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HR POLICY

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Human Resources Policy

INTRODUCTION

This HR policy is designed to guide the management and staff of the organisation, ensuring that all employees are treated fairly, equitably, and with respect. It aims to foster a positive work environment that encourages professionalism, accountability, and personal growth. Additionally, it reflects the organisation's commitment to upholding the highest standards of ethical behaviour, inclusivity, and non-discrimination.

Given the unique challenges faced by the organisation, such as limited resources, dependency on donations, and the need for a highly motivated workforce, this HR policy is tailored to address the specific needs of the sector. It covers key areas such as recruitment, employee development, performance management, compensation, and workplace conduct, with a focus on aligning HR practices with the organisation's values and mission.

EMPLOYMENT CATEGORIES

Regular Staff: Core staff members who are appointed to essential positions within the organisation. They will undergo a 3-month probationary period, after which, upon successful completion, they may be confirmed in their role and become eligible for the full range of benefits provided by Organisation.
Project Staff: These individuals are recruited specifically for a particular project and for a duration as stated in their appointment letters. They will also undergo a 3-month probationary period, after which they may be confirmed for the remaining duration of the project. They are eligible for the contributory provident fund and other benefits provided by Organisation.
Contract Staff: Staff members hired for a defined period as specified in their appointment letters. They are not eligible for the contributory provident fund.
Part-Time Staff: Staff members employed on a temporary basis, working on an hourly or daily basis. These roles are entirely temporary, and the staff are hired as needed by Organisation.

PROCESS OF RECRUITMENT OF STAFF

The recruitment process at Organisation is designed to ensure that the organisation attracts, evaluates, and hires the best candidates for each staff category. The process is tailored to meet the specific needs of Regular, Project, Contract, and Part-Time staff positions.

1. **Job Analysis and Role Definition**:
    - **Regular Staff**: Conduct a thorough job analysis to define core roles and responsibilities that align with the organisation's long-term strategic objectives.
    - **Project Staff**: Define project-specific roles based on the objectives, scope, and timeline of the project.
    - **Contract Staff**: Identify the specific tasks or projects requiring fixed-term engagement and outline the role accordingly.
    - **Part-Time Staff**: Determine temporary or short-term needs and define roles based on immediate requirements.
2. **Job Posting and Advertising**:
    - Positions are advertised through appropriate channels, including job portals, company websites, and relevant networks, ensuring visibility among qualified candidates.
3. **Application Screening**:
    - Applications are screened based on predefined criteria, focusing on the candidates' qualifications, experience, and alignment with the job requirements.
4. **Interview Process**:
    - **Regular Staff**: A multi-stage interview process, including preliminary interviews, technical assessments, and final interviews with senior management.
    - **Project Staff**: Focused interviews to assess the candidate's ability to contribute to the specific project, with emphasis on relevant experience and skills.

- **Contract Staff**: Interviews focusing on the candidate's ability to fulfil the short-term role effectively.
- **Part-Time Staff**: Streamlined interview process to quickly assess the candidate's suitability for the temporary role.

5. **Selection and Offer**:
    - Selected candidates are provided with an offer letter detailing the terms of employment, including probationary periods, salary, benefits, and other relevant conditions.
6. **Probationary Period**:
    - **Regular and Project Staff**: A 3-month probationary period to assess the candidate's performance and suitability for the role. Upon successful completion, confirmation in the position is provided.
    - **Contract Staff**: The probationary period may vary based on the contract duration.
    - **Part-Time Staff**: Probationary periods are typically not applicable but may be implemented if needed.
7. **Onboarding and Orientation**:
    - New hires undergo an onboarding process that includes orientation to the organisation's culture, policies, and their specific role within the organisation.
8. **Confirmation**:
    - After successful completion of the probationary period, staff members are confirmed in their positions and become eligible for the associated benefits and facilities.

AGE LIMIT FOR RETIREMENT

The age limit for retirement is set at **60 years**. Upon reaching this age, employees are required to retire from their positions unless an extension is granted under special circumstances, subject to organisational needs and approval by senior management. Retirement benefits, including any applicable pensions or gratuities, will be provided as per the organisation's policies.

OFFICE HOURS

At Organisation, standard office hours are from **10:00 AM to 5:30 PM**, Monday to Saturday. These hours include a half-hour lunch break. Employees are expected to adhere to these timings unless otherwise specified for certain roles or projects. Flexibility in office hours may be considered on a case-by-case basis, subject to approval by management, to accommodate specific needs or circumstances.

Field Office Staff: Due to their direct work with communities, field office staff may need to conduct field visits early in the morning or late in the evening, depending on the convenience of the communities they serve. These staff members can adjust their office hours accordingly with prior permission.

PERSONAL FILES AND RECORDS

At Organisation, the organisation maintains a personal file for each employee, which includes all relevant documents and records related to their employment. These files are managed and secured by the Human Resources department and are strictly confidential. The key components of personal files include:

1. **Personal Information**:
    - Name, address, contact details, and emergency contacts.
    - Copies of identification documents, such as Aadhar, PAN, Bank Account Details and passports.
2. **Employment Records**:
    - Offer letters, employment contracts, and job descriptions.
    - Records of promotions, transfers, and other changes in employment status.
3. **Performance Records**:
    - Performance appraisals, evaluations, and feedback.
    - Records of any awards, recognitions, or disciplinary actions.
4. **Attendance and Leave Records**:
    - Detailed records of attendance, including any approved leaves, late arrivals, or absences.
    - Leave applications and approvals.

5. **Training and Development**:
    - Documentation of any training, workshops, or professional development programs attended.
    - Certificates or qualifications earned during employment.
6. **Compensation and Benefits**:
    - Salary history, including increments and bonuses.
    - Details of benefits such as provident fund contributions, insurance, and retirement benefits.
7. **Legal and Compliance Documents**:
    - Any legal agreements, non-disclosure agreements, or other compliance-related documents.
    - Records of any grievances, complaints, or investigations.

Access to Personal Files:

- Employees have the right to access their personal files upon request, subject to reasonable notice.
- Access is limited to the individual employee and authorised HR personnel. Personal files are not accessible to other employees or third parties without the employee's consent, except as required by law.

Updating Records:

- Employees are responsible for notifying the HR department of any changes to their personal information, such as a change in address or contact details.
- The HR department is responsible for keeping personal files up-to-date and ensuring their accuracy.

Confidentiality and Security:

- Personal files are kept secure, with access restricted to authorised personnel.
- Organisation is committed to maintaining the confidentiality of all employee records and ensuring that they are protected from unauthorised access or disclosure

STAFF ATTENDANCE

At Organisation, maintaining accurate attendance records is essential for ensuring smooth operations and accountability. The following guidelines apply to all staff members:

1. **Attendance Recording**:
    - Employees are required to record their attendance daily, either through a designated attendance system (e.g., biometric, swipe card, or attendance register) or through digital means as implemented by the organisation.
    - Attendance must be recorded at the start of the workday and at the end of the workday.
2. **Punctuality**:
    - Employees are expected to adhere to the standard office hours (10:00 AM to 5:30 PM, Monday to Saturday) and should arrive on time.
    - Habitual late arrivals may lead to disciplinary action, as per Organisation's policies.
3. **Absence and Leave**:
    - If an employee is unable to attend work due to illness or other reasons, they must inform their supervisor or HR as early as possible and apply for leave through the proper channels.
    - Unplanned absences without notification or approval will be treated as unauthorised leave and may result in a salary deduction or other disciplinary measures.
4. **Leave Management**:
    - All leave requests must be submitted and approved in advance, except in emergencies.
    - The HR department will maintain records of all leave taken by employees, including sick leave, vacation leave, and any other types of leave provided by Organisation.
5. **Field Office Staff Attendance**:
    - Field office staff, due to the nature of their work, may have flexible attendance requirements based on field visits or community engagements.
    - These staff members must coordinate with their supervisors and ensure that their attendance records reflect their adjusted work hours.
6. **Overtime and Compensatory Leave**:
    - Any overtime worked must be pre-approved by the employee's supervisor and will be compensated according to Organisation's overtime policy.
    - Employees may be eligible for compensatory leave in lieu of overtime, subject to approval.

