reach the HR department within 3 working days of rejoining.
 - ii. **Leave without Pay:**
 - o LWOP can be applied by an employee when no other leave is available. During the period of LWOP, the employee is not entitled for any pay or any allowance.
 - o **A maximum of 30 days (1 month) can be availed on the prior approval of the management/CEO**



- If the employee fails to report to duty on the specified date after the sanctioned LWOP, it is deemed that the employee has abandoned his service with the Organisation on his own accord

Statutory/ Closed Holidays

The Organisation's operations will be closed on Statutory Holidays entitled to 3 holidays in a year as specified below:

- 26th January (Republic Day)
- 15th August (Independence Day)
- 2nd October (Gandhi Jayanthi)

The Organisation operations would be closed on 6 public holidays namely, Holi, Good Friday, Id-ul-Fitr, Dussehra, Deepavali, and Christmas (December 25).

In addition to these, there would be six (6) days of festival restricted holidays from the following New Year's Day 1st January; Sankranti/Pongal; Maha Sivaratri; Id-Uz-Zuha (Bakri Eid); Bhai Dhuji; Raksha Bandhan; Baisakhi/Bihu/Mesadi; Gurunanak Birthday/Kartik Purnima, and Boxing Day December 26.

8.0 Standards of Business Conduct

Employees (including temporary, agency, interim, contractor or consultant staff) to be scrupulously impartial and honest in all affairs relating to the Organisation and their job within it. All staff also bear a responsibility as employees to act as ambassadors for the Organisation in terms of their general conduct both within and outside the organisation. This policy outlines the responsibilities of staff working for the Society. Employees should at all times conduct themselves in such a way as to enhance the reputation of the Society. The employees are expected to demonstrate good personal conduct through adherence to the following:

Avoid Conflict of Interest: Staff should avoid situations in which their personal interest could conflict with the interest of the organisation (e.g. staff actively associated with the management of, or hold financial interest in any business concern, accepting favours or a gift for any services rendered by her/him on behalf of the ISWAR). Conflict if any, or potential conflict, must be disclosed to higher management for guidance and action as appropriate.

Be Transparent & Accountable: Staff should ensure that their actions in the conduct of business are totally transparent except where the needs of business security dictate otherwise. All staff shall voluntarily ensure that their activities, with regard to their conduct, in person and official transactions, are open to audit and follow the highest norms of accountability.

Maintain Confidentiality: Staff should not disclose or use any confidential information gained in the course of employment/association with ISWAR for personal gain or for the advantage of any other person. No information either formally or informally shall be provided to the press, other publicity media or any other external agency except as per approved policies of ISWAR.

Use ISWAR's Facilities judiciously: Staff should not misuse ISWAR's facilities. In the use of such official facilities, care shall be exercised to ensure the same with highest level of



diligence.

Be Gender Sensitive: ISWAR is committed to a gender friendly and a socially inclusive workplace, with equal opportunities for men and women without any discrimination. All Staff are expected to be gender sensitive and adopt non-discriminatory work practices, through their behaviour, beliefs, values and attitudes mainstreaming gender in the organization culture.

Be Socially Inclusive: The staff should adopt an inclusive behaviour towards all other employees irrelevant to their caste, creed, etc. Staff is also expected to be sensitive towards the differently-abled colleagues, thus, creating a healthy work environment in the organization.

Have no tolerance to Sexual Harassment: ISWAR is committed to a zero tolerance towards any incident of sexual harassment.

“The appraisal process aims to improve the effectiveness of the organisation by contributing to achieving a well-motivated and competent workforce”

Do not compromise the interests of ISWAR in dealing with other stakeholders: Staff should ensure that in their dealings with all external agencies, including suppliers, vendors, partners, etc., ISWAR's interests are never compromised, or else it would be viewed as serious breach of discipline and would attract disciplinary action.

Ensure Legal Compliance: All staff should comply fully with all applicable laws and regulations.

Adhere to Code of Conduct: Any instance of non-adherence to the Code of Conduct/any other observed unethical behaviour on the part of any staff should be brought to the attention of the immediate reporting authority/ unit heads. The CEO would be the final authority to decide on such cases of non-adherence.

ISWAR will support employees who become aware of and are willing to report breaches of this policy or who genuinely believe that a breach is occurring, has occurred or is likely to occur within the business. Employees should raise the issue internally with their manager or supervisor or in accordance with the Organisation's Policy on Disclosing Information ('Whistleblowing').

