



HR POLICY



People's Participation

(Excited, motivated by 'HR POLICY OF DISA')

101 & 102- Sarada Apartment, Library Para,
Station Road – North, Dankuni, Hooghly, West Bengal-712311. India
Mob.: 91+9339126219

1. Values that guide HR Policy of 'People's Participation'

The stated Vision and Mission of **People's Participation** guide the Human Resource policies of **People's Participation**. We draw inspiration from the vast experiences of the pioneering members of **PP** and also from the reflections of the members through various deliberations.

The values set out below are the guiding principles for the organization and its members. We therefore not only own them and value them but also manifest them in all our endeavours to make the society a better place for all especially the poor and the marginalized for whom we have a preferential option. We believe in the dignity of the human persons, their right to rule and manage their own lives by developing their inherent potentials and making the optimum use of the opportunities before them. We become the facilitators in the process.

1.1. The dignity of the human being:

People's Participation, in all its endeavours will ever strive to protect and promote the dignity of the individuals in its own workplaces, in dealing with partners and the society at large. We believe in the sacredness and the value of life and the inalienable right to life of every human being. **People's Participation** in all its efforts will promote respect for human lives irrespective of Religion, Caste, Culture, Gender, Language, Territory or any other distinction.

1.2. Equity:

People's Participation believes in an equitable society where equal opportunities are provided to every person to avail, access and control resources in proportion to each one's needs and capacities. **People's Participation** is aware of the need to be gender sensitive, gauging the limitations of the present day society. Our efforts are to ensure indiscriminate participation of women and men. We believe in a society where biases and prejudices do not have a strong hold. We also believe in the necessity for making special option for the empowerment of women whenever called for. It is also our conviction that we need to reduce vulnerabilities and marginalization through our interventions within the society so that each one has the opportunity to be included and be an enriched human being.

1.3. Justice:

Inspired by the Indian Constitution, we will promote justice and peace in the society. We believe that every human being has the right to express and be heard and treated justly in all situations. We are the one in the forefront when justice is denied, human rights are violated, and when the vulnerable and the marginalized are oppressed and exploited. We focus our interventions in such a way that we support and network with like-minded individuals and organizations working for the same cause.

1. 4. Solidarity:

People's Participation will strive to enhance solidarity with the poor and those who whole-heartedly share the same concerns. Through solidarity we express a firm determination and commitment to the common good. The vision of solidarity binds us together, establishing a society where all will receive what rightly belongs to us as children of God. Firmly believing in the integrity of creation, we recognize the relationship between natural resources and human development. This calls for concerted effort to protect the nature and its resources through programs that are ecologically sustainable and are in harmony with the local environment.

1. 5. Transparency and Accountability:

We recognize transparency, mutual accountability, openness, loyalty and honesty as fundamental values and preconditions for the growth of our partnership.

- a. We believe that every person is accountable for their actions.
- b. Transparency in all decision making processes utilization of resources, assessing performances and communication.
- c. We believe in sharing the concerns and apprehensions of all those we serve in a spirit of trust and mutual respect.
- d. Team spirit is fundamental to an organization's culture wherein work becomes a process of learning and progressing together. Each person is considered as a unique contributor who is valued and respected.

1.6. Professionalism

People's Participation believes in Professionalism and excellence in the work and ensures quality performance with greater effectiveness, efficiency and commitment. Therefore, capacity building of the personnel and qualitative improvement are of great priority for the Organization.

2. Recruitment

2.1. Objectives: Having multi lingual, multi cultural and multi competent staff selected based on the principles and practices of equal opportunities. All recruitment in **People's Participation** would be based on predetermined specific positions and competency.

2.2. Classification of Staff:

Regular: Person appointed in a permanent vacancy and whose appointment has been confirmed in writing by the People's Participation.

Temporary: Appointed for a fixed period or a specified purpose on a work - which is essentially of a temporary nature – unless extended for a further specified period by mutual consent.

Contract: The one who is employed due to his/her experience and expertise on a contract on a stipulated time or for a specific task or for a project – on the completion of which the contract shall be terminated. However it may be renewed on the same or such other terms mutually agreed upon depending on the needs of the organization.

Consultant: The one who is hired for a specific task which requires professional competence and specialization when the organization requires external assistance / guidance – such as evaluation, accompaniment, training etc. **People's Participation** will identify a pool of such consultants in advance and review periodically Appointment of such consultants would follow the set process laid down.

2.3. Scope of the Policy:

This policy covers all appointments of **People's Participation**. This also covers appointments for the project related positions in any part of the area of operation of **PP** if the staffs are a part of **PP** project. The consultants hired for evaluations trainings etc. also are covered under this policy.



2.4. General Criteria:

- for any post other than consultant, the person recruited should be below 65 years.
- the minimum age for recruitment is 18 years.
- the basic minimum educational qualifications should be matriculate for support staff. For others the minimum is graduation or as prescribed for the task.
- People's Participation** will not permit child labour in any of the projects.
- any person recruited should not have any criminal background or be involved in affairs of any political parties.
- the candidates should have sound physical / mental health.
- there will not be any discrimination against people with People's Participation.

2.5. Processes of Recruitment:

Ongoing job analysis:

As a small, smart and experienced Organization, the needs have to be analyzed periodically to identify the job requirements. This process would help in identifying the required suitable positions. The HR Personnel of **People's Participation** will do this analysis. Governing Body based on the Needs Assessment will do the approval of the posts.

Defining Terms of Reference:

For each of such positions a "Terms of Reference" (TOR) should be defined. The TOR contains the job description, required educational qualification and experience, defined operational structure etc.