7. **Monitoring and Reporting**:
    - Supervisors are responsible for monitoring the attendance of their team members and addressing any irregularities.
    - The HR department will regularly review attendance records and report any concerns to management.
8. **Confidentiality**:
    - Attendance records are confidential and are maintained securely by the HR department.
    - Access to these records is limited to authorised personnel only.

OFFICE ASSETS

At Organisation, office assets include all equipment, furniture, technology, and other resources provided by the organisation to support employees in performing their duties. The following guidelines govern the use, management, and responsibility of office assets:

1. **Assignment and Use of Assets**:
    - Office assets, such as computers, phones, desks, chairs, and other equipment, are assigned to employees as required by their roles.
    - Employees are expected to use these assets responsibly and only for work-related purposes. Personal use of office assets should be minimal and within the organisation's acceptable use policies.
2. **Asset Management and Inventory**:
    - The IT and Admin departments are responsible for maintaining an accurate inventory of all office assets. This includes assigning asset tags or serial numbers and keeping records of asset distribution.
    - Regular audits and checks will be conducted to ensure that all assets are accounted for and in good condition.
3. **Care and Maintenance**:
    - Employees are responsible for the proper care and maintenance of the assets assigned to them. Any issues, damages, or malfunctions should be reported to the IT or Admin department immediately.
    - Regular maintenance schedules will be implemented for certain assets, such as IT equipment, to ensure their longevity and functionality.
4. **Asset Relocation**:
    - Office assets should not be moved from their designated location without prior approval from the Admin department. This includes moving assets between offices or to a home office.
    - If an employee requires the temporary relocation of an asset, such as for remote work, permission must be obtained in advance.
5. **Loss or Damage**:
    - Employees are expected to take reasonable precautions to protect office assets from loss, theft, or damage. This includes securing equipment when not in use and handling all assets with care.
    - In the event of loss or damage due to negligence, the employee may be held responsible for repair or replacement costs, subject to the organisation's policies.
6. **Return of Assets**:
    - Upon the termination of employment or reassignment, employees must return all office assets in their possession. This includes any equipment, keys, ID cards, or other items issued by Organisation.
    - A clearance process will be conducted by the Admin department to ensure that all assets are returned in good condition.
7. **Disposal of Assets**:
    - When an asset reaches the end of its useful life, the Admin department will manage its disposal in accordance with organisational policies and environmental regulations.
    - Disposal methods may include recycling, donation, or resale, depending on the condition of the asset.

8. **Confidentiality and Data Security**:
    - For IT assets such as computers and mobile devices, employees must ensure that any sensitive or confidential data is securely handled and stored.
    - Before returning or disposing of IT assets, the IT department will ensure that all data is securely wiped and that no sensitive information remains on the device.

IDENTITY CARDS

At Organisation, identity cards (ID cards) are issued to all employees to ensure security, facilitate identification, and provide access to organisational premises. The following guidelines govern the issuance, use, and management of ID cards:

1. **Issuance of ID Cards**:
    - All employees will be issued an ID card upon joining the organisation. The card will include the employee's name, photograph, designation, employee ID number, and the Organisation logo.
    - Temporary staff, interns, and visitors may be issued temporary ID cards or visitor badges with limited access as required.
2. **Mandatory Use**:
    - Employees must wear their ID cards visibly at all times while on Organisation premises.
    - ID cards are required for accessing secure areas, clocking in/out, and for identification purposes during meetings, events, or external visits.
3. **Access Control**:
    - ID cards may be integrated with access control systems, granting employees access to specific areas based on their role and responsibilities.
    - Any attempt to access unauthorised areas using the ID card will be considered a violation of security protocols.
4. **Loss or Damage**:
    - In case an ID card is lost or damaged, the employee must immediately report it to the HR or Admin department.
    - A replacement card will be issued after verification, and the lost card will be deactivated to prevent unauthorised access.
    - Employees may be charged a nominal fee for the replacement of lost or damaged ID cards.
5. **Return of ID Cards**:
    - Employees are required to return their ID cards to the HR department upon resignation, termination, or completion of their contract.
    - ID cards should also be returned when they are no longer required, such as in the case of a change in employment status (e.g., transfer, promotion).
6. **Security and Confidentiality**:
    - ID cards are strictly for personal use and should not be shared with others. Lending or borrowing ID cards is prohibited.
    - Employees should take care to protect their ID cards from theft or misuse. Unauthorised use of an ID card will lead to disciplinary action.
7. **Visitor ID Cards**:
    - Visitors to Organisation premises must sign in at the reception and will be issued a visitor ID card or badge.
    - Visitors must wear their ID cards visibly at all times and return them before leaving the premises.
8. **Renewal and Updates**:
    - ID cards may be updated or renewed periodically, especially in cases of role changes, updated photographs, or changes in access requirements.
    - The HR department will coordinate the renewal or updating process as needed.

SALARY TO STAFF

Organisation ensures that all employees are compensated fairly and in a timely manner according to the terms outlined in their employment contracts. The following guidelines govern the salary payment process:

1. **Salary Structure:**
   - Salaries at Organisation are structured based on the employee's role, experience, and qualifications. The salary package may include basic pay, allowances, bonuses, and other benefits as applicable.
   - The structure is reviewed periodically to ensure competitiveness and alignment with industry standards.
2. **Payment Schedule**:
   - Salaries are paid on a monthly basis, typically on the last working day of each month. In cases where the last day falls on a weekend or public holiday, salaries will be processed on the preceding working day.
   - For new employees, the first month's salary may be prorated based on the date of joining.
3. **Salary Disbursement**:
   - Salaries are directly credited to the employees' designated bank accounts. Employees are required to provide accurate bank account details to the HR department upon joining.
   - In exceptional cases, where direct bank transfers are not possible, alternate arrangements may be made with prior approval from HR.
4. **Deductions**:
   - Statutory deductions such as income tax, provident fund contributions, and other applicable deductions will be made as per government regulations.
   - Additional deductions may include loan repayments, advances, or penalties, as authorised by the employee or as per Organisation's policies.
5. **Salary Increments and Bonuses**:
   - Salary increments are typically awarded annually based on performance appraisals, organisational policies, and budgetary considerations.
   - Performance bonuses or incentives may be provided based on individual or team achievements, as outlined in the employment contract or performance criteria.
6. **Payslips**:
   - Employees will receive a detailed payslip each month, either electronically or in printed form. The payslip will outline the breakdown of earnings, deductions, and net pay.
   - Employees are encouraged to review their payslips and report any discrepancies to the HR department promptly.
7. **Overtime and Extra Pay**:
   - Employees who work approved overtime are entitled to additional pay as per Organisation's overtime policy. Overtime pay rates and eligibility criteria are defined in the employee handbook.
   - Any extra payments, such as travel allowances or project-specific incentives, will be processed along with the monthly salary.
8. **Salary Adjustments**:
   - Any changes in salary, such as increments, deductions, or adjustments due to role changes, will be communicated in writing to the employee before implementation.
   - The HR department will ensure that all salary adjustments are accurately reflected in the payroll.
9. **Salary During Leave**:
   - Salaries will continue to be paid during approved leave periods, such as annual leave, maternity leave, or sick leave, in accordance with Organisation's leave policies.
   - Unpaid leave or unauthorised absences may result in salary deductions.
10. **Confidentiality**:
    - Salary details are confidential and should not be disclosed or discussed with other employees. Any breach of salary confidentiality may result in disciplinary action.

