

Human Resource Policy



SUPPORT

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SUPPORT HRD Policy

Forward

SUPPORT (Society for Upliftment of People with People's Organization and Rural Technology) is a non-profit, voluntary organization nurture potentials and capabilities of the marginalized sections of the Society and endeavour to link with credit and work with them for realizing and optimally utilizing their potential for holistic development with several programs of different funding agencies and by voluntary sources in the state of Jharkhand and beyond the state boundary. This HR manual will serve as a guiding framework that provides transparency in all that touches our daily life at our workplace while guiding us on our roles, responsibilities and rights.

The objective of the SUPPORT Human Resource manual is to build an organization that promotes -

- Achieve Organisational Goals: This will create a work culture in achieving the organisational goals by each of us
- Embracing wider societal and ethical developments – This will create a culture of excellence of attitude, behaviour and performance exemplified by mutual respect
- Developing effective coordination and communication within the organization- This will create team integration to achieve the organisational goals and staffs satisfaction.
- Regular Training and development of employee – This is for better workforce empowerment
- Employee motivation through financial and non-financial incentives- This is for long retention of the staffs in the society

The information provided in this manual would serve as guidelines and would be subject to change, from time to time as SUPPORT grows as an organization. Hence we treat this Manual as a dynamic document. The Management reserves the right to modify the provisions of this manual as and when required.

The designated Secretary, President of the Organisation shall be the custodian of this policy and responsible for its updating and communication. The final Interpretation of this Policy shall vest with Executive Committee, who may consult with the Board members, at his/ her discretion.

Through this HR Manual, we also aim to lay down all rules governing our employees in an open and transparent manner to all staffs. We hope that all the employees are aware of its contents, ongoing modification and seek support from the HR unit, as may be needed.

I am sure that this manual will serve as an important tool for a fair and transparent HR administration that will serve the vision of SUPPORT. I warmly appreciate the efforts

Content of HR Policy

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Introduction

SUPPORT (Society for Upliftment of People with People's Organization and Rural Technology) is a non-profit, voluntary organization registered under Indian Trust Act, 1882. We are working in Hazaribagh and adjoining districts within the state of Jharkhand (India). The organization was founded in the year 1998 by a team of young social activists and professionals from different streams. The founders were actively involved in community development initiatives of Holy Cross Social Service Centre and formed the institution with inspiration of Holy Cross Social Service Centre and the missionary values of charity and empowerment. Since its inception SUPPORT is spreading these values to reinforce the development initiatives in remote locations with the marginalized communities. The organization has been instrumental in extension of services to benefit the poorest communities in remote rural areas and establish successful pilot models with active involvement of the community. For the humble contribution to the society we have been awarded as best NGO of the district by National Agriculture Bank for Rural Development (NABARD) in the year 2006. Time to time State govt. has also awarded for outstanding social development work. The foundation stones of "SUPPORT" were laid on the 10th July 1998 by some of the experienced people who were highly sensitive to the cause of deprivation of the poverty stricken masses highly moved by the condition of the poor people trapped in the vicious circle of poverty they decided to devote their entire lives in the nation building process. With the sole purpose of optimum utilization of the locally available human, natural & institutional resources a voluntary organization "SUPPORT" was initiated.

Vision

"SUPPORT" visualizes an equitable, peaceful, just and value based society free from and discrimination based on economic status, gender, caste and religion.

Mission

The Mission of "SUPPORT" is to organize and empower the marginalized sections of the society through Self Initiatives and Right Based Approach enabling them to manage their own economic, social, educational and political affairs in an ethical and sustainable manner.

This HRD Manual aims to ensure that the best available talent is attracted to work in Support, and to ensure that this pool of talent is retained with high motivation and performance levels.

This HRD Manual would not tolerate any discrimination of staff on grounds of gender, disability or selection and lays down guidelines and rules for grievance redressal.

Standard professional conduct and accountability is expected on part of each and every staff. This HRD Manual treats as a serious offence, any financial irregularity, non-adherence to the norms being laid down by the Society, any involvement in fraudulent or criminal activities and misappropriation of Society's asset and these are treated as reasons enough for discontinuation from the Society. Last but not the least, this HRD manual aims to nurture an environment where the human resources employed remain motivated to excel in their performance and contribute towards achieving the overall goals of SUPPORT.