Internal Appointments:

As per **People's Participation** requirements, a vacant position or a new position is advertised / intimated to the Staff within **PP** as well as for outsiders specifying clear eligibility criteria. Every eligible employee can apply for the position. The short-listing for interviews would be made as per the profile and requirements of the job.

Any interested candidate should forward his/her application for the same in the prescribed format to the Secretary of **People's Participation**.

If the Candidate is already working with **People's Participation** and is applying for a higher post, the Programme Director will give an assessment of the candidate with special reference to the requirements of the job applied for and the performance of the candidate over the previous 3-5 years.

Promotions to higher positions are based on competencies, past performance and on merits. Hence, on promotion the individual's work profile and responsibility will change.

Employees competing for promotions to Higher Positions shall generally be considered on the following criteria:

- Requisite qualification and experience
- Job knowledge
- Skill requirements/competencies of the job
- Performance history of past 3-5 years
- Value based, job related behaviour in the past

In order to avoid stagnation of the competent employees and encourage further growth, Management should develop mechanism for creating avenues for growth / promotion.

The selection of the candidate from among the internal candidates will follow the process for external appointment as detailed below.

Employment Application Form:

People's Participation would develop a standard format for prospective candidates to apply with relevant details. This form captures the basic information about the candidate.

Advertisement:

People's Participation' will be responsible for initiating action such as advertising for the vacancy, use of recruitment consultants, and use of panel of past short listed candidates as may be appropriate after acquiring requisite approvals.

For all Regular and Permanent posts, the Requirements can be advertised in News Papers having wider circulation, website of **People's Participation**, Face book or/and other social medias. Information can also be given to other offices of Voluntary Organizations.

Sourcing of CVs can also be done through existing data bank, employee referrals and consultants for temporary, project related staff and consultants- it is not mandatory to follow the advertisement procedures.

Every applicant should apply in the specified format provided by **People's Participation** with a minimum of two references.

There should be at least a minimum of 7 days gap between the date of publication of the advertisement and interview.

Due to the critical nature of some posts or emergency situation application time for all internal or external positions, in general, may be shortened to accommodate immediate closure of position and such application time may be different for different positions. **PP** shall determine this with intimation to and approval from Governing Body.

Short Listing:

CVs are short listed as per job description and position description and call letters for interview are sent thereafter.

Wherever appropriate during the short listing process another staff member of that unit / department may be asked to screen the CVs. Interview call letter shall mention the cherished values of **PP**.

For a single post, from the suitable application received, an appropriate number should be called for the interview process. The call letter for interview should be sent to the candidates both by mail and e-mail at least 7 days in advance from the date of interview. Interview call can be given through personal phone call also if needed.

The Interview:

The interview panel must meet in advance in order to prepare and agree questions, tests etc. to be asked to candidates and to ensure that similar questions and the same range of topics will be covered for each candidate for the same position. It is also the responsibility of the above team to review the position-description sheet and make it available as a part of the interview documentation.

The interview process should have two levels- written test and group discussion or/and personal interview. At both level, short listing is to be done so that only the right candidates come for the interview.

The interview panel:

For the written test, group discussion or personal interview, the appropriate panel must be constituted which should have subject specialists. There should be sufficient gender balance in the panel.

The Interview Rating Form

The Interviewer's rating form is aimed to achieve two things:

- I. To map the process through which the candidate passes and
- II. To create a comprehensive document, with all the interviewers' ratings along with the comments substantiating the ratings thereof.

This format is very crucial and needs to be filled immediately after the interview. The interview panel then gives its recommendations in the form.

Checking of References:

The Admin personnel shall make reference checks with the referees given / obtained from the candidates. As a policy **People's Participation** should contact the existing employer as a part of reference check.

The Letter of Offer:

Upon finding the references to be satisfactory, the Letter of Offer for selected candidate is generated by **PP** Admin personnel and sent to the selected candidate. Candidates should confirm their acceptance. A regret letter is sent to candidates not found suitable during the interview.

Letter of Appointment:

The Secretary of **People's Participation** issues an appointment letter to the candidate subject to the results of reference checks, verification and acceptance. The candidate is required to sign this letter and return a copy to the organization.

Appointment of Staff:

Secretary on behalf of the Governing Body will appoint the Coordinators / Team Leaders and Accountants and the Programme Director will appoint the Facilitators Field Level Workers and Office Assistants.

A copy of the Rules and Conditions of Service for Employees of **People's Participation** shall be given to the employees along with their letter of appointment.

Ordinarily, only one person from a family will be employed in the Organization.

3. Induction Process

A comprehensive orientation to **People's Participation** is an important first step for new employees. All newly joined employees shall upon completion of the formalities undergo an induction program, which is intended to familiarize them especially with the Organization policies, procedures, vision, mission, strategy, values, functions and operations. The methodology would be that of spending formal time with selected employees to understand them and their roles. The newly inducted employees should also use this occasion to understand their roles as expected by Organization.

The Programme Director in consultation with the **PP** Govt Body shall decide the appropriate time and place for this purpose; however a minimum period of 4-5 days is an imperative time frame.

In recognition of their experience and expertise, senior staff members will often be asked to participate as facilitators in the Induction Program, on a need basis.

Administration is responsible for ensuring that all new employees participate in the orientation program within two weeks of their joining.

To facilitate the development of an agency wise induction system, following guidelines and checklist are given below for perusal. An "Induction Pack" must be made available to facilitate awareness about the organization and its activities. The guidelines are meant to be concise and practical.