These standards of conduct are intended to underpin and clarify standards required by the Organisation of its employees and form a fundamental part of the employment contract. Staff who fails to comply with the guidance detailed in this Policy could be subject, following full investigation, to disciplinary action up to and including dismissal. If through their actions or omissions staff are found to be in contravention of either this Policy or, indeed, their legal responsibilities then the Organisation reserves the right to take legal action if it deems it to be necessary to do so.

9.0 Grooming and Dress Code

Grooming & Dress Code guidelines articulated below have been developed in order to foster a professional environment in the organisation and to present an image of the organisation consistent with its values and culture.

Eligibility and applicability:

It shall be applicable to all employees



Procedure:

All employees shall practice good personal hygiene, select attire that is clean and in good condition and must present a professional image at all times.

When in office, or in business engagements outside office, the following attire is expected: Monday to Friday: Smart business casuals, except for formal occasions or meetings where formal western attire is expected to be worn. Formal meeting invitations shall include dress code guidance.

When in office, or in business engagements outside office, the employees are expected NOT to wear clothing with printed message, slogan, or political message, picture or art depicting drugs, alcohol, smoking, weapons, violence, or that is obscene or disrespectful or having sexual connotations, tops & blouses that are sleeveless, backless, strapless, or have spaghetti straps, sleeveless shirts & kurtas, excessive visible body piercing or tattoos, short-skirts ending above the knees, shorts, Bermuda pants, capris, flip-flops, round neck T-shirts, body hugging clothes, neon coloured or faded or frayed clothes etc. or any other sartorial inappropriateness as decided by the management.

10.0 Performance Appraisal and Promotion Policy

Appraisal and Promotion Policy

ISWAR is committed to support every employee to reach their potential and achieve their personal goals, which in turn will assist the organisation to achieve its objectives.

This is a formal process centred on an annual meeting of each employee and their reporting officer to discuss his/her work. The purpose of the meeting is to review the previous year's achievements and to set objectives for the following year:

Performance Appraisal Implementation

Performance appraisal discussions will be held in the month of February every year. They will be arranged by the appraisee's reporting officer.

All appraisal documents should be issued to both parties prior to the discussion, in order to allow time for both parties to reflect and prepare. These will provide a framework and focus for the discussion.

A time and venue for the discussion will be advised at least one week before the meeting takes place.

Annual Performance Plan

Organisational Plans would be translated into individual staff member's Performance Plan, broken down into Key Result Areas (KRAs) and Key Performance Indicators (KPIs). *Broadly the KRAs for the field/cluster teams would focus on 'action'; KRAs for the senior managers would focus on 'facilitation' and handholding; and KRAs for the higher management team would focus on fundraising, networking, guidance, perspective building and leadership.* Each KRA (and KPIs within that) would be assigned a weight for overall performance assessment and the achievement would be scored by the staff member and the Reporting Officer. Combining all the KRAs, overall score by staff member and the overall score by the Reporting Officer would be calculated. Then, a performance score for the staff member



combining these two scores would be arrived.

This score (for quantitative objective performance) and the qualitative assessment score by the Reporting Officer combining quantitative performance and qualitative assessment would be the Final Score for the Staff member (this would take qualitative parameters including initiative, leadership, reliability, quality etc.).

“ISWAR values good attendance at work and is committed to improving the general wellbeing of its employees to achieve this. Although we aim to secure regular attendance, we do not expect employees to attend when they are unwell.”

Performance Scoring Sheet

Sl. No	Description of KRA	Description of KPI	% Achievement of KPI -Self Evaluation (KS)	% Achievement of KPI - Reporting Officer Evaluation (KR)	Weightage of KPI (W) Fixed by Reporting officer	Self-Appraisal Score SA =KS*W	Reporting Officer Appraisal Score SR=KR*W	Final Score S=SA +SR
I	ii	iii	iv	v	vi	vii	viii	ix
1								
2								
3								
4								
Total					100			

Staff members with final score below 50% would automatically be terminated. Staff members with scores in between 50% and 75% would be served notice to improve performance. If similar scores obtained subsequently, they should be terminated.

Staff members with higher scores would be provided with non-monetary and/or monetary incentives consistent with the score. Non-monetary Incentives would include certificate, trophies, nomination for Management Development Programmes, etc.

ISWAR believes that Performance Management System would go a long way in motivating the staff to put in their best efforts towards ISWAR’s mission and vision.

The appraisee and reporting officer should agree on a Personal Development plan for the appraisee for the following year. This will reflect the appraisee’s aspirations and the organisation’s requirements, and should align personal and organisational goals.