1. Staff Service Rules

1. These rules shall be called the Service Rules of SUPPORT. All paid staff will be governed by these rules, except those categories/ classifications of staff for which other specific provisions are made.
2. These modified rules shall come into force with effect from 01.09.2016 which will be superseding all or any previous rules or practices. (Made in Sept 2009 and revised in May 2015).
3. This H.R. Policy can be modified or updated/changed as per decision taken by board as when required.

This however, does not include:

- a. Any staff of a part time contractual/honorary consultant even though he may be working within the premises of SUPPORT
- b. Any person whose services are temporarily loaned to SUPPORT
- c. Research Student, resident's trainees, consultants, external evaluators, or other "visitors" who are involved in any type of survey work or project study, designing and development even if such survey or project study might make an indirect contribution to the work of SUPPORT.

2. General Rules

Identity Cards

All employees are provided with identity cards. Those on temporary appointment get temporary documents, while those on permanent appointment will acquire sealed identity cards. These remain the property of the organization and must be returned on termination of appointment before terminal benefits are paid.

Personal files

1. For each employee (temporary or permanent) a personal file is prepared. The HR Manager/ Officer is responsible for maintenance of the personal files.
2. He/she will ensure that the employee files are kept up to date with maximum safety and confidentiality (he/she can ask the Admin Officer to do the executive work for this but then has to control the files on a regular basis, remaining the finally responsible person for the accuracy of these files).

3. The following persons can access the personal files:

- i. Secretary (without permission)
- ii. President (with Secretary)
- iii. Project Manager (with permission of Secretary)
- iv. Human Resource Unit (with prior permission of Secretary)

4. The employee will access his/her personal file if seeking for some specific document. This is done in the presence of the Personnel of Human Resource Unit after permission of the Project Manager.

Politics & religion

The organization is a non-governmental organization, which exists to facilitate the empowerment of the socially and economically disadvantaged (regardless of tribe, religion or politics color), in order that they may access opportunities for sustained improvement in their lives. Therefore, the organization has no political/religious affiliation.

- 2. The properties and facilities of the organization shall not be used for any political or religious purpose.
- 3. Employees should express their personal political/religious beliefs without in any way involving the organization directly or indirectly. If the organization feels that religious or political involvement is conflicting the interests of the organization, the employees can be disciplined.

Suggestion/ Complaint Box

- 1. A suggestion or complaint box to be placed in every department so that employees can freely communicate with the management through it without hesitation.
- 2. It should be opened fortnightly; making sure that complaint box of each department is opened by the representative of any other department and not by the respective department themselves.
- 3. Managers to conduct an initial meeting on the suggestions made and filter down those which are in best interest of the whole organization.
- 4. Managers that are to be involved in the meeting shall be from all departments.
- 5. Any suggestion or complaint that is considered shall be moved up the hierarchy till it can get its final approval/disapproval from Executive Committee of the Organisation.

Working hours:

- 1. The Office of SUPPORT function normally from Monday through Saturday, except on Sundays and Holidays from 09.30 hrs. To 5.30 hrs. With 60 minutes break for lunch between 1. 00. PM— 2.00 PM. In case of residential staff it will be applied as per situation.
- 2. All staff shall be required to attend any emergency or other urgent outside their regular hours of work including Saturdays, Sundays and holidays, as and when required

Attendance

The organization successful operation depends in large part on regular and timely attendance of each of its staff as each job fits into a pattern of operation. Repeated absenteeism/tardiness will have an adverse effect on performance evaluations and may lead to disciplinary action as decided by the Secretary.

- i. All staff signs the Attendance Register on arrival at the office on each working day.
- ii. All staff shall report duly punctually at the stipulated time through registers or bio metric system.
- iii. In case of tour /field visit or work staff must have maintain tour records which has to get approved from authorized I/C or HRD/Secretary.
- iv. Only 15 Minutes grace can be given for signing the attendance but it will not exceeding 5 days in a month.
- v. Five days or more than five days delay will be counted as one day C.L.
- vi. Provision of late attendance records may be applied which will be maintained separately.

HOLIDAYS:

A list of 21 Holidays to be observed during the year will be prepared before the end of the preceding calendar year. Generally applicable from Start of Calendar Year .This list, as approved by the Secretary, will be displayed on the Notice Board of the Organization. The Management may declare any other day as closed or holiday if so directed to do by sudden government instructions applicable for SUPPORT also.