Salary Guidelines for Different Staff Categories at Organisation:

1. **Regular Staff**:
   - **Salary Structure**: Regular staff members receive a fixed monthly salary, which is determined based on their role, experience, and qualifications. The salary package typically includes basic pay, allowances (such as housing or transportation), and other benefits as per organisational policy.
   - **Increments and Bonuses**: Annual salary increments are provided based on performance appraisals. Regular staff may also be eligible for performance bonuses or other incentives.
   - **Deductions**: Statutory deductions, including income tax and provident fund contributions, are made in accordance with government regulations.
2. **Project Staff**:
   - **Salary Structure**: Project staff members are compensated with a fixed monthly salary for the duration of their project assignment. The salary is based on the project's budget and the individual's role within the project.
   - **Project-Based Incentives**: In some cases, additional incentives or bonuses may be provided based on project milestones or outcomes.
   - **Deductions**: Similar to regular staff, statutory deductions such as income tax and provident fund contributions apply.
   - **Contract Duration**: Salary payments are aligned with the project timeline, and payments cease at the end of the project unless the contract is renewed or extended.
3. **Contract Staff**:
   - **Salary Structure**: Contract staff members receive a fixed salary as outlined in their employment contract. The salary is typically paid monthly but may be adjusted for shorter contract periods (e.g., weekly or bi-weekly payments).
   - **No Long-Term Benefits**: Unlike regular and project staff, contract staff are generally not entitled to long-term benefits such as provident fund contributions.
   - **Deductions**: Necessary statutory deductions, including income tax, are applied as per the contract terms.
4. **Part-Time Staff**:
   - **Salary Structure**: Part-time staff members are compensated on an hourly or daily basis, depending on their work schedule and the agreement with Organisation. The rate is agreed upon at the time of hiring and may vary based on the nature of the work.
   - **Payment Schedule**: Payments to part-time staff may be processed weekly, bi-weekly, or monthly, depending on the arrangement.
   - **No Additional Benefits**: Part-time staff are typically not eligible for additional benefits such as bonuses, allowances, or provident fund contributions.
   - **Deductions**: Income tax or other applicable deductions will be made if required by law, based on the earnings of the part-time staff.

CODE OF CONDUCT

The Code of Conduct at Organisation outlines the standards of behaviour expected from all staff members. It serves as a guide for professional and ethical conduct, ensuring that employees adhere to organisational values and maintain a positive and productive work environment.

1. Purpose and Scope:

- **Purpose**: To establish clear expectations for professional behaviour and ethical conduct.
- **Scope**: Applies to all employees, including Regular, Project, Contract, and Part-Time staff, as well as volunteers and contractors engaged with Organisation.

2. Professional Behaviour:

- **Integrity**: Act with honesty and integrity in all interactions, both within and outside the organisation.
- **Respect**: Treat all colleagues, beneficiaries, and stakeholders with respect and dignity.
- **Responsibility**: Take responsibility for your actions and decisions, and strive to fulfil your duties to the best of your abilities.

3. Compliance with Policies and Laws:

- **Organisational Policies**: Adhere to all Organisation policies and procedures, including those related to health and safety, security, and workplace behaviour.
- **Legal Compliance**: Follow all relevant laws and regulations applicable to your role and the organisation.

4. Confidentiality:

- **Sensitive Information**: Maintain the confidentiality of sensitive and proprietary information, including personal data of beneficiaries, financial data, and organisational strategies.
- **Disclosure**: Do not disclose confidential information to unauthorised individuals or entities.

5. Conflict of Interest:

- **Disclosure**: Disclose any potential conflicts of interest that may affect your ability to perform your duties impartially.
- **Avoidance**: Avoid situations where personal interests could conflict with your professional responsibilities.

6. Professional Conduct:

- **Punctuality and Attendance**: Adhere to scheduled work hours and notify your supervisor in advance if you will be absent or late.
- **Dress Code**: Follow the organisation's dress code to maintain a professional appearance.
- **Communication**: Communicate effectively and professionally in all interactions, including emails, meetings, and reports.

7. Use of Resources:

- **Organisational Property**: Use organisational resources, including equipment, materials, and funds, responsibly and only for work-related purposes.
- **Personal Use**: Avoid using organisational resources for personal gain or non-work-related activities.

8. Harassment and Discrimination:

- **Zero Tolerance**: Organisation maintains a zero-tolerance policy for harassment, discrimination, and bullying. Treat all individuals fairly, regardless of race, gender, sexual orientation, religion, disability, or any other protected characteristic.
- **Reporting**: Report any instances of harassment or discrimination to HR or a designated representative.

9. Health and Safety:

- **Compliance**: Follow all health and safety regulations and guidelines to ensure a safe working environment.
- **Reporting Hazards**: Report any safety hazards or incidents to the appropriate authorities.

10. Ethical Conduct:

- **Transparency**: Act transparently and ethically in all business dealings and avoid any actions that could be perceived as unethical or corrupt.
- **Gifts and Hospitality**: Do not accept or offer gifts or hospitality that could influence or appear to influence your professional decisions.

11. Social Media and Public Statements:

- **Representation**: Be mindful of how you represent Organisation on social media and in public statements. Ensure that your communication reflects the organisation's values and does not harm its reputation.
- **Authorisation**: Obtain authorisation before making public statements or sharing information about Organisation.

12. Disciplinary Actions:

- **Violation Consequences**: Understand that violations of the Code of Conduct may result in disciplinary actions, including warnings, suspension, or termination of employment.
- **Due Process**: Follow established procedures for addressing misconduct and ensure fair and consistent treatment.

13. Review and Acknowledgment:

- **Acknowledgment**: All employees must sign an acknowledgment form indicating that they have read, understood, and agree to abide by the Code of Conduct.
- **Review**: The Code of Conduct will be reviewed periodically and updated as necessary to ensure its relevance and effectiveness.

BENEFITS TO STAFF

Organisation is committed to providing a comprehensive benefits package to support the well-being, professional development, and overall satisfaction of its employees. The benefits offered may vary depending on the employment category (Regular Staff, Project Staff, Contract Staff, and Part-Time Staff) and are as follows:

1. Health and Wellness Benefits:

- **Medical Insurance**: Regular and Project staff are eligible for group medical insurance that covers hospitalisation, medical expenses, and emergency care. Coverage may extend to immediate family members (spouse and children) based on the organisation's policy.
- **Health and Wellness Programs**: Organisation may offer wellness programs, including health screenings, fitness initiatives, and mental health support services, to promote employee well-being.

2. Leave Benefits:

- **Paid Leave**: Regular and Project staff are entitled to various forms of paid leave, including annual leave, sick leave, maternity/paternity leave, and compassionate leave. The amount of leave varies depending on the employee's length of service and role.
- **Unpaid Leave**: Employees may request unpaid leave for personal reasons, subject to approval from management.
- **Public Holidays**: All staff are entitled to paid leave on recognised public holidays as per the organisation's holiday calendar.

3. Retirement Benefits:

- **Provident Fund**: Regular and Project staff are eligible for the organisation's contributory provident fund, which serves as a retirement savings plan. Both the employee and Organisation contribute a fixed percentage of the employee's salary to the fund.
- **Gratuity**: Upon completion of a specified period of service, Regular staff may be eligible for gratuity payments, as per the organisation's policy and legal requirements.