[The coverage of such a program shall be:](#)

1. Welcome the new employees on the first day and introduce them to everyone in the office.
2. An induction pack prepared by **PP** Admin Body consisting of H.R Policy, Financial Manual, Service Rules, samples of vouchers, claim forms, reimbursements form and other relevant documents to be handed over to the new recruit.
3. Explain the Vision, Mission and Guiding Principles of **People's Participation**
4. Describe briefly and in the culturally appropriate manner, the key ideas of **People's Participation**.
5. Provide access for the new employees to read the documents of **PP** such as Memorandum of Association, History, Strategic Plan, Annual Plan etc
6. Describe key office norms and policies.

4. Probation and Confirmation

All new staff will initially be on a probation period. It will be one year for staff of permanent posts and 6 months for persons on contract. During this period the services may be terminated from either side by giving one month's notice (wages in lieu of notice period) or forfeit one month's salary.

A monthly review on work plan will be done regularly and at the end of probation period, a final review on the basis of monthly reviews shall be carried out and if the performance is found to be up to the expectations of the Organization then the staff member's services are confirmed in writing. Before confirmation, the PP Admin will initiate the probation review form a fortnight before the 6 months of probation. The findings of the Probation Review will be shared with the employees.

In exceptional circumstances, the probation may be extended for one more year depending upon the indications of likely improvement of the staff member. If however after this period the staff member's performance is still not considered satisfactory, then his / her employment will stand terminated. A notice given to the staff member shall outline reason for non-confirmation and extension of probation period or termination.

Staff on probation period shall be entitled to one-day leave per month to be availed one day at a time on completion of each month. In the event of change of probationary period, such staff shall be entitled to pro-rated leave on the basis of above limits.

[A personnel file shall be opened for all employees. The personnel file shall contain the following:](#)

1. Application of the candidate.
2. Bio-data
3. Certificates of birth, education and medical fitness
4. Written comments of reference
5. Interviewer's Rating Form, completed preliminary tests etc.
6. Copy of the Appointment / Contract Letter
7. Joining Report
8. Job Description, Performance & Development Plan
9. Letters of annual salary revisions & copies of performance appraisal,
10. One coloured passport size photograph
11. Any other personal memos
12. Resignation / Contract Termination Letter
13. No. Claim Certificate
14. Any other information deemed appropriate by the agency

The Employees would have to inform HR Unit in writing when there are changes.

Letter of Confirmation

A confirmation letter is issued to the candidate, subject to the results of reference checks and verification. The candidate is required to sign this letter and return a copy to the organization as a token of acceptance of appointment / service conditions.

5. Training and Development:

5.1. Objective: People's Participation is committed to the professional development and skill updating of all employees so that academic qualification, job performance, work efficiency and effectiveness are improved to contribute to the overall vision and mission of the Organization, at the same time respecting the rights of the individual to scale up capacities. Outstanding personnel will have the opportunity to become trainers in specific areas of interest.

5.2. Applicability: All staff

5.3. Process: A Training Need Assessment (which is also followed by a performance appraisal) will be conducted internally at regular intervals with an external expert specifically looking into the job requirements of each individual, scope of the job in the future as well as the capacity of the individual in various levels of scale up. This should provide opportunity to move up in the hierarchy vertically and laterally across various departments if need be, without man-made restrictions or prejudices. It is advisable that this process is guided by an HR Consultant in close collaboration with the management duly taking into consideration the desire and capacity of the individual.

5.4. Preconditions: The management is committed to such a process and specific budget will be made available in each year's budget and the number of trainings or programs available is specified accordingly. Those who are In-charge of the departments will take the initiative to identify appropriate opportunities and recommend those under them to avail such trainings. They will also ensure that opportunities are given to all.

5.5. Training Plan: There are two ways of providing such training. One can be in house training with the help of external resource persons or agencies / standards for a larger group of personnel. These will be planned from time to time depending on the requirement. On the basis of a need analysis a yearly plan of action will be prepared, approved and strictly followed up.

The second type of training is an individual availing training provided by external organizations. The same process of need analysis as well as inputs from the performance appraisal will be followed.

Training of Trainers (TOT) will be arranged to form a Team of Trainers within the Organization and infusing new skills, adding more members as well as streamlining the same at various levels will further strengthen this Team.

Each individual within the organization will get a chance to attend at least one internal training a year.

External trainings will be based on the need of the organization and the aptitude and performance of the candidate.

The Organizational Training Plan covers all forms of training, which will include 'On the Job Training', experience assignments inside and outside the Organization, formal courses (internal & external) and coaching, Programme Specific Training (Skill / Knowledge), Training on Generic Behaviour (attitudinal training) and Training for future inputs

5.6. Training Budget:

A training budget is developed each year based on the Training Plan and is intended to predict and control all external training expenditure. The administrative manager, or those entrusted with the task will be responsible for the same.

5.7. Post-Course Report and Presentation

All employees upon attending any program will make a written report and supplement the same with a presentation to the rest of the colleagues in the office. This will be considered an important part of all trainings. The intention here is to comprehend and multiply newly acquired skills and also use the action plan for the inputs. Those attending the program, especially outside programs will ensure that the resource materials procured as part of the training are made available to the documentation section to be later availed by those interested.

5.8. Sponsorship for outside courses:

For the purpose of the development of staff employed with **People's Participation**, the organization may consider sponsorship of outstanding staff members to such recognized courses in Institutes / Universities of repute for specific training. The Programme sponsored should be relevant to the assignments being carried out by **People's Participation** and undergoing the same would enhance the contribution of the staff members to the Organization. The individual should make a written request, which will be examined by management for a final decision. The Organization will bear the expenses incurred for the said course. Individuals sponsored for such course will be entitled for wages during the period of the course, but will have to execute a bond to serve the Organization for a minimum period of 3 years after completion of the course. If someone decides to leave before the completion of that said period, he/she will have to reimburse the amount on a mutually agreed norm to be finalized before taking up the course.