List of Holidays in Annexure 1

3. Recruitment and Selection Policy

1. General Rule of Selection: It is the organization policy to select employees based on a thorough screening for clearly defined selection criteria which will be determined by the Selection Committee. All candidates nominated for positions are interviewed by the Selection Committee to ensure that they fulfill all the requirements of the position. Support will develop special recruitment measures that incorporate gender in the selection process for all candidates and at all levels.
2. Reference Check: A thorough reference check of all candidates nominated for assignments is conducted. This can be done verbally or in a written form Support will verify the given information with the applicant's references and has the right to not offer employment based on negative reference checks or miss statement of previous salaries.
3. Selection Committee: The selection committee in the support for recruitment of the staffs will comprise of Secretary, HR head, CEO, Project lead, Finance lead ,funding agency as per requirement and in case of unavailability of the any above , the secretary has final discretion to nominate any one.

The following procedures are followed for the recruitment of all employees irrespective of the duration of their employment or category.

Request for Recruitment Project Staffs

Number of positions:

1. Each project will plan its project staffs requirements according to project requirement, mostly according to budget allocation in respective project.
2. The Secretary will approve positions according to the project and regular program running in the organization

Staff Requisition:

Recruitment process is initiated for a new vacancy either due to staff resignation, new and old project requirement of hiring HR mentioned in the project, workload or skill requirements and the Head of Projects requests hiring through a staff requisition request through mail to the Human Resource Unit.

Requisition Approval:

The Human Resource Unit initiates the Recruitment Process on receipt of the Staff Requisition Request.

1.All recruitments are announced, both internally and externally, with the basic Selection Criteria determined by the Human Resource Unit will include the following:

- i. Responsibilities/ Job description
- ii.Job Specification.
- iii.Competence according to the Project
- iv.Qualifications

2.The Organization Secretary will initiate the request to HR unit for undertaking recruitment for a certain job/ position.

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The HR Head should check the request to ensure that the recruitment is budgeted and duly approved by the competent authority like project head, finance etc.

3. HR unit on receiving the request will start the process of finding relevant potential applicant through any or all of the following measures:

(The Community organization under Support like FPC/FPO or any Community organization can request the organization in supporting to recruit staffs under their fold)

i. Searching the database with HR Unit.

ii. Placing vacancy notice on organizational Web site's and job portals.

iii. Circulate the vacancy amongst all Staff for internal recruitment.

iv. Placing the vacancy in the national /local newspaper.

v. Announcement in educational and technical training institutes.

vi. Referral sources: may include other business and public organizations.

vii. Resource pool: The HR Unit should try to identify the talented individuals of the industry (Rural Development organization /corporate as per project demand) and database of these potential candidates should be maintained.

4. Vacancy notice will include the selection criteria, job description, and preferred qualifications. The vacancy advertisement will clearly indicate the equal opportunity policy of the organization to encourage both men/women candidates.

5. The HR unit will screen the CVs to the criteria and then present CVs to Secretary.

6. The Human Resource Unit will short list and identify the candidates for written test and interview in consultation with the concerned project head and finally with Secretary of the organization.

Selection criteria and guidelines:

Short-listing Criteria: In short-listing candidates for interview, the Selection Committee considers factors such as

- a) Academic, professional and technical qualifications according to project and program demand ;
- b) Working experience;
- c) Job knowledge and technical know-how;
- d) Rural development background and working closely with community members
- e) Experience as per project demand it may be of corporate background, business background, technical etc.
- e) Management experience for managerial positions. A Short-listing Summary is prepared for all applications.

Final Selection Criteria:

Based on the information gathered during the interview, the final selection criteria including desirable personal attributes, potential for further development, past performance, job expectation and career aspiration are applied to further evaluate the suitability of the candidates to the job.