4. Professional Development:

- **Training and Workshops**: Organisation encourages continuous learning and provides opportunities for employees to attend training sessions, workshops, and conferences relevant to their roles. These programs are designed to enhance skills and support career growth.
- **Education Assistance**: In some cases, Organisation may offer financial assistance or scholarships for employees pursuing further education or professional certification, subject to approval and relevance to the employee's role.

5. Work-Life Balance:

- **Flexible Working Hours**: Where possible, Organisation offers flexible working hours or remote work options to help employees balance their work and personal life.
- **Parental Leave**: In addition to maternity/paternity leave, Organisation may offer parental leave or flexible work arrangements for employees with young children or dependents.

6. Other Financial Benefits:

- **Bonuses and Incentives**: Regular and Project staff may be eligible for performance-based bonuses or project-specific incentives as per the organisation's policies.
- **Travel Allowances**: Employees required to travel for work may receive travel allowances or reimbursement for expenses incurred during official trips.
- **Relocation Assistance**: For employees relocating for work, Organisation may provide financial assistance for moving expenses, temporary housing, or other related costs.

7. Employee Assistance Program (EAP):

- **Counselling Services**: Organisation may offer access to confidential counselling services for employees facing personal or work-related challenges.
- **Legal and Financial Advice**: EAP services may include access to legal or financial advice, helping employees manage personal matters effectively.

8. Recognition and Rewards:

- **Employee Awards**: Organisation recognises outstanding contributions through employee awards, such as "Employee of the Month" or "Team of the Year," with accompanying rewards or certificates.
- **Long-Service Awards**: Employees who have dedicated many years of service to the organisation may be recognised with long-service awards or special bonuses.

9. Miscellaneous Benefits:

- **Lunch or Meal Subsidies**: In some locations, Organisation may provide subsidised meals or meal vouchers to employees.
- **Transportation Allowances**: Employees may receive allowances or reimbursements for commuting or official travel expenses.
- **Employee Discounts**: Organisation may negotiate discounts for employees on various products or services, including gym memberships, wellness products, or retail discounts.

10. Non-Eligible Categories:

- **Contract and Part-Time Staff**: Contract and Part-Time staff may have limited access to some of the benefits listed above. Their eligibility for specific benefits such as bonuses, leave, or insurance will be outlined in their individual contracts.

HOLIDAYS

Purpose: To outline the holiday entitlements and procedures for employees, ensuring consistency, fairness, and compliance with local labor laws.

1. **Public Holidays:**
   - **List of Public Holidays:**
     - **National Holidays:** Employees are entitled to observe national holidays as declared by the government, such as Republic Day, Independence Day, and Gandhi Jayanti.
     - **Regional Holidays:** Employees are entitled to observe regional holidays specific to the location of the organisation, such as regional festivals and state-specific observances.
     - **Religious Holidays:** Observance of major religious holidays, such as Diwali, Eid, Christmas, and others, based on the predominant religions of the region.
   - **Holiday Schedule:**
     - **Annual List:** Publish an annual list of public and regional holidays in advance to allow employees to plan accordingly.
     - **Holiday Calendar:** Share a holiday calendar at the beginning of each year, detailing all recognised holidays.
2. **Annual Leave:**
   - **Entitlement:**
     - **Accrual:** Employees are entitled to a specific number of annual leave days based on their length of service and position. Typically, employees accrue leave on a monthly basis.
     - **Standard Leave:** Commonly, employees are entitled to 16 days of annual leave per year, but this may vary based on the organisation's policy and employment contracts.
   - **Accrual and Carry Forward:**
     - **Accrual:** Leave is accrued based on the employee's work schedule and may be prorated for part-time employees.
     - **Carry Forward:** Allow employees to carry forward unused leave to the next year, subject to a maximum limit (e.g., 30 days). Unused leave beyond this limit may lapse or be encashed, as per the organisation's policy.
   - **Leave Request:**
     - **Application Process:** Employees must submit a leave request in advance, specifying the dates and reason for leave.
     - **Approval:** Leave requests should be approved by the employee's immediate supervisor or manager, following a review of the leave balance and operational requirements.
3. **Sick Leave:**
   - **Entitlement:**
     - **Accrual:** Employees are entitled to a specific number of sick leave days per year, often 7-days. Sick leave may be accrued monthly or annually.
     - **Certification:** Employees may be required to provide a medical certificate for sick leave extending beyond a certain number of days (e.g., 3 days).
   - **Notification:**
     - **Immediate Notification:** Employees must notify their supervisor as soon as possible in case of illness or emergency, ideally before the start of their workday.
     - **Documentation:** Submit medical documentation upon return, if required.

4. **Casual Leave:**
   - **Entitlement:**
     - **Allocation:** Employees are entitled to a certain number of casual leave days per year, typically 16 days.
     - **Purpose:** Casual leave can be used for short-term personal reasons or unforeseen circumstances.
   - **Request and Approval:**
     - **Notification:** Employees should inform their supervisor of casual leave as early as possible.
     - **Approval:** Casual leave requests should be approved based on operational needs and available leave balance.
5. **Maternity and Paternity Leave:**
   - **Maternity Leave:**
     - **Entitlement:** Female employees are entitled to maternity leave as per the Maternity Benefit Act, 1961, typically up to 26 weeks for the first two children and up to 12 weeks for subsequent children.
     - **Documentation:** Employees should provide medical certificates and notify the HR department in advance.
   - **Paternity Leave:**
     - **Entitlement:** Male employees are typically entitled to a specific number of days of paternity leave, usually up to 15 days, to support their partner during childbirth.
6. **Public Holidays Falling on Weekends:**
   - **Substitute Holidays:** If a public holiday falls on a weekend, the organisation may provide a substitute holiday or adjust the holiday schedule accordingly.
7. **Holiday Pay:**
   - **Compensation:** Employees who are required to work on public holidays may be entitled to additional compensation or a substitute day off, as per the organisation's policy and applicable labor laws.
8. **Policy Communication:**
   - **Employee Handbook:** Include the holidays policy in the employee handbook and ensure all staff are aware of their entitlements and procedures.
   - **Updates:** Communicate any changes to the holiday policy promptly and ensure that updates are reflected in the holiday calendar.
9. **Record Keeping:**
   - **Documentation:** Maintain accurate records of leave balances, leave requests, and approvals.
   - **Audit:** Conduct periodic audits to ensure compliance with the holiday policy and address any discrepancies.

LEAVE POLICY

The leave policy at Organisation is designed to provide employees with adequate time for rest, personal matters, and professional growth, while ensuring smooth operations. The policy covers various types of leave, eligibility, and procedures for availing leave.

1. Types of Leave:

a. Annual Leave:

- **Eligibility**: All full-time employees are entitled to paid annual leave. Part-time and contract staff may be eligible for pro-rated annual leave based on their work hours and contract terms.
- **Leave Entitlement**:
  - Regular and Project Staff: Typically entitled to 16 days of paid annual leave per year, accrued on a monthly basis.
  - Contract and Part-Time Staff: Leave entitlement will be specified in their employment contract.
- **Carry Forward**: Unused annual leave may be carried forward to the next year, subject to a maximum limit, as defined by the organisation's policy. Excess leave beyond this limit will lapse.

1. Casual Leave (CL):

- **Purpose**: Casual Leave is intended for short-term, unplanned absences due to personal reasons, minor illnesses, or urgent matters that require immediate attention.
- **Eligibility**: All full-time employees, including Regular, Project, and Contract staff, are eligible for Casual Leave. Part-time staff may be eligible based on their contract terms.
- **Leave Entitlement**:
    - Typically, employees are entitled to 16 days of Casual Leave per calendar year.
    - Casual Leave is usually granted on a pro-rata basis, depending on the employee's date of joining.
- **Usage Guidelines**:
    - Casual Leave is meant for short-term absences and can generally be taken in increments of half-day or full-day.
    - It cannot be accumulated or carried forward to the next calendar year. Unused Casual Leave will lapse at the end of the year.
- **Application Process**:
    - Employees should notify their supervisors and HR department as soon as possible when intending to take Casual Leave, especially in cases of unplanned absences.
    - Casual Leave requires prior approval, except in cases of sudden emergencies where post-facto approval may be sought.
- **Restrictions**:
    - Casual Leave cannot be combined with Earned Leave or other types of leave to extend vacations or long absences unless explicitly approved by management.