5.9. Roles & Responsibilities of the Personnel:

Programme Director

1. Representation of **People's Participation** in different forums.
2. Project Responsible for all projects.
3. Financial and programmatic report presentation to the Governing Body and Annual General Body Meeting
4. Communication / Correspondence with funding agency both for programme and financial information
5. Dissemination of information to the Staff on Organization matters
6. Orientation of Staff, particularly new staff
7. Selection and appointment of Facilitators / Field Level Workers / Programme Assistants
8. Facilitating the preparation of Annual Reports, Annual Plan, Audited Statements of Accounts, Annual Budget -both FCRA and non FCRA accounts
9. Sanctioning of leave as per rules
10. Project Proposal Writing and presentation to Governing Body
11. Ensuring training and capacity building programmes within the Organization
12. Monitoring and evaluation of programme implementation and quality through field visits regularly
13. Conflict resolution if any at field level
14. Performance appraisal of programme and staff
15. Ensuring timely payment of salaries and availability of social securities
16. Verifying authority for disbursement of funds
17. Ensuring organizational discipline at programme level
18. Ensuring maintenance of organizational assets
19. Networking with partners, NGOs, funding agencies, government bodies.
20. Facilitating celebration of all important organizational events
21. Facilitating exposure visits of all external and internal visitors
22. Mentorship of all level of staff
23. Ensuring smooth communication at organizational level
24. Ensuring communication of all policy level change and development.
25. Facilitating the process documentation

Project Area Director:

1. To be the Director and overall In-Charge of the Programmes at the Project Area
2. Attending the monthly / quarterly Staff meetings for review and planning
3. Attending the meetings and Trainings at the Head Office
4. Making monitoring visits to the Programme areas
5. Verifying the financial and activity reports before the Coordinator submitting to **People's Participation** Office.
6. Managing the assets of the Project Area
7. Monitoring the activities of Programme / Project Coordinators
8. Networking and Liaison with Govt as well as Non-Govt Organizations
9. Facilitating the monitoring / support supervision visits of Organization Heads and Support Agencies

Programme Coordinators / Project Coordinators/ Project Executives:

1. Ensuring implementation of all projects at Project Area.
2. To represent **People's Participation** at Project Area
3. Documentation of Programme activities and timely reporting
4. Monthly reporting of activities and Programme implementation
5. Mentoring, guidance and monitoring of Facilitator's/ Project Assistant's works.
6. Assisting the Programme Director in problem solving and conflict resolution at field level
7. Organizing Training and Capacity building of CBOs and field level staff
8. To sanction leaves as per rules and keep records of leaves
9. To make regular field visits and participate in CBO activities.
10. Networking with government and non government organizations for program level works
11. Conduct regular staff meetings, review and planning.
12. To disseminate information received from the Head office at the field level and vice versa and regular communication with Programme Director
13. To facilitate exposure visits for any visiting organizations or persons.
14. Media Liaison
15. Maintenance of assets of Organization at Project area
16. Implementation and follow up on the suggestions given by the Organization Heads
17. Facilitation and maintenance of keeping the records (SHGs, Visitors Diary, Staff Meetings, Attendance Register, Training Sessions, Log Books etc)
18. Organizing and facilitating common events and celebrations
19. Ensuring team spirit and accompanying with Staff
20. Assisting in identifying and recruiting staff
21. Forwarding training requirement information to Head office.
22. To participate in trainings and enhancing personal capacities
23. To do any other assignment for the Organization as entrusted by the Organization Head

Accountant

1. Proper maintenance of financial records like bills, vouchers, cash book etc
2. Understanding of the Project Budget and ensuring the proper utilization of funds as per the project requirements
3. Careful handling of Foreign and Local funds and following the rules strictly
4. Submitting financial reports to Organization Heads regularly
5. Preparation of monthly and quarterly fund management and financial planning
6. Internal Auditing of CBOs, verification of programme expenses at Project Areas and field visits as and when needed
7. Drawing the attention of the Organization Heads on financial matters
8. Preparation of financial documents for Auditing, Reporting and Legal Compliance
9. Upgrading the personal skills and participating in Trainings
10. Participating in Staff meetings regularly for review and planning
11. Ensuring coordination and rapport with Coordinator and other staff
12. Maintaining Assets Register and physical verification of assets.

Facilitator / Programme Assistant

1. Community contact and rapport building with CBOs, Community, PRI, Block, Banks, PHC etc
2. Regular field visits for 22-24 days per month.
3. To establish credibility of the organization at the community level
4. Group Formation, capacity building, Group Management and facilitating documentation of CBOs.
5. To motivate and facilitate CBOs to undertake collective social activities.
6. Implementation of all project related works.
7. To disseminate awareness about government schemes and entitlements at community level and to facilitate the community to avail and access to them.
8. To ensure participation of CBOs in Panchayati Raj Institutions

9. To motivate CBOs for organizing common celebrations and events
10. To ensure the presence of CBOs for Federation meetings
11. To be present at Federation meetings of CBOs
12. Follow up and facilitating the implementation of decisions taken at Federation meetings of CBOs
13. Creating Awareness on social issues in the community.
14. Facilitating monitoring / exposure visits in collaboration with the Coordinator.
15. Maintaining daily dairy of activities and other programme documents.
16. Participating in the Staff meetings for review and planning
17. Participating in trainings and enhancing personal capacities
18. Establishing communication link with coordinators and village communities
19. Preparing and timely submitting Monthly / Quarterly reports to Coordinator.
20. Evaluation and Grading of CBOs
21. Any other responsibilities as and when requires duly entrusted by Coordinator

6. Leave Rules:

6.1. Objective

In order to be an effective organization **People's Participation** needs to have a robust set of employees who are physically and mentally fresh and alert. Similarly if the personnel work without any break, it would deteriorate their mental faculties and physical capabilities and they will not be able to give their best to the Organization. Leave and vacation help to rejuvenate and refresh the personnel. Being an Organization wedded to upholding the dignity of the human persons, we are also required to provide for eventualities, which happen in the normal life of a human being such as birth, marriage and death.