Request for Candidates Information

1. The potential candidates would be requested to fill the Employment Application form and submit the following documents:

- i. Salary Slip (if applicable)

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- ii. Photocopy of educational certificates
- iii. Photocopy of experience certificate (if applicable)
- iv. Photograph
- v. NOC copy
- vi. Medical fitness certificate
- vii. Reference

Written Test

1. Secretary along with Project implementation unit after consent of Secretary will design and review the questionnaire for each position (if deemed necessary) and forward it to HR unit for written test purposes.
2. The candidate should have the opportunity to appear for the test well before the interview so that the management has the time to review the test and do the necessary scoring. Any candidate appearing in written test should be provided with notice, five working days prior to the test.
3. The written test will be assessed for the following;
 - Written ability/documentation skill
 - Speaking and community interaction skill
 - Mathematical Skill
 - Knowledge of the Sector according to project
 - Knowledge for the existing project in larger
 - Community dynamics

Clarity: Ability to organize thoughts and argue the case persuasively and convincingly

- ii. Proficiency: Familiarity with relevant literature, studies, authors and organizations working on the issue.
- iii. Creativity: Originality of ideas and concepts, ability to link concepts from various fields to demonstrate the multicultural grasp.
- iv. Competence: Ability to invoke and relate to previous work.
- v. Language: The use of language correctly and appropriately
5. The Secretary will mark the answer sheets and communicate the results to HR unit
6. The HR unit will compile the score and apply the weight age to prepare a ranking sheet showing ranking of the candidate in the relevant format.
7. Skills Assessment Test: A further testing may be necessary if the position requires specific skills of a technical nature e.g. computer related skills, operation of certain software and equipment/machine, driving skills etc.

Interviews

1. The panel for conducting interviews will preferably consist of three individuals . The preference should also include a women member in the team.
 - i. Secretary/President
 - ii. CEO /Project Lead or second line
 - iii. Manager HR or Second line
 - iv. External as per the requirement of funding agencies
 - v. Funding agency representatives if proposed by the agency

2. The HR unit will schedule time and date with the candidates for the meeting/interview.
3. There will be primarily two rounds of interviews with the candidates although it is not mandatory. For relatively senior positions or as required by the Secretary two interviews can be arranged.
4. The HR unit will prepare the folders for the panelist before the interview starts with the following documents.
 - I. Personal History Form
 - II. Interview Result Form
 - III. CV of the candidate
 - IV. Written test results
 - V. Final ranking sheet
6. Selection committee shall treat all candidates equally and their assessment shall be based on relevant skills/ competence (as reflected in the position description)
7. Selection Committee reserves the right to hire a candidate, or not. Selection Committee's preceding's shall remain confidential to the members of the panel and shall not be disclosed to persons other than Secretary.
8. Human Resource Unit will notify the candidates regarding the decision of the selection process.

Information Gathering during Interview: During the interview, the Selection Committee only asks questions that relate directly to the job requirements. It is unlawful to request medical information for the purpose of discriminating against applicant on the basis of disability. Assessment of the candidates and due recommendation of the Selection Committee are properly documented after interviews. All forms and documents containing personal data of applicants are returned to the Human Resource Department for record keeping, whether the applicants are selected or not.

Emergency recruitment procedures/Waiver:

In case of emergency situations, such as natural disasters including earthquake, floods and other unforeseen circumstances where emergency relief services are to be provided by the organization on an immediate basis, an exemption or waiver to above mentioned recruitment procedures can be obtained from the Secretary.

Offer of employment:

1. The Selection Committee will make a merit list for hiring the most suitable candidate. The Human Resource Unit will finalize the terms and conditions of employment. In determining the starting salary of a prospective employee, the Human Resource Unit will consider factors such as:
 - a) Provision of salary in the project
 - b) Falling under the salary range of Support (Ref: Table 1)
 - c) Academic, professional and technical qualifications and working experience;
 - b) Recent earnings;
 - d) Market rate of the vacant position;
 - e) Availability of suitable candidates in the market; and

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f) The Organization budget for the same position.

2. Once all details are finalized, the Human Resource Department will send an Offer of Employment (Annex 2) to the selected candidate who is required to sign the offer letter and submit it to the HR Department. The Offer of Employment will mention the job title for which the candidate is selected, a summary of the nature of work, the salary package, the expected start date and any basic terms and conditions of employment.

In case the selected candidate refuses to accept the Offer of Employment, The organization may offer the position to the second and then the third best candidates or may restart the recruitment process.

Employment formalities:

1. Before the confirmation of appointment, the Human Resource Unit will ensure that the selected candidate fulfills the legal requirements of recruitment.

2. The selected candidate may be asked to certify his/her qualifications and working experience by producing the original copies of his/her academic and professional credentials, reference letters from previous employers and other relevant documentation.