2. Earned Leave (EL):

- **Purpose**: Earned Leave is provided to employees for planned vacations, rest, and recuperation. It allows employees to take longer periods off work without losing pay.
- **Eligibility**: All full-time employees, including Regular and Project staff, are eligible for Earned Leave. Contract and Part-time staff may have different provisions based on their contracts.
- **Leave Entitlement**:
    - Employees typically earn 1.33 days of Earned Leave per month worked, leading to an annual entitlement of approximately 16 days.
    - Earned Leave is accrued monthly and can be accumulated over time.
- **Carry Forward**:
    - Unused Earned Leave can be carried forward to the next calendar year, up to a maximum limit defined by the organisation.
    - Accumulated Earned Leave beyond the carry-forward limit will lapse or may be subject to encashment as per organisational policy.
- **Usage Guidelines**:
    - Earned Leave is intended for longer planned absences, such as vacations, family events, or extended rest.
    - Employees are encouraged to plan and apply for Earned Leave well in advance, especially for extended periods.
- **Application Process**:
    - Employees must submit a leave application for Earned Leave at least two weeks in advance (or as specified by the organisation) to allow for proper planning and approval.
    - Approval is subject to operational requirements and supervisor discretion.
- **Encashment**:
    - Organisation may offer the option to encash a portion of accumulated Earned Leave at the end of the financial year or upon separation from the organisation.
    - Encashment is typically based on the employee's current salary and is subject to organisational policies and tax regulations.

By providing both Casual Leave and Earned Leave, Organisation ensures that employees have the flexibility to manage both short-term and long-term absences effectively, promoting work-life balance and overall well-being.

b. Sick Leave:

- **Eligibility**: All employees are entitled to paid sick leave in the event of illness or injury.

- **Leave Entitlement**: Generally, 10-12 days of sick leave per year. Additional sick leave may be granted in case of prolonged illness, subject to medical certification.
- **Medical Certification**: A medical certificate may be required for sick leave exceeding two consecutive days or as determined by management.

c. Maternity Leave:

- **Eligibility**: Female employees who have completed at least six months of continuous service are eligible for maternity leave.
- **Leave Entitlement**: Up to 26 weeks of paid maternity leave, as per government regulations. In case of complications or additional needs, the leave may be extended as per legal provisions or organisational policy.
- **Additional Support**: Organisation may provide flexible work arrangements or reduced hours for new mothers returning to work after maternity leave.

d. Paternity Leave:

- **Eligibility**: Male employees are entitled to paternity leave upon the birth or adoption of a child.
- **Leave Entitlement**: Typically, 10-15 days of paid paternity leave. The exact duration will be defined by organisational policy and may vary based on location.

e. Compassionate Leave:

- **Eligibility**: All employees may avail of compassionate leave in case of a death in the family or other serious personal emergencies.
- **Leave Entitlement**: Up to 5-7 days of paid leave, depending on the situation. Additional leave may be granted at management's discretion.

f. Unpaid Leave:

- **Eligibility**: Employees may apply for unpaid leave if they have exhausted their paid leave entitlements or for reasons not covered by paid leave categories.
- **Leave Entitlement**: Unpaid leave is granted at the discretion of management, based on the merits of the request and operational needs.

g. Study Leave:

- **Eligibility**: Employees pursuing further education or professional certification relevant to their role may apply for study leave.
- **Leave Entitlement**: Up to 15-30 days of paid or unpaid leave, depending on the nature of the study program and the organisation's policy. Approval is required from management, and the employee may need to commit to returning to work for a specified period after the leave.

h. Sabbatical Leave:

- **Eligibility**: Long-serving employees may be eligible for sabbatical leave for personal development, research, or other significant endeavours.
- **Leave Entitlement**: Typically, 3-6 months of unpaid leave, with the possibility of an extension. Sabbatical leave requires prior approval from management and is usually granted once every 5-7 years.

2. Leave Application Process:

- **Advance Notice**: Employees are required to submit leave requests in advance, typically two weeks before the intended leave for annual leave, and as soon as possible for other types of leave. Emergency leave requests should be communicated promptly.
- **Leave Approval**: Leave requests must be approved by the employee's supervisor or HR department. Approval is based on operational requirements and employee entitlements.
- **Leave Records**: The HR department maintains accurate records of all leave taken by employees. Employees can check their leave balances through the HR system or by contacting HR.

3. Leave Encashment:

- **Eligibility**: Employees may be eligible to encash a portion of their unused annual leave at the end of the financial year or upon leaving the organisation, as per Organisation's policy.
- **Encashment Limits**: The number of days eligible for encashment and the rate at which leave is encashed will be specified in the leave policy.

4. Leave Adjustment:

- **Public Holidays**: If a public holiday falls during an employee's leave period, it will not be counted as part of the leave taken.

- **Compensatory Leave**: Employees who work on public holidays or during weekends may be eligible for compensatory leave, subject to approval by management.

5. Special Leave Provisions:

- **Emergency Leave**: In exceptional cases, such as natural disasters or pandemics, Organisation may implement special leave provisions to support employees during crises.
- **Leave for Special Circumstances**: Additional leave may be granted for unique situations not covered by the standard leave types, subject to management approval.

6. Leave and Employment Termination:

- **Notice Period**: Employees are expected to serve their notice period as per their employment contract. Unused annual leave may be adjusted against the notice period or encashed, based on the organisation's policy.
- **Leave During Notice Period**: Generally, leave is not granted during the notice period, except in exceptional circumstances.

TA & DA

Purpose: To establish clear and consistent guidelines for the reimbursement of Travel Allowance (TA) and Daily Allowance (DA) across different categories of staff, ensuring fair treatment and compliance with organisational policies.

1. General Guidelines:

- **Eligibility:**
    - **Official Travel:** TA and DA are provided for official travel only. All travel must be pre-approved by the relevant authority or department.
    - **Travel Authorisation:** Employees must obtain prior approval for travel to qualify for TA and DA.
- **Documentation:**
    - **Travel Expense Report:** Employees must submit a travel expense report detailing expenses, including transportation, accommodation, and DA.
    - **Receipts:** Original receipts must be provided for all travel-related expenses. For DA, receipts are not required as it is a fixed per diem.

2. Regular Staff:

- **Travel Allowance (TA):**
    - **Reimbursement:** Regular staff are reimbursed for transportation costs based on the mode of travel (e.g., air, train, bus, or private vehicle). Rates are defined in the organisation's policy or based on government norms.
    - **Advance Payments:** Advances may be provided for anticipated travel expenses. Settlement of advances must occur with the submission of actual expense documentation.
- **Daily Allowance (DA):**
    - **Per Diem:** Regular staff receive a fixed DA amount for each day of official travel, covering meal and incidental expenses. The amount varies based on the travel location.
    - **Payment:** DA is paid as a per diem and does not require receipts for reimbursement.

3. Project Staff:

- **Travel Allowance (TA):**
    - **Reimbursement:** Project staff are eligible for TA in accordance with the organisation's policy, similar to regular staff. Rates are specified based on travel mode and distance.
    - **Advance Payments:** Project staff may request advances for travel expenses, subject to approval and subsequent reconciliation with actual expenses.
- **Daily Allowance (DA):**
    - **Per Diem:** Project staff receive a DA amount based on the project's budget and travel location. The rate is set according to the organisation's policy.
    - **Payment:** DA is provided as a per diem amount without requiring receipts.