People's Participation therefore, provides different kinds of leave to meet with the various eventualities. As a matter of policy, we encourage all employees to take appropriate and admissible leave.

6.2. Procedures and Operational Aspects of Leave

Availing of leave should be with proper leave application in the prescribed format of **People's Participation**, applied for at least two days in advance and after getting permission so that the work of the Organization does not suffer. Absence without leave application or due permission shall be without payment. The Field Staff (Facilitators / Supervisors) can get casual leave sanctioned up to 3 days by respective Coordinators (Team Leaders) and above 3 days by the Programme Director with the recommendation of the Coordinators. The Coordinators can get leave sanctioned up to 8 days by the Programme Director and for leave above 8 days the Secretary of **People's Participation** or person authorized by the Secretary with the recommendation of the Programme Director has to sanction. Weekly or other holidays occurring during the leave period will be counted as part of the leave. Granting of leave will be the sole discretion of the competent person and depend on the exigencies of the Organization's work.

6.3. Kinds of Leave

Casual Leave

All employees are entitled to 12 days casual leave in a financial year to meet the unforeseen contingencies. Unutilized leave will lapse at the end of the year and are not en-cashable. However, under sudden or unforeseen circumstances, if an employee is unable to take prior approval he/she is expected to communicate either telephonically or in writing on the same day. Every employee can avail only 3 days of casual leave at a stretch with prior permission. Casual leave will not be combined with any other leave.

Sick Leave

All employees are entitled to 10 days sick leave in a financial year to meet the medical attention needed. In the normal course, it is expected that the application reaches the office on the day one wants to avail of. If the medical leave is taken for more than two days at a stretch, documents like Doctor's prescription, medicine slip, test report etc should be attached with leave application form.

Any employee suffering from any type of contagious or infectious diseases shall on the advice of the doctor be sent on compulsory leave. This will be treated as special leave if the employee is falling short of her/his own leave. Similarly, in the case of long illnesses, the absence from duty will be treated in the same manner as in the case of those suffering from contagious / infectious diseases. However, the discretionary power on granting of such leave rests exclusively with the Secretary and in his absence the Programme Director and the decision is purely based on the merit of the case.

Taking of sick leave on false grounds with or without medical certificate, becomes an act of misconduct and will be called for appropriate disciplinary action.

Privilege Leave

Employees whose native place is outside West Bengal can avail the privilege leave of 30 days in a year upon completion of every one-year service. This leave cannot be combined with any other leave. Employees from West Bengal can avail 10 days privilege leave. Privilege leave is not accumulated, carried forward or encashed.

Study Leave:

All employees aspiring to pursue their studies to upgrade their academic qualification or studies related to the works of the Organization could be granted leave on their examination days provided permission for the course of study is granted in writing by the Secretary or Programme Director prior to the start of the course process. Necessary documents like Admit cards, Fees receipts, Mark sheets etc are to be submitted for getting this leave.

Maternity Leave:

All expectant women employees who have been working in **People's Participation** for at least one year will be eligible for 60 days maternity leave with full pay and allowances. This is applicable to both permanent and long term contract employees. Further, a leave of 30 days, if needed, shall be granted without any payment.

In case of miscarriage/ or other gynae-related medical conditions a woman employee shall be granted special medical leave to a maximum of 15 days. The request for such leave must be supported by medical certificate from the qualified medical practitioner and accepted by the Secretary or Programme Director.

Maternity leave can be prefixed or suffixed by medical leave.

Paternity Leave:

The spouse, of the expectant wife will be eligible to 7 days paternity leave at the time of the birth of child with full pay and allowances. This is applicable to both permanent and long term contract employee.

Compassionate Leave:

A maximum of 5 days leave with pay and allowances per occasion is permissible to attend the funeral of a member of the employee's family as defined below:

Parents of self or spouse

Spouse

Children (including legally adopted children)

Siblings – of self

Employees are expected to return from Compassionate Leave as scheduled, unless approval of casual leave has been granted in advance to extend the leave.

7. Performance Management Systems and Promotion:

7.1. Objective

People's Participation's mandate is to effectively appraise the performance of an employee to determine and recognize individual performance in contributing to the growth of the organization and reward the deserving employees.

The performance management system comprises of performance planning, capacity enhancement mechanism, feedback system, assessment and recognition in concurrence with its Vision and Mission. In totality it measures

performance against set objectives and value based behaviour in job management. Performance appraisal methodology and tools shall be communicated to the employees time to time with the expectations of the Organization from the employees.

7.2. Principles

This system will be based on four Principles.

1. Link plans to the Short-term goals, which are in line with the overall Vision and Mission of the Organization.
2. Focus on priority results, not routine activities and make it simple.
3. Ensure continuous feedback from colleagues and partners.
4. Link with merit increases to performance appraisals.