3. If an employee provides false information or misrepresentation of facts, Secretary on behalf of SUPPORT reserves the right to withdraw the Offer of Employment immediately, unless the employee can give a satisfactory explanation.

4. EMPLOYMENT:

No person shall be deemed to be in the regular employment of the Organisation unless he has received a letter of contract or appointment.

All appointments and promotions are to be made against posts sanctioned in the Projects duly approved by the Secretary.

Service will be temporary/Project based or for a specified period of time . Service may be discontinued in case of withdrawal of the support or funding agency or at the time of proved action done against SUPPORT

Written and face to face interview, telephonic interview ,oral test will be taken for selection /appointment of staff .At the time of appointment women and differentially able person can be given priority or weight age in selection processes.

NOTES:

1. Employment on contract will be done only against specific projects or assignment.
2. "On Contract" staff shall be entitled only to the benefits specified in writing in the contract of employment letter.

3. Staff who will complete contract service for a minimum period of 3 months or as per probation period given in offer letter may avail facility of causal leave.
4. A "Causal Staff" or staff during probation period shall not be entitled to benefits provided to other classes of staff.
5. A "Substitute" shall not be entitled to benefits provided to other classes of staff.
6. "Part-time Staff" are not entitled to the benefits provided as full time staff.

PROBATION

1. Period of probation shall normally be for 3 months except where otherwise specified. This period may be extended for next 3 months at the absolute discretion of the Secretary on behalf of SUPPORT. The appointment of a probationer is liable to be terminated at any time during the period of probation or at the end of the period of probation or before confirmation in writing, without notice or compensation in lieu of notice and without assigning any reason whatsoever. No staff is entitled to be treated as permanent staff. Only in exceptional case/Medical case, leave shall be considered approved by Secretary during the Probation Period
2. Staff that is appointed to different posts or promoted to a higher post shall be placed on probation in that post for a period of 6 months and is liable at any time during this probation period to be reverted to his earlier post without assigning any reason.

Short Term Temporary Appointments

Such appointments will be made for not more than one year , it can be of 1 month to 12 months. Service can be renewed in the second year with fresh signing of the contract which will depend on the situation vacant and requirement. At the time of resignation one month prior written notice has to be given to the Secretary through proper channel.

PAY SCALED and GRADE:

Every staff will be entitled to the scale of pay approved by the Executive Board of SUPPORT from time to time. Salary may vary project to project and as per experience and background of the staff. Salary will depend on work experience, academic qualification, skills and professional efficiencies. In case of part time appointment condition scale and minimum Honorarium and other statutory facilities may not be provided Rather Than Agreed Amount. Time to time, generally annually pay and salary will be modifying with taking decision in governing board.

S.No.	Grade	Post	Minimum Salary Range
1	A	Program Director / CEO / Project Manager/Finance manager/HR Manager.	25000+
2	B	Block Managers, Coordinator, Asstt. Coordinators, Accountant	15000+

3	C	Block/Supervisory staff, accountant, MIS cum office I/C	7500+
4	D	Community/Field level staff	3000+
5	E	Staff on Master Roll OR part time	As per agreement

Table 1

Allowance and Reimbursement:

In addition to the basic salary, the staff members are entitled for the following allowances and reimbursements unless an allowance and reimbursement for a specific grade is mentioned.

Conveyance Reimbursement:

Every Full Time staff is eligible to get reimbursement of their monthly actual/approved conveyance and communication, mobile expenses. In case of outside travel program plan, tour and expected expenditure have to get prior approval by Secretary.

PAYMENT OF SALARIES AND WAGES

1. Salaries will normally be paid directly to the staff through Bank/ cheque .in case of urgency they can be paid by cash generally applicable for field level or Part time staff.
2. Pay slips showing details of salaries/ perquisites, allowances and deductions made will be mentioned in month salary sheet.
3. Permissible deductions from salaries are:
 - Income Tax.
 - Contribution to Staff Welfare Fund, LIC etc
 - Recovery of loans and advances
 - Fines or penalties (if)
 - Recovery of cost of goods or properties of the Organisation which have been lost or damaged by willful negligence, carelessness or deliberate act on the part of the staff (after enquiry);
 - EPF deduction
4. Salaries will normally be paid on in the first week of the month on the basis of working days duly submitted and approved months performance report.
5. Normally Advance against salaries shall not