4. Contract Staff:

- **Travel Allowance (TA):**
    - **Reimbursement:** Contract staff are reimbursed for official travel expenses based on the contract terms and organisational policy. TA is provided for transportation costs with specified rates.

    - **Advance Payments:** Contract staff may receive advances for travel-related expenses, subject to policy guidelines and reconciliation.
- **Daily Allowance (DA):**
    - **Per Diem:** Contract staff receive a DA as specified in their contract or based on the organisation's policy for the travel location.
    - **Payment:** DA is provided as a per diem amount, without the need for receipts.

5. Part-Time Staff:

- **Travel Allowance (TA):**
    - **Reimbursement:** Part-time staff are eligible for TA if their travel is required for official duties. Reimbursement is based on the mode of transport and the distance traveled.
    - **Advance Payments:** Part-time staff may request advances for travel expenses, subject to the organisation's policy and subsequent reconciliation.
- **Daily Allowance (DA):**
    - **Per Diem:** Part-time staff are provided a DA amount as per the organisation's policy or specific terms outlined in their engagement.
    - **Payment:** DA is provided as a fixed per diem amount, without requiring receipts.

6. Reimbursement Process:

- **Submission:**
    - **Travel Expense Report:** All staff must submit a travel expense report with details of transportation, accommodation, and DA claims.
    - **Supporting Documents:** Include original receipts for TA and travel documents. DA claims do not require receipts.
- **Approval:**
    - **Verification:** Finance or HR will review and verify travel expense reports and supporting documents.
    - **Payment:** Reimbursement is processed in accordance with organisational timelines and payment methods.

7. Policy Communication and Compliance:

- **Employee Handbook:** Ensure the TA/DA policy is included in the employee handbook and communicated to all staff.
- **Training:** Provide training on the TA/DA policy and procedures to ensure staff understand the requirements and process.

8. Special Cases:

- **International Travel:** Different rules and rates may apply for international travel. Refer to the international travel policy for specific guidelines.
- **Emergency Travel:** Special provisions may be made for emergency travel, including expedited approval and reimbursement processes.

General Guidelines for TA and DA:

1. **Documentation**: All claims for TA and DA must be supported by appropriate documentation, including travel tickets, invoices, and receipts.
2. **Advance Payment**: Employees may request an advance for travel expenses. The advance amount should be reconciled with actual expenses upon completion of the trip.
3. **Reimbursement Process**: Reimbursement claims should be submitted within a specified period (usually within 30 days) after the completion of travel. Claims must include all necessary documentation and be approved by the relevant supervisor or authority.
4. **Non-Eligible Expenses**: Certain expenses, such as personal expenses or luxury accommodations, may not be reimbursed. The travel policy provides specific details on eligible and non-eligible expenses.
5. **Policy Adherence**: Employees must adhere to the organisation's travel policy and guidelines. Non-compliance or fraudulent claims may result in disciplinary action.

INDUCTION AND STAFF DEVELOPMENT

Purpose: To establish a comprehensive approach to the induction and development of staff, ensuring effective onboarding, ongoing training, and professional growth to enhance performance and organisational effectiveness.

1. Induction (Onboarding) Process:

- **Objective:**
    - **Integration:** To help new employees integrate smoothly into the organisation, understand their roles and responsibilities, and align with organisational values and culture.
    - **Orientation:** To provide essential information about the organisation's policies, procedures, and resources.
- **Pre-Induction:**
    - **Preparation:** Prepare induction materials, including employee handbooks, policy documents, and training schedules.
    - **Welcome Pack:** Provide a welcome pack containing organisational information, access badges, and necessary equipment.
- **Induction Program:**
    - **Introduction:** Conduct an introduction to the organisation's mission, vision, values, and structure.
    - **Role and Responsibilities:** Clearly outline the employee's role, responsibilities, and performance expectations.
    - **Policies and Procedures:** Review key policies, including HR policies, health and safety, and code of conduct.
    - **Systems and Tools:** Provide training on organisational systems, tools, and software used in daily operations.
    - **Meetings:** Arrange meetings with key personnel, including supervisors, HR representatives, and team members.
- **Post-Induction:**
    - **Feedback:** Gather feedback from new employees on the induction process to identify areas for improvement.
    - **Follow-Up:** Conduct follow-up meetings to address any questions or concerns and ensure a smooth transition.

2. Staff Development:

- **Objective:**
    - **Growth:** To support continuous learning and development, enabling staff to enhance their skills, knowledge, and performance.
    - **Career Pathing:** To provide opportunities for career advancement and professional growth within the organisation.
- **Training and Development:**
    - **Needs Assessment:** Conduct regular assessments to identify training needs based on job requirements, performance reviews, and organisational goals.
    - **Training Programs:** Offer various training programs, including workshops, seminars, online courses, and on-the-job training.
    - **Skill Development:** Focus on both technical skills and soft skills, such as leadership, communication, and teamwork.
    - **External Training:** Provide opportunities for staff to attend external training programs, conferences, and seminars relevant to their roles.
- **Performance Management:**
    - **Appraisal:** Implement a structured performance appraisal system to evaluate staff performance, set objectives, and identify development needs.
    - **Feedback:** Provide regular feedback to employees on their performance, strengths, and areas for improvement.
    - **Goal Setting:** Collaborate with staff to set individual development goals aligned with organisational objectives.

- **Career Development:**
  - **Career Planning:** Assist employees in career planning and setting career goals, including potential career paths within the organisation.
  - **Mentorship:** Establish mentorship programs to provide guidance and support from experienced staff members.
  - **Promotion and Advancement:** Define clear criteria for promotion and career advancement, and communicate these criteria to staff.
- **Support and Resources:**
  - **Learning Resources:** Provide access to learning resources such as books, online courses, and professional journals.
  - **Financial Support:** Offer financial support for relevant certifications, degrees, and professional development courses.
  - **Work-Life Balance:** Promote a healthy work-life balance through flexible work arrangements, wellness programs, and support services.

3. Policy Communication and Implementation:
- **Employee Handbook:** Include the induction and staff development policy in the employee handbook and ensure all staff are aware of its provisions.
- **Training:** Provide training for managers and HR staff on the implementation of the induction and development policy to ensure consistency and effectiveness.

4. Monitoring and Evaluation:
- **Evaluation:** Regularly evaluate the effectiveness of the induction and staff development programs through feedback surveys, performance metrics, and training outcomes.
- **Continuous Improvement:** Make adjustments to the policy and programs based on feedback and evaluation results to enhance their effectiveness and relevance.

5. Compliance:
- **Legal Requirements:** Ensure compliance with relevant labor laws and regulations related to employee training and development.
- **Donor Requirements:** Adhere to any specific training and development requirements set by donors or funding agencies, if applicable.

PERFORMANCE MANAGEMENT SYSTEM

Purpose: To establish a structured approach for managing and evaluating employee performance, ensuring alignment with organisational goals, and fostering continuous improvement and development.

1. Objectives:
- **Alignment:** Ensure individual performance aligns with organisational goals and objectives.
- **Development:** Support staff development and career growth through constructive feedback and targeted development plans.
- **Accountability:** Establish clear expectations and accountability for performance outcomes.
- **Recognition:** Recognise and reward high performance to motivate and retain staff.