The System includes:

- Job description
- Performance planning (SMART objectives from the short term Organization plan)
- Capacity Enhancement (training, learning and skills development of employees)
- Feedback system (Every year employee performance review and feedback provided)
- Assessment (performance review at the end of the financial year)
- Rewards, Recognition and penalty (incentives for achievement and penalty for not performing)

7.3. Process

Performance Appraisal for all the employees will be done once in a year. Continuation of service and increment in salary will be decided based on the ratings of performance appraisal. **People's Participation** will follow financial year ie April to March for all the appraisals.

The process of appraisal will involve the employee appraising himself / herself, Coordinator (Team Leader) and final appraisal by the Organizational Head (Secretary / Programme Director).

7.4. Job Description

Guidelines

The management should give clear job description to each employee according to the designation / title. The job description should be in line with the designation / title.

Clear mention should be made regarding line of commands in terms of taking responsibilities in the absence of the higher up, which should be based on seniority, capability and experience.

The job description should be developed in consultation with the management concerned department manager and the employee. It is a prerogative of the Management to finalize it. The same can be given to the new recruit within the first month of joining her/his duty.

7.5. Performance Planning

Guidelines

During March each year, each employee should set a target to be achieved during the next financial year ie April to March. This will be done in consultation with the Coordinator. Simultaneously the required knowledge and skills to achieve the set objectives should be worked out.

The set objectives along with the requirements should be submitted to the management for their approval. The approved performance plan should be signed by the employee and the Coordinator and one copy must be retained by the management in the employee file and copies be given to the Coordinator and the concerned employee.

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

7.6. Capacity Enhancement Program

Guidelines

1. Identification of needs for skills and development, based on the interest of the employee, related to the job description and the findings of the three level assessments.
2. In consensus with the Coordinator and the employee, the identified needs for capacity enhancement should be submitted to the management.
3. HR personnel will ensure the identification of opportunities and its implementation.

7.7. Feedback system

Guidelines

1. Coordinators will review the progress of the set objectives quarterly and give feed back to the employee by encouraging, motivating, and assisting in identifying the weaknesses and strengths, which will enable the employees to improve their performance.
2. Concrete findings of the review along with the suggestions made for improvement should be recorded in the employee file to assess the growth in the performance of each employee.

7.8. Assessment

Guidelines

1. Yearly assessment will be conducted in March of each financial year, using three level assessment systems—Self, Coordinator and the Organization Head.
2. The assessment will be based on the set objectives and the findings of the quarterly and half-yearly reviews.
3. There will be a platform for interaction, discussion and sharing of the ratings / findings of the employee with the management.

7.9. Reward, Recognition and Penalty

Guidelines

The rewards, recognition and penalty will be based on the three level yearly assessments and personal interview at the end of the financial year. The employee's job related behaviour that is in line with the value system of the organization would be considered.

Procedures

Performance appraisals are strictly confidential. Hence, only the management / HR Unit, Coordinators and the concerned employee will have access to the results.

All staff members employed in **People's Participation** for six months or more shall be evaluated during the month of March, just prior to the end of the financial year. A signed copy of the appraisal will be available for the individual employee after approval by the Management.

7.10. Implementation of the PEOPLE'S PARTICIPATION Performance Management System:

- ⊗ Management will use performance appraisal systems
- ⊗ Management is responsible for ensuring that each employee's yearly plan has been developed and finalized and provided to the concerned employee by March 31. This will include all the requirements that have been identified by the concerned employee and the Coordinator of the Programme and approved by the Management.
- ⊗ Coordinators will be responsible for conduction of Quarterly reviews in the month of April, July, October and January for each employee in their concerned department for continued encouragement and feedback for improvement. The report will be submitted to the Management.

- ⊗ Management will initiate the yearly assessment review process and by 20 March all the employees should have completed their yearly assessment review.
- ⊗ By 31 March, Management should share the results of the review with the concerned employees.

In case of promotion during that financial year, the concerned Coordinator must complete a performance appraisal for the staffs who has been under his/her supervision for a period of 3 months or more and who is promoted to a new position within the Organization.

Those employees who join during the year shall be eligible for participating in the performance appraisal in the year following the completion of their one-year contract with **People's Participation**. However, for such employees their entire employment period since joining would be considered at their first performance appraisal.

If an employee fails to perform as per her/his performance plan, the Coordinators shall draw up a Performance Improvement Plan for the concerned employee for a period of six months in consultation with HR/Management and the employee. During this period the employee is expected to improve their performance along the defined parameters.

At the end of six months of Performance Improvement period, if the employee fails to meet the expected level of performance, the appointment of the employee may be terminated. In case of the permanent employees a memo will be given for a fixed period of time within which the employee needs to show her/his improvement, failing which HR/ Management will make the ultimate decisions.

8. PERFORMANCE APPRIASAL:

- Achievements against Planned Objectives
- Major Contributions made during the year
- Evaluation of Key Areas
- Training Needs and Improvements needed

8.1. Advances

A regular permanent employee may avail of Salary Advance subject to its acceptance by the management. It is a facility extended to the permanent employee. It is not a right vested in the employee to demand it. Salary Advance can be availed subject to the condition that all the advances will be adjusted against salary and at the end of the financial year there will not be any due to the Organization. The employee can repay the advance in instalments and close the advance account by 31 March. Under no circumstances Organization will be party to any loan taken by the staff from any financial institutions/individuals.

8.2. Travel and Communication Costs

All outstation travel/tour Programme has to be submitted to the Programme Director for prior approval. All are strongly recommended to make use of an economic means of transport in view of the spirit of option and service to the poor and oppressed. Outstation travel expenses for the works of the Organization will be paid by the Organization. In pursuance of official duties, travel facilities for Second Class Sleeper, Train, Luxury Bus / Bus are permitted. In all cases of travel, the actual railway or bus ticket will have to be produced in support of claim.