Any training needs, future training requirements, planned qualifications, development opportunities and career planning should be discussed in the light of the Personal Development Plan.

Promotion Plans

After successful appraisal procedure the CEO, based on recommendation of concerned reporting officer or by his judgment will identify the promotional plan for the concerned employee. This will further be discussed in a panel of three members headed by CEO. Once this panel decides over promotion of staff, the decision will be taken to the Executive Board for their approval.

11.0 Controlling Absenteeism

It is recognised by the Organisation that from time-to-time staff may require to be absent from their place of work due to illness or any other valid reason e.g. call from ward’s school.



The length of time lost by employees through illness or such reason must however be monitored to ensure that each member of staff is able to do their job, effectively and without putting themselves or others at risk. It is not the intention of the Organisation to penalise the genuinely sick, however it must be recognised that an employee who is medically unfit to carry out his/her contractual duties may not be able continue in that employment.

Managers will consider cases of sickness absence on an individual basis and ensure the provision of appropriate support, advice and Occupational Health / Society Approved Doctor input where appropriate. However, it is recognised that in some cases, patterns/levels of absence will be unacceptable and formal management action will be required.

Employees who become aware that they have an illness problem are encouraged to inform their manager at the earliest opportunity. All such requests will be dealt with as speedily and compassionately as possible.

On return from absence all employees must be interviewed by their immediate reporting officer. At this interview the employee and the reporting officer must complete a 'Return to work interview' form agreeing the reason for the absence, the period of absence and, where appropriate, what course of action is required as a result of the absence. This form must be signed by both parties before being forwarded to the employees personnel file.

In case of prolonged illness following steps would be followed for decision related to the employee's health and resuming services.

Stages	Signs of health	Action to be taken
Stage 1	Sickness signalling cause of concern	Provide support and counselling
Stage 2	No improvement in health and change in pattern of leave	Reporting officer to discuss with CEO to review employees' case
Stage 3	Fails to improve in given time scale	Formal Second review to be undertaken. Prior to the Meeting the employee must be seen by the Occupational Health / Organisation Approved Doctor. The employee must also be informed at this stage if any further absences may result in their employment being terminated due to incapacity.
Stage 4	Still no improvement within the laid down time scale	If there are no special circumstances the employee will be dismissed on the grounds of incapacity and their inability to meet the acceptable standards of attendance required by the Society

Return to Work Interview Form

Name
Designation
Department
First Day of Absence
Last Day of Absence



Total number of days absent
Total number of days off work
Is absence due to an injury at work? YES/ NO
Have you seen a doctor? YES/ NO
Reason for absence (Please give a brief description of the illness or other reason for absence)
Action Taken (please give a brief description of any action taken to date)
Proposed Course of Action
I understand that if I knowingly provide inaccurate or false information regarding my absence it may result in disciplinary action
Employees Signature
Managers Signature

12.0 Disciplinary Procedure

Scope

The Organisation Disciplinary Procedure will be used only when necessary and as a last resort. Where possible, informal and/or formal counselling or other good management practice will be used to resolve matters prior to any disciplinary action being taken. The procedure is intended to be positive rather than punitive but takes cognisance of the fact that sanctions may have to be applied in some circumstances.

Suspension

Suspension is not disciplinary action. The purpose of suspension is manifold and can be used when it is necessary to remove a member of staff from the workplace pending an investigation for example, to allow time for a 'cooling down period' for both parties, for their own or others protection, to prevent them influencing or being influenced by others or to prevent possible interference with evidence. Only CEO of ISWAR is authorised at this point of time to suspend any employee.

An employee suspended from duty will receive written confirmation within three days of:

- the reason for the suspension
- the date and time from which the suspension will operate.
- the timescale of the ongoing investigation.

Counselling

Counselling is an attempt to correct a situation and prevent it from getting worse without having to use the disciplinary procedure. Where improvement is required, the employee must be given clear guidelines as to:

- what is expected in terms of improving shortcomings in conduct or performance
- the time scales for improvement
- when this will be reviewed
- the employee must also be told, where appropriate, that failure to improve may result in formal disciplinary action.

A record of the counselling should be given to the employee and a copy retained in their personnel file.



If during counselling it becomes clear that the matter is more serious, then the discussion should be adjourned, and pursued under the formal disciplinary procedure.

Procedure for Formal Investigation

Formal investigations should be carried out by the most appropriate manager or CEO, with the incident being investigated.