2. Performance Management Process:
- **Goal Setting:**
  - **SMART Goals:** Set Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) goals for each employee at the beginning of the performance cycle.
  - **Alignment:** Ensure goals are aligned with departmental and organisational objectives.
  - **Collaboration:** Involve employees in the goal-setting process to enhance commitment and clarity.
- **Performance Monitoring:**
  - **Regular Check-Ins:** Schedule regular one-on-one meetings between employees and supervisors to review progress, address challenges, and provide support.
  - **Feedback:** Provide continuous feedback on performance, highlighting strengths and areas for improvement.
  - **Documentation:** Maintain records of performance discussions, achievements, and any performance issues.

- **Performance Appraisal:**
    - **Frequency:** Conduct formal performance appraisals at least annually, with mid-year reviews as needed.
    - **Evaluation Criteria:** Assess performance based on predefined criteria such as job competencies, goal achievement, and behavioural attributes.
    - **Self-Assessment:** Encourage employees to complete a self-assessment as part of the appraisal process.
- **Appraisal Meeting:**
    - **Discussion:** Hold a formal appraisal meeting to discuss performance, review goals, and address any issues.
    - **Feedback:** Provide balanced feedback, acknowledging achievements and discussing areas for improvement.
    - **Development Plan:** Create a development plan outlining training, support, and resources needed to address performance gaps.
- **Performance Ratings:**
    - **Rating System:** Use a clear and consistent rating system to evaluate performance, such as a scale (e.g., exceeds expectations, meets expectations, needs improvement).
    - **Criteria:** Base ratings on objective criteria, including goal achievement, skills, and behaviour.
- **Recognition and Rewards:**
    - **Recognition Programs:** Implement programs to recognise and reward high performers, such as employee of the month, performance bonuses, or public acknowledgment.
    - **Career Advancement:** Offer opportunities for career advancement, promotions, or special projects to high-performing employees.

3. Performance Improvement:

- **Performance Issues:**
    - **Identification:** Identify performance issues through regular monitoring and appraisal processes.
    - **Action Plan:** Develop a performance improvement plan with specific actions, timelines, and support mechanisms.
    - **Support:** Provide resources, training, and mentoring to help employees improve performance.
- **Follow-Up:**
    - **Progress Review:** Regularly review progress on the performance improvement plan and adjust as needed.
    - **Feedback:** Continue to provide feedback and support throughout the improvement process.

4. Training and Development:

- **Development Needs:**
    - **Identification:** Identify training and development needs based on performance appraisals and employee feedback.
    - **Programs:** Offer training programs, workshops, and other development opportunities to address identified needs.
- **Career Development:**
    - **Planning:** Assist employees in planning their career development and setting career goals.
    - **Opportunities:** Provide opportunities for job enrichment, cross-training, and professional growth.

5. Policy Communication and Implementation:

- **Employee Handbook:** Include the performance management policy in the employee handbook and ensure all staff are aware of its provisions.
- **Training:** Train managers and HR staff on the performance management system to ensure consistency and effectiveness in implementation.

6. Monitoring and Evaluation:

- **Effectiveness:** Regularly evaluate the effectiveness of the performance management system through feedback, performance data, and program outcomes.
- **Continuous Improvement:** Make adjustments to the system based on evaluation results and feedback to enhance its effectiveness and relevance.

7. Compliance:

- **Legal Requirements:** Ensure the performance management system complies with relevant labor laws and regulations.
- **Donor Requirements:** Adhere to any specific performance management requirements set by donors or funding agencies, if applicable.

MEASURING PERFORMANCE

Key Performance Areas (KPAs):

- **Definition:** KPAs are derived from the organisation's programs and projects. The assessment will focus on four to five critical parameters essential for achieving program and project success.
- **Evaluation:** Each KPA will be evaluated using Key Performance Indicators (KPIs), which are benchmarks set to measure the performance of activities and the achievement of outcomes.

Categories of Teams:

- **Field/Cluster Teams:**
  - **Focus:** KPAs will concentrate on action-oriented metrics, including task execution and the achievement of immediate objectives.
  - **Assessment:** Evaluate performance based on the effectiveness of task completion and progress towards short-term goals.
- **District and Regional Teams:**
  - **Focus:** KPAs will address facilitation and capacity-building efforts, including the support provided to field teams and contributions to regional development.
  - **Assessment:** Measure success in supporting field teams and enhancing regional capabilities.
- **State Team:**
  - **Focus:** KPAs will centre on creating an enabling environment for other teams by ensuring effective provision of resources, policies, and strategic support.
  - **Assessment:** Evaluate the effectiveness of strategic support and resource allocation to facilitate the success of other teams.

Assessment Approach:

- **Quantitative Assessment:**
  - **Focus:** Measure activities and outputs delivered, such as the number of tasks completed, resources utilised, and projects executed.
  - **Metrics:** Track performance against established KPIs to assess productivity and efficiency.
- **Qualitative Assessment:**
  - **Focus:** Evaluate the outcomes achieved, including the impact and effectiveness of activities.
  - **Methods:** Assess the quality of work, the success in meeting objectives, and the overall impact of interventions.

Tools to Measure Performance:

- **Management Information System (MIS) Reports:**
  - **Verification:** Use MIS reports to verify work done and track progress against KPIs. Review data on completed activities, resource allocation, and output metrics.
  - **Data Review:** Analyse reports to ensure alignment with performance expectations and identify areas for improvement.
- **Qualitative Assessment:**
  - **Field Reviews:** Conduct field reviews to gather qualitative insights on program effectiveness. This includes:
    - **Meetings with Beneficiaries:** Engage beneficiaries to assess the impact of interventions and gather feedback on program effectiveness.
    - **Community Institutions:** Review support provided to community institutions to evaluate facilitation and capacity-building efforts.
    - **Review of Minutes:** Examine meeting minutes to assess decision-making processes, challenges faced, and solutions implemented.

DISCIPLINARY RULES AND REGULATIONS

Purpose: To establish clear and fair guidelines for managing disciplinary issues, ensuring a respectful and productive work environment, and addressing misconduct or violations of organisational policies.

1. Scope:

- **Applicability:** These rules apply to all employees, including regular, project, contract, and part-time staff, as well as volunteers and interns.
- **Types of Misconduct:** Includes, but is not limited to, violations of organisational policies, ethical breaches, insubordination, absenteeism, harassment, and misconduct affecting the organisation's reputation.

2. Code of Conduct:

- **Expectations:** Employees are expected to adhere to the organisation's code of conduct, which includes professional behaviour, respect for others, compliance with policies, and commitment to organisational values.
- **Behaviour Standards:** Maintain integrity, honesty, and respect in all interactions; follow work schedules and fulfil job responsibilities; and comply with health, safety, and security protocols.

3. Disciplinary Procedures:

- **Investigation:**
    - **Initiation:** Disciplinary action begins with a formal investigation into the alleged misconduct. The investigation will be impartial and thorough.
    - **Process:** Gather evidence, interview witnesses, and document findings. Ensure the accused employee is informed of the allegations and given an opportunity to respond.
- **Disciplinary Actions:**
    - **Verbal Warning:** For minor infractions, a verbal warning may be issued, outlining the issue and expected improvements.
    - **Written Warning:** For repeated or more serious infractions, a written warning will be issued, detailing the misconduct, required corrective actions, and consequences of further violations.
    - **Suspension:** For severe or repeated misconduct, suspension with or without pay may be implemented, pending further investigation or disciplinary hearings.
    - **Demotion:** As an alternative to termination, an employee may be demoted to a lower position with adjusted responsibilities and salary.
    - **Termination:** For serious violations or repeated infractions, termination of employment may be considered. This should be a last resort and only after other corrective actions have been exhausted.
- **Disciplinary Hearing:**
    - **Procedure:** If the misconduct warrants further action, a disciplinary hearing will be conducted. The employee will have the opportunity to present their case, and evidence will be reviewed.
    - **Panel:** A panel consisting of HR representatives and relevant managerial staff will review the evidence and make a decision.
- **Appeals:**
    - **Process:** Employees have the right to appeal disciplinary decisions. The appeal should be submitted in writing within a specified period, detailing the grounds for appeal.
    - **Review:** An independent review panel will assess the appeal and may uphold, modify, or overturn the original decision.