Organization will reimburse the fuel charges for the use of personal motorcycle for official assignments. But, for any such usage the person concerned has to maintain the logbook for daily travel. The Coordinators will be paid actual charges or maximum Rs. 300/- per month as communication costs.

8.3. Record of Attendance:

All Project Coordinators / Field Staff will maintain a daily diary with details of the day-to-day activities in respect of Programmes / Projects. They will also put their signatures in the attendance register and movement register. They will submit their monthly programme plan by fifth day of each month.

The Project Coordinator will maintain the Leave Account of each worker and the details will be sent to **People's Participation** Head Office for decisions and payment adjustments, which will be scrutinized and recommended by the Programme Director.

8.4. Holidays

The following days will be observed as Holidays:

1. New Year's Day, Idu'l Zuha, Makar Samkrati, Shivratri, 3 days for Holi, Good Friday, Raksha Bandhan, Janmashtami, Eid-ul-Fitre, 3 days for Dusshera, 7 days of Durgapuja, 3 days for Deepawali, 1 day for Christmas.
2. The Programme Director may suitably modify the list, taking into consideration the local holidays and submit the list by the end of each calendar year for the approval of the Secretary. The employees can choose any holiday from the list circulated at the beginning of the year. The total no. of holidays in one calendar year will be 20 days.
3. Republic Day and Independence Day will be commonly celebrated at Office / Villages.
4. If any extra holiday is availed other than listed above by employees, the day will be compensated by working on the preceding / following Sunday.

8.5. Review / Revision of Salary / Service Conditions

The salary fixation, other allowances and perks will be reviewed after a period of 5 years based on the health of the Organization.

9. Grievance Redressal Mechanism:

The Grievance Redressal Mechanism in **People's Participation** is adopted to ensure that all grievances and complaints are addressed and suitable actions are taken. Any employee who feels that he/she is unjustly treated either by the Management or by a colleague / a subordinate may submit such grievance in writing to the Project Area Director or to the Project Director. Grievance Handling Committee/personnel will consider such grievances and remedial actions will be taken.

The Grievance Handling Committee/personnel at each Project Area (Community Centre) shall be The Project Area Director, Programme/Project Coordinator and one Representative of the Facilitators.

The first step in grievance redressal shall be a verbal complaint by the grieved employee to his /her Coordinator. The Coordinator should listen to the employee, collect the relevant facts and try to settle the grievance. The Coordinator should also seek a verbal explanation from the person against whom the complaint is directed. If the matter is not redressed, a written complaint shall be submitted to the Project Area Director / Coordinator and Project Area Director / Coordinator should listen to the employee, collect the relevant facts and try to settle the grievance. The Project Area Director / Coordinator should also seek a written explanation from the person against whom the complaint is directed.

If the employee who has lodged the grievance is not satisfied with the decision of the Grievance Handling Committee, he/she may approach the Programme Director for redressal. If this procedure does not yield redressal or any grievance that is of higher level and involves the Project Area Director or Programme Director, then an employee may appeal to the Secretary of **People's Participation** or to the Governing Body.

10. Protection from sexual harassment at work place

It shall be the duty of the management to prevent or deter the commission of acts of sexual harassment and to provide the procedure for the resolution, settlement or prosecution for acts of sexual harassment by taking all steps required.

Sexual harassment includes such unwelcome sexually determined behaviour (whether directly or by implication) as:

- a. Physical contact and advances;
- b. A demand or request for sexual favours;

- c. Sexually coloured remarks;
- d. Showing pornography;
- e. Any other unwelcome physical, verbal or non-verbal conduct of sexual nature.

Where any of these acts is committed in circumstances where under the victim of such conduct has a reasonable apprehension that in relation to the victim's employment or work whether he/she is drawing salary, or honorarium or voluntary, such conduct can be humiliating and may constitute a health and safety problem. It is discriminatory for instance when the victim has reasonable grounds to believe that his/her objection would People's Participation advantage him/her in connection with his/her employment or work including recruiting or promotion or when it creates a hostile work environment. Adverse consequences might be visited if the victim does not consent to the conduct in question or raises any objection thereto.

Preventive Steps:

The employer or person in charge of the work place should take the following steps:

- a. Prohibition of sexual harassment as defined above at the work place should be notified, published and circulated in appropriate Rules.
- b. If anyone is found guilty of the above act, the same may be taken into account and the penalty imposed on the offender as per Conduct Rules.
- c. Where such conduct amounts to a specific offence under the Indian Penal Code or under any other law, the management shall initiate appropriate action in accordance with the law by making a complaint with the appropriate authority.

11. Discipline, Misconduct and Separation from 'PEOPLE'S PARTICIPATION':

10. 1. Misconduct

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

1. Wilful insubordination or disobedience, whether alone or in combination with others, to any lawful and reasonable order of a superior.
2. Theft, fraud or damage of the Institution's work or property.
3. Harming any employee because of personal rivalry
4. Any form of substance use within the premises and on duty
5. Taking or giving bribes or any illegal gratification.
6. Habitual absence without leave application and permission.
7. Habitual breach of any law applicable to the Institution.
8. Habitual late attendance.
9. Riotous or disorderly behaviour during working hours at the Institution.
10. Habitual negligence or neglect of work.
11. Striking work or inciting others to strike work.
12. Criminal Activities.
13. Any act subversive of discipline or good behaviour either on the premises of the Institution or elsewhere, including at residential premises if provided by the management.
14. Sexual harassment
15. Misrepresentation of personal information
16. Misappropriation of Organization's or CBOs' Funds
17. Cancelling or postponing the programmes without information
18. Use of abusive language at work place