A report should be prepared which outlines the facts of the case.

Following the full presentation of the facts, and the opportunity afforded to the employee to state his side of the case. CEO will further decide that

- take no further action against the employee
- recommend counselling for the employee
- proceed to a disciplinary hearing

Examples of Minor Misconduct

Below are listed examples of misconduct which may warrant either a Verbal Warning or a First Written Warning. It is stressed however that this list is not exhaustive and that on all occasions a full and proper investigation must take place prior to the issue of a warning.

- Persistent lateness and poor time-keeping.
- Absence from work, including going absent during work, without valid reason, notification or authorisation.
- Smoking / consuming alcohol within unauthorised areas.
- Failure to work in accordance with prescribed procedures.
- Incompetence.
- Unreasonable standards of dress or personal hygiene.
- Failure to observe Organisation regulations and procedures.

Verbal Warning

A Verbal Warning is appropriate when it is necessary for the manager in-charge to take action against an employee for any minor failing or minor misconduct.

First Written Warning

A First Written Warning is appropriate when:

- a verbal warning has not been heeded and the misconduct is either repeated or performance has not improved as previously agreed.
- an offence is of a more serious nature for which a written warning is more appropriate.
- the recurrence or accumulation of an offence/offences, if left, will lead to more severe disciplinary action.

Examples of Gross – Misconduct

Listed below are examples of misconduct which may be considered to be Gross Misconduct and may warrant a Final Warning, Demotion or Dismissal. It is stressed however that this list is not exhaustive and that on all occasions a full and proper investigation must take place prior to the issuing of a Final Warning, Demotion or Dismissal.



- Theft, including unauthorised possession of Organisation property.
- Breaches of confidentiality, prejudicial to the interest of the Society,
- Being unfit for duty because of the misuse/consumption of drugs or alcohol.
- Refusal to carry out a management instruction which is within the individual's capabilities and which would be seen to be in the interests of the Society.
- Breach of confidentiality / security procedures.
- Physical assault, breach of the peace or verbal abuse.
- False declaration of qualifications or professional registration.
- Failure to observe Organisation rules, regulations or procedures.
- Wilful damage of property at work.
- Incompetence or failure to apply sound professional judgement.

Final Written Warning

A Final Written Warning is appropriate when:

- an employee's offence is of a serious nature falling just short of one justifying dismissal.
- an employee persists in the misconduct which previously warranted a lesser warning.

Downgrading or Transfer to another Post

This action is appropriate when:

- previous attempts, via the disciplinary procedure, to rectify a problem have failed and this is a final attempt to solve a problem without having to dismiss an employee.
- an employee is considered by the Manager of the department to be incompetent or otherwise unfit to fulfil the duties for which he is employed but where dismissal is not thought to be appropriate.

Dismissal

Dismissal is appropriate when

- an employee's behaviour is considered to be Gross Misconduct;
- an employee's misconduct has persisted, exhausting all other lines of disciplinary procedure;
- an employees' performance score is below 50%.

Time Scales for the expiry of Warnings

Warnings issued to employees shall be deemed to have expired after the following periods of time.

Verbal Warnings: 1 months

First Written Warnings: 3 months

Final Written Warnings: 6 months (or as agreed and recorded at the hearing)

These time scales remain provided that during that period, no further warnings have been issued in respect of the employee's conduct.

Letter of Warning



All Warnings must contain the following information:

- The letter must be issued within 7 days of the date of the disciplinary hearing.
- The nature of the offence and where appropriate, that if further misconduct occurs, more severe disciplinary action will be taken.
- The period of time given to the employee for improvement.
- The employees right to appeal to the manager directly above that of the one issuing the warning.
- A copy of the warning and any supporting documentation must be attached to the individuals personnel file.
- The employee must also receive a copy of the warning which in the case of any written warning will be sent to their home address by recorded delivery if not handed to them in person.
- In the case of a final written warning, reference must be made to the fact that any further misconduct will lead to dismissal, and that the employee has the right of appeal, and to who they can make that appeal.
- The letter confirming dismissal will contain the following information:
 - The reason for dismissal and any administrative matter arising from the termination of their employment.
 - The employees right of appeal and to whom they should make that appeal

Appeals

Every employee has the right to appeal against the outcome of a disciplinary hearing. The basis of an appeal should normally relate to one of the following areas:

- that the Society's' Procedure had not been followed correctly.
- that the resulting disciplinary action was inappropriate.
- that the need for disciplinary action was not warranted.
- that new information regarding disciplinary action has arisen

An appeal should be put in writing to the HR Department. The letter should contain the grounds for appeal and should be lodged within 10 days of receipt of the warning / dismissal letter.