4. Record Keeping:

- **Documentation:** Maintain detailed records of all disciplinary actions, including investigations, warnings, hearings, and outcomes. Documentation should be kept confidential and stored securely.
- **Access:** Access to disciplinary records is restricted to authorised personnel only, such as HR and relevant management.

5. Ethics and Compliance:

- **Legal Compliance:** Ensure all disciplinary actions comply with relevant labor laws and regulations.
- **Confidentiality:** Handle disciplinary matters with confidentiality to protect the privacy of all parties involved.

- **Non-Retaliation:** Ensure that employees who report misconduct or participate in investigations are not subject to retaliation.

6. Training and Awareness:

- **Orientation:** Include disciplinary policies and procedures in employee orientation programs.
- **Training:** Provide ongoing training for managers and HR staff on handling disciplinary issues and conducting investigations.

7. Review and Updates:

- **Policy Review:** Regularly review and update disciplinary policies to ensure they remain relevant and effective.
- **Feedback:** Solicit feedback from employees and managers to improve the disciplinary process.

GRIEVANCE REDRESSAL

The grievance redressal process at Organisation provides a structured approach for addressing and resolving employee grievances in a fair, transparent, and timely manner. This system ensures that employee concerns are heard, investigated, and resolved effectively, promoting a positive work environment.

1. Objectives of Grievance Redressal:

- **Address Concerns**: Provide a formal mechanism for employees to raise and address grievances.
- **Ensure Fairness**: Ensure that grievances are handled fairly and impartially.
- **Improve Work Environment**: Resolve issues promptly to maintain a positive and productive work environment.
- **Compliance**: Adhere to legal and organisational standards in addressing grievances.

2. Scope:

- **Eligibility**: Applies to all employees, including Regular, Project, Contract, and Part-Time staff.
- **Types of Grievances**: Includes issues related to working conditions, management practices, harassment, discrimination, compensation, and other employment-related concerns.

3. Grievance Redressal Process:

a. Step 1: Informal Resolution

- **Initial Discussion**: Employees are encouraged to address their grievances informally by discussing the issue directly with their immediate supervisor or manager.
- **Resolution**: Attempt to resolve the issue through direct communication and negotiation. Supervisors are expected to address concerns promptly and fairly.

b. Step 2: Formal Grievance Submission

- **Written Complaint**: If informal resolution is not successful, the employee may submit a formal written grievance to HR or a designated grievance officer.
- **Content**: The written grievance should include a clear description of the issue, relevant details, and any supporting evidence.

c. Step 3: Acknowledgment and Investigation

- **Acknowledgment**: HR or the grievance officer will acknowledge receipt of the grievance within a specified period (usually 3-5 business days).
- **Investigation**: Conduct a thorough investigation into the grievance. This may involve interviewing the employee, witnesses, and reviewing relevant documents or evidence.

d. Step 4: Resolution and Action

- **Decision**: Based on the investigation, HR or the grievance officer will make a decision on the appropriate action to address the grievance.
- **Communication**: Communicate the decision and any actions to be taken to the employee in writing. Include a clear explanation of the resolution and any follow-up steps.

e. Step 5: Appeal Process

- **Right to Appeal**: Employees have the right to appeal the decision if they are dissatisfied with the outcome.
- **Submission**: Submit a written appeal to a higher authority or an appeal committee within a specified period (usually 5-7 business days) from receiving the decision.
- **Review**: The appeal will be reviewed by the appeal committee or senior management, and a final decision will be made.

4. Confidentiality and Protection:

- **Confidentiality**: Ensure that all grievance-related discussions and documents are kept confidential to protect the privacy of all parties involved.
- **Protection Against Retaliation**: Protect employees from retaliation or adverse consequences for raising a grievance in good faith.

5. Record Keeping:

- **Documentation**: Maintain accurate records of all grievances, including complaints, investigations, decisions, and actions taken.
- **Access**: Ensure that records are securely stored and accessible only to authorised personnel.

6. Training and Awareness:

- **Training**: Provide training to employees, managers, and HR personnel on the grievance redressal process and how to handle grievances effectively.
- **Awareness**: Ensure that employees are aware of the grievance redressal procedures and their rights.

7. Review and Improvement:

- **Process Review**: Regularly review and assess the effectiveness of the grievance redressal process.
- **Feedback**: Gather feedback from employees on the grievance process and make improvements as necessary to enhance its effectiveness.

POLICY REVIEW AND UPDATE

The review and update of HR policies at Organisation are crucial to maintaining an effective, compliant, and supportive HR framework. This process ensures that HR policies remain relevant, align with organisational goals, and comply with legal and regulatory changes.

1. Objectives:

- **Compliance**: Ensure HR policies comply with current labor laws, regulations, and industry standards.
- **Relevance**: Keep policies aligned with organisational goals, changes in the workplace, and employee needs.
- **Effectiveness**: Evaluate and improve the effectiveness of HR policies in supporting organisational and employee goals.

2. Review Schedule:

- **Annual Review**: Conduct a comprehensive review of all HR policies at least once a year.
- **Ad-Hoc Review**: Initiate reviews when there are significant legal, regulatory, or organisational changes that impact HR policies.

3. Review Process:

a. Identification of Policies for Review:

- **Review Calendar**: Develop and maintain a review calendar to track when each HR policy is due for review.
- **Trigger Events**: Identify policies that need urgent review due to changes in legislation, organisational structure, or HR practices.

b. Review and Assessment:

- **Review Team**: Form a review team including HR professionals, legal advisors, and representatives from relevant departments.
- **Assessment Criteria**: Evaluate policies based on compliance with current laws, alignment with organisational goals, effectiveness in addressing employee issues, and feedback from employees.
- **Feedback Collection**: Gather input from employees, managers, and other stakeholders through surveys, interviews, or focus groups.

c. Policy Updates:

- **Draft Revisions**: Prepare draft revisions based on the assessment findings and feedback. Ensure changes address identified gaps or issues.
- **Consultation**: Consult with legal advisors and relevant departments to ensure revisions are practical and compliant.
- **Approval**: Submit revised policies for approval from senior management or a policy review committee.

d. Communication and Implementation:

- **Notification**: Communicate updated policies to all employees through internal memos, emails, or meetings.
- **Training**: Provide training or briefings to employees and managers on the updated policies to ensure understanding and compliance.
- **Documentation**: Update HR policy documents and ensure they are accessible to all employees, typically via the company intranet or HR portal.

4. Record Keeping:

- **Documentation**: Keep detailed records of policy reviews, revisions, and approvals. Include information such as review dates, changes made, and the rationale for updates.
- **Version Control**: Implement a version control system for HR policies to track revisions and maintain historical records.

5. Monitoring and Evaluation:

- **Effectiveness Monitoring**: Monitor the implementation of updated policies and gather feedback on their effectiveness.
- **Continuous Improvement**: Use feedback and performance data to make further improvements to HR policies and practices.

6. Responsibilities:

- **HR Team**: HR is responsible for leading the review and update process, including drafting revisions, consulting with stakeholders, and communicating changes.
- **Review Committee**: A review committee or designated team may be responsible for assessing policies, approving revisions, and overseeing the review process.

7. Employee Involvement:

- **Feedback Mechanism**: Encourage employees to provide feedback on HR policies and suggest improvements.
- **Engagement**: Engage employees in the policy review process through surveys or focus groups to enhance policy effectiveness and buy-in.