19. Maligning reputation of Co-employees

20. Association with other Organizations without permission

The Process adopted for disciplinary actions are the following:

1. Statement of the disciplinary problem

2. Collection of full information on the case from all the concerned stakeholders

3. Levels of disciplinary action – Oral Warning, Written Warning, Suspension, Demotion, Withholding of Increment or Salaries, Termination of Service

4. Application of appropriate penalties.

11.2. Consequences of Misconduct:

A. Suspension:

i. On receipt of a report in writing the appointing authority may suspend an employee for any of alleged misconduct pending enquiry.

ii. The order of suspension shall take effect immediately on its communication to the employee. Charge sheet should be given within seven days.

iii. Leave will not be granted to an employee under suspension.

iv. During the period of suspension, the employee shall not leave station except with the written permission of the management.

v. The suspended employee will be required to mark attendance at the place and time mentioned in the suspension order.

vi. A suspended employee will get subsistence allowance subject to the conditions that he/she does not take up any employment during the suspension period.

vii. If a suspended employee fails to mark his/her attendance on any day he/she will not get subsistence allowance for that day.

B. Subsistence Allowance

i. Where the enquiry contemplated or pending, the subsistence allowance shall for the first ninety days from the day of suspension, be equal to 50% of the salary to which the employee would have been entitled if he/she were on leave with wages.

ii. On the conclusion of the enquiry if the employee is found guilty of the charges framed against him/her and an order of dismissal is passed, he/she will be deemed to have been absent from duty during the period of suspension and shall not be entitled to any remuneration for such period and the subsistence allowance already paid to him/her shall not be recovered.

ii. The management may proceed to institute an enquiry in respect of alleged misconduct as set out here in above or in respect of any alleged criminal misconduct committed by the employee. The management shall not be stopped from proceeding with the enquiry even if criminal proceedings have been initiated against such an employee.

iv. If the employee has been found to be not guilty of any of the charges framed against him/her shall be deemed to have been on duty during the period of suspension and shall be entitled to the same wages as he/she would have received if he/she had not been placed under suspension, after deducting the subsistence allowance paid to him/her for such period.

11.3. Disciplinary Action

The Secretary will take the disciplinary action against any employee who is Coordinator or above grade and the Programme Director will take disciplinary action against Field Level Workers or Programme Assistants. No order of punishment shall be made without the employees having been given an opportunity of explaining to the satisfaction of the management the circumstances alleged against him/her. Accordingly, a charge sheet will be issued calling for the explanation of the delinquent employee. In the event, the management is not satisfied with such an explanation, and disciplinary action is contemplated, the Secretary will appoint an Enquiry Officer to conduct the enquiry.

11.4. Right of Appeal:

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

11.5. Termination and Separation

1. Either party i.e. employee or management may terminate the service/contract of employment by giving thirty days notice in writing or on payment of one month's salary in lieu of notice to the opposite party.
2. Any employee found to be medically unfit for further service shall be liable to termination/discharge from service on the recommendation of a medical board constituted by the Management.
3. An employee may tender his/her resignation from the service of the Institution by giving a notice in writing as is stipulated above. The appointing authorities on receipt of such notice in its discretion accept the notice of resignation forthwith and pay such employee for the notice period. In the alternative, such an employee would be required to work during the entire period of notice.
4. In the event of separation from **PEOPLE'S PARTICIPATION** the following documents are required:

◆ **To be received from staff-**

- i. In case of resignation, Letter of resignation.
- ii. No Claim Certificate.
- iii. I D Card
- iv. Details of documents kept in the custody of the person both hard and soft copies and list of the pending work as on the date.
- v. Other Properties of **People's Participation** in the possession of the individual.

◆ **People's Participation** must provide following documents to staff as appropriate-

- Ψ One month notice in the form of a letter in the event of non-renewal of contract/termination/continuation of contract.
- Ψ Experience Certificate / Service Certificate

However, **People's Participation** retains the right for withholding certificates in situation including failure on the part of staff to return **PP** property or reconcile all outstanding payments, failure of the staff to sign the, No claim Certificate, if the staff has initiated legal action against **PP**, etc.

In the below mention cases, three warnings may not be applicable for any employees termination. Employment may be terminated for just cause and without notice after consultation Secretary of the organization for the following breaches in organizational Code of Ethics and/or Guiding Principles:

- ✚ Sexual harassment
- ✚ Child Abuse or harassment
- ✚ Performance of assignment(s) while under the influence of alcohol or Mind altering drugs.
- ✚ Theft
- ✚ Misappropriation of funds
- ✚ Abuse of organization equipment or materials
- ✚ Falsification of organization records
- ✚ Misrepresentation of personal information
- ✚ Illegal, violent or unsafe actions
- ✚ Abusive treatment of clients or co-workers, either physically or mentally
- ✚ Projecting negative image about the organization.

11.6. Exit Interview

A system of exit interview shall be followed involving an interview of the staff with the Management. This is applicable to all staff and will be applied consistently. The findings will be incorporated for the future human resource needs and issues.

12. Jurisdiction and Amendments:

The Institution can sue and be sued only within the jurisdiction of Courts of 'Hooghly District Head quarters, as the registered office of **People's Participation** is in Hooghly. All disputes arising from the Rules & Regulations as outlined in will be settled only within Hooghly.

These Rules and Regulations may be amended, altered or rescinded at any time by the Governing Body and shall be superseded by such amendments. Amendments if any shall be communicated to all employees by a circular letter issued by the Secretary in this regard.



HR POLICY of People's Participation-2016

Acknowledgement by: **DISA**