An appeal will be arranged within 20 working days of receipt of the appeal letter.

13.0 Employee Capability Assessment

For the purpose of this Capability Assessment procedure, capability is defined as:

"Where a member of staff is failing in a significant or persistent way to carry out their responsibilities or duties in a satisfactory manner, either due to a lack of ability, inadequate training or lack of experience. Such failings will be identified by use of the following procedures and steps taken to improve performance. Where such steps prove unsuccessful the member of staff may have their employment terminated on the grounds of incapacity".

The procedures set out in this document aim to ensure that there is:

- A means of monitoring performance and establishing performance criteria.
- A degree of consistency in how staff with widely differing responsibilities and duties are given opportunities to attain satisfactory levels of performance.



- Assistance in identifying the most appropriate form(s) of support and providing that support.

If a member of staff fails to overcome their difficulties, any consequent action will be based on:

- Adequate evidence that the member of staff is incapable of performing their duties satisfactorily.
- A fair procedure.
- The fact that the member of staff was given all reasonable assistance to overcome such failings.

Procedure

<u>Stages</u>	<u>Procedure</u>	<u>Next Action</u>
1 – Informal	Inability to perform duties satisfactorily	Try to resolve by meeting. Record the minutes and share to head office
2- Formal	Still unable to perform.	<ul style="list-style-type: none"> • Collect the information on nature of challenges and take help from others and experts. • CEO to decide on <ul style="list-style-type: none"> ○ no further action ○ Places under a performance improvement plan ○ convene a formal capability hearing
3- Capability Hearing	If no improvement is seen after set time and new targets.	CEO will call for hearing and give 10 days' time and reasons. Written copy of hearing to be shared. If the allegation is found to be justified, then a decision on the action to be taken must be made. If there are no special circumstances the employee will be dismissed on the grounds of incapacity and their inability to meet the acceptable standards of the Society

14.0 Prevention of Bullying and Harassment at Work

ISWAR is committed to encourage and maintain good employee relations within a working environment which fosters team working and encourages employees to give of their best. Everyone in the Organisation and those who have dealings with the Organisation has a responsibility to maintain good working relationships and not use words or deeds that may harm the wellbeing of others. In addition to the obligations placed upon both employers and employees by the Equality and Human Rights legislation, everyone has the right to be treated with consideration, fairness, dignity and respect. This contributes to a workplace environment in which individuals feel safe and can work effectively competently and confidently.

The policy, in addition, covers the behaviour of staff outside working hours which may impact upon work or working relationships.

The Organisation has a “zero tolerance” policy and will investigate vigorously any allegations of bullying or harassment, regardless of whether the matter has been raised formally or informally.

Key Principles



Those working or dealing with the Organisation must not encounter harassment, intimidation or victimisation on the basis of gender, race, colour, ethnic or national origin, sexual orientation, marital status, religion or belief, age, trade union membership, disability, offending background or any other personal characteristic.

Each person has a responsibility to report any instance of bullying or harassment which they witness or which comes to their attention. Employees have a responsibility to act as role models, pro-actively addressing instances of bullying and harassment.

Harassment may be defined as any conduct which is:

- unwanted by the recipient
- is considered objectionable
- causes humiliation, offence, distress or other detrimental effect.

Harassment may be an isolated occurrence or repetitive: it may occur against one or more individuals. Harassment may be, but is not limited to:

- Physical contact – ranging from touching to serious assault, gestures, intimidation, aggressive behaviour.
- Verbal – unwelcome remarks, suggestions and propositions, malicious gossip, jokes and banter, offensive language.
- Non-verbal – offensive literature or pictures, graffiti and computer imagery, isolation or non-co-operation and exclusion or isolation from social activities.

“...this policy is intended to assist individuals who believe they have discovered malpractice or impropriety. It is not designed to question financial or business decisions taken by the Society...”

Bullying is unlikely to be a single or isolated instance. It is usually, but not exclusively repeated and persistent behaviour which is offensive, abusive, intimidating, malicious or insulting. Bullying includes but is not limited to:

- Conduct which is intimidating, physically abusive or threatening
- Conduct that denigrates, ridicules or humiliates an individual, especially in front of colleagues
- Humiliating an individual in front of colleagues
- Picking on one person when there is a common problem
- Shouting at an individual to get things done
- Consistently undermining someone and their ability to do the job
- Setting unrealistic targets or excessive workloads
- Setting an individual up to fail e.g. by giving inadequate instructions or unreasonable deadlines.

Harassment and Bullying may be summarised as any behaviour that is unwanted by the person to whom it is directed. It is the impact of the behaviour rather than the intent of the perpetrator that is the determinant as to whether harassment or bullying has occurred.

Any employee who wishes to make a complaint of harassment or bullying is encouraged to first discuss matters informally with their reporting officer or CEO, provided that they feel



able to do so. Should the issues not be resolved at this stage, or the employee feels unable to raise the issue informally, then a formal resolution should be sought.

When a complaint of Harassment or Bullying is brought to the attention of a manager at any level, whether informally or formally, prompt action must be taken to investigate the matter. Corrective action must be taken where appropriate and this may require an investigation under the Society's Disciplinary Policy and Procedure.

All matters relating to the investigation of complaints of harassment or bullying will be treated in strict confidence. Any breach of confidentiality in this regard may render those responsible liable to disciplinary actions. However, it will be necessary that any alleged perpetrator is made aware of the allegations against them and the name(s) of those making the allegations together with the name(s) of any witnesses.

CEO will then decide over next action and in cases where a person is found guilty and needs dismissal from organisation's Executive Board will also be informed for such action.

The fundamental right of freedom of speech and expression, gives legal protection to employees against being dismissed or penalised by their employers as a result of publicly disclosing certain serious concerns. The Organisation has endorsed the provisions set out below so as to ensure that no members of staff should feel at a disadvantage in raising legitimate concerns.

It should be emphasised that this policy is intended to assist individuals who believe they have discovered malpractice or impropriety. It is not designed to question financial or business decisions taken by the Organisation nor should it be used to reconsider any matters which have already been addressed under harassment, complaint, disciplinary or other procedures. Once the "whistleblowing" procedures are in place, it is reasonable to expect staff to use them rather than air their complaints outside the Society.

Confidentiality

The Organisation will treat all such disclosures in a confidential and sensitive manner. The identity of the individual making the allegation may be kept confidential so long as it does not hinder or frustrate any investigation. However, the investigation process may reveal the source of the information and the individual making the disclosure may need to provide a statement as part of the evidence required.

Anonymous Allegations

This policy encourages individuals to put their name to any disclosures they make. Concerns expressed anonymously are much less credible, but they may be considered at the discretion of the Organisation.

In exercising this discretion, the factors to be taken into account will include:

- The seriousness of the issues raised
- The credibility of the concern
- The likelihood of confirming the allegation from attributable sources

Untrue Allegations

If an individual makes an allegation in good faith, which is not confirmed by subsequent investigation, no action will be taken against that individual. In making a disclosure the



individual should exercise due care to ensure the accuracy of the information. If, however, an individual makes malicious or vexatious allegations, and particularly if he or she persists with making them, disciplinary action may be taken against that individual.

Actions

CEO with a team, in high confidential stream, will conduct a detailed investigation. Once the investigation is complete, the next line of action will be decided by CEO and Board Members will be kept in loop for action taken.

Whistle blown against CEO should be directed directly to Board members. The Board may then form a team to investigate and decide on action to be taken against CEO.

Related Policies and Arrangements

All employment policies and arrangements have a bearing on equality of opportunity. The Organisation policies will be reviewed regularly and any discriminatory elements removed.

Rights of Disabled People

The Organisation attaches particular importance to the needs of disabled people.

Under the terms of this policy, managers are required to:

- make reasonable adjustment to maintain the services of an employee who becomes disabled, for example, training, provision of special equipment, reduced working hours. (NB: managers are expected to seek advice on the availability of advice and guidance from external agencies to maintain disabled people in employment);
- include disabled people in training/development programmes;
- give full and proper consideration to disabled people who apply for jobs, having regard to making reasonable adjustments for their particular aptitudes and abilities to allow them to be able to do the job.

Equality Training

A series of regular briefing sessions will be held for staff on equality issues. These will be repeated as necessary. Equality information is also included in induction programmes.

Training will be provided for managers on this policy and the associated arrangements. All managers who have an involvement in the recruitment and selection process will receive specialist training.

Monitoring

The Organisation deems it appropriate to state its intention not to discriminate and assumes that this will be translated into practice consistently across the organisation as a whole. Accordingly, a monitoring system will be introduced to measure the effectiveness of the policy and arrangements.

The system will involve the routine collection and analysis of information on employees by gender, marital status, ethnic origin, sexual orientation, religion / beliefs, grade and length of service in current grade. Information regarding the number of staffs who declare themselves as disabled will also be maintained.



There will also be regular assessments to measure the extent to which recruitment to first appointment, internal promotion and access to training/development opportunities affect equal opportunities for all groups.

ISWAR will maintain information on staff who have been involved in certain key policies: Disciplinary, Grievance and Bullying & Harassment.

Where appropriate equality impact assessments will be carried out on the results of monitoring to ascertain the effect of the Organisation policies and our services / products may have on those who experience them.

The information collected for monitoring purposes will be treated as confidential and it will not be used for any other purpose.

If monitoring shows that the organisation, or areas within it, are not representative, or that sections of our workforce are not progressing properly within the Society, then an action plan will be developed to address these issues. This will include a review of recruitment and selection procedures, Organisation policies and practices as well as consideration of taking legal Positive Action.

15.0 Drug and Alcohol Abuse Policy

ISWAR recognises that alcohol and drug abuse related problems are an area of health and social concern. It also recognises that a member of staff with such problems needs help and support from his / her employer.

The Organisation also recognises that alcohol and drug abuse problems can have a detrimental effect on work performance and behaviour. The Organisation has a responsibility to its employees and customers to ensure that this risk is minimised.

“The Society recognises that alcohol and drug abuse problems can have a detrimental effect on work performance and behaviour. The Society has a responsibility to its employees and customers to ensure that this risk is minimised.”

Accordingly, Organisation policy involves two approaches

- Providing reasonable assistance to the member of staff with an alcohol or drug abuse problem who is willing to co-operate in treatment for that problem.
- Disciplinary rules, enforced through disciplinary procedures, where use of alcohol or drugs (other than on prescription) affects performance or behaviour at work, and where either (1) an alcohol or drug dependency problem does not exist or (2) where treatment is not possible or has not succeeded.

Assistance for a Member of Staff

The Organisation will, where possible, provide the following assistance to a member of staff:

- Helping the member of staff to recognise the nature of the problem, through referral to a qualified diagnostic or counselling service.



- Support during a period of treatment. This may include a period of sick leave or approved other leave, continuation in post or transfer to other work, depending upon what is appropriate in terms of the staff member's condition and needs of the Society.
- The opportunity to remain or return to work following the completion of a course of treatment, as far as is practicable, in either the employee's own post or an alternative post.
- Where a member of staff fails to co-operate in referral or treatment arrangements, no special assistance will be given and any failure in work performance and behaviour will be dealt with through the Disciplinary Procedure.
- If the process of referral and treatment is completed but is not successful, and failure in work performance or behaviour occurs, these will be dealt with through the Disciplinary Procedure.
- A member of staff's continuation in his/her post or an alternative post during or after treatment will depend upon the needs of the Organisation at that time.

Disciplinary Action

In line with the Society's disciplinary rules, the following will be regarded as serious misconduct:

- Attending work and/or carrying out duties under the influence of alcohol or drugs.
- Consumption of alcohol or drugs whilst on duty (other than where prescribed or approval has been given).

Breach of these rules will normally result in summary dismissal, and only in exceptional cases will either notice or the reduced disciplinary action of a final written warning be applied.

Where a breach of these rules occurs, but it is established that an alcohol or drug abuse related problem exists, and the member of staff is willing to co-operate in referral to an appropriate service and subsequent treatment, the Organisation will suspend application of the Disciplinary Procedure and provide assistance as described above. Staff who do not comply with the treatment suggested or continue to abuse alcohol or drugs will be subjected to the application of the Disciplinary Policy.

16.0 Grievance Redressal

ISWAR understands "grievance" as a disagreement or dissatisfaction connected with the conditions of work perceived to be arising due to a violation of established ISWAR policies and procedures. In the context of the work environment, grievances may be of various types, such as:

- Those related to terms of service and benefits and their interpretations
- Those related to the work environment
- Those relating to interpersonal relationships, discipline and conduct of colleagues.

Grievance Redressal Committees (GRC) would be set up at national level, and later at sub-national levels to address issues of the staff. The GRC would review the merits of the grievance brought to its notice and decide the action to be taken.



A written statement on the grievance would be submitted to the GRC by the staff. The GRC would hold and hear both parties of the case and arrive at a conclusion and action to be taken. If the staff is not satisfied with the resolution proposed, the staff can submit their complaint to the GRC next in hierarchy. Executive Board of ISWAR would be the final appellate authority to resolve all the grievances. It may appoint a Sub-Committee of members to resolve any grievance brought to the EC.

There could be a possibility that the GRC may receive an anonymous grievance where the concerned staff may not want to identify her/himself. Such anonymous petition would have to be in writing (email included) for further inquiry under this policy.

In due course of grievance redressal if any GRC finds that the grievance was filed due to malice or mala fide intentions, the GRC or the nodal GR Officer might, as part of its Action Taken report, recommend a warning to the staff concerned and recover the costs incurred if any in connection with the grievance.

17.0 HR Policy Review

The effectiveness of this HR policy and associated arrangements will be reviewed annually under the direct supervision of the Chief Executive Officer of ISWAR.

Annexure I: Fitment of the Government and other Seconded Staff

Following methodology can be adopted for effective and efficient fitment of the Government Staff taken on board for the ISWAR programme.

Competency Mapping and Assessment: This would be done through mapping the demands in each role and match them with individuals for success in performing the role. Each staff would be assessed on the basis of (i) Knowledge; (ii) Attitude; (iii) Skills; and (iv) Values. The process of competency mapping would begin with mapping the competencies required for each role. Position wise required competency and skills would be mapped and a list of skills and attitude required to perform the defined and expected role and job would be listed.

Knowledge Assessment: The subject wise knowledge of the staff would be tested through a written exam.

Attitude Assessment: Given the context and nature of ISWAR goals, a person with attitude that reflects team work, proactiveness, openness, rigor etc is required. Therefore, attitude would be assessed through a psychometric test which would also help us to understand a personality and behaviour of the person.

Skills Assessment: Skills of the candidate would include presentation, communication and training skills, etc. They would be scored based on the tasks assigned to them. These tasks would include group discussion, presentation, report writing, etc.

Values Assessment: Candidates may also be assessed for their values, as it is one of the most important criterions to work with the poor. Sensitivity, humility, honesty, etc can be assessed based on a psychometric test. They may also be asked to stay with the community and assessed during this phase.

ISWAR may assign desirable weightages to each test component and hence calculate a cumulative score.



Categorization and Fitment of Staff: On completion of the above and declaration of results, selected staff would be grouped into three categories:

- o Best fit: Staff scoring 80% or above marks
- o Moderately fit: Staff scoring above 60% but less than 80% marks
- o Least fit: Staff scoring above 40% but less than 60% marks.

Through the competency mapping exercise, ISWAR would be able to identify the areas where a particular individual is lacking and prepare a training plan accordingly. The organisation would develop a capacity building plan for the staff, provide full support and exposure to the staff to make them best fit for ISWAR. Post training and exposure, the staff would once again go through a similar exercise to track progress.

The least fit staff would be given six months' time and capacitated by providing training and exposure in the required field, to improve his/her performance. At the end of six months another competency mapping would be done to find his/her suitability for ISWAR. If the incumbent does not score above 60% marks even after the extended time and training inputs s/he would be served notice of disengagement. Staff scoring less than 40% marks would not be engaged at all.

Annexure II: Salary Break Up

For illustration only

Particulars	In Percentage	Per month	Per Year
Basic salary		21,000	2,52,000
Dearness allowance		-	-
HRA (40%) (50% for metros) of (Basic + DA)	40%	8,400	1,00,800
Provident Fund – employer contribution (8.33% + 3.67%) of Basic plus DA	12.00%	2,520	30,240
Employees State Insurance (ESI) (3.25% on Basic and DA)		-	-
Medical Reimbursement (25% of Basic +DA) All employees join group insurance scheme	25%	5,250	63,000
Conveyance Allowance	25%	5,250	63,000
Gratuity**		-	-
Total CTC		42,420	5,09,040

**Only those who have completed 5 years of continuous service are eligible for gratuity. The salary includes basic pay, dearness allowances, and commission. The last drawn salary is considered for gratuity calculation. If the employee is a daily wage earner, the average of last 3-month wage is considered a one-day salary. More than 6-month service in a year is calculated as one year.

Uniform Allowance: It is fully exempted from income tax on actuals. An employee has to produce bills to claim the same. This allowance is given to meet the expenditure on the purchase and maintenance of office uniform or office formal wear worn while performing office duties. Generally, all offices have dress code i.e. employee should be smartly dressed in formals. In this case, according to the dress code of the office, an employee can claim uniform reimbursement for formal clothes purchased for office wear.

The Gratuity Formula: Last drawn monthly Salary x Tenure of service in years x 15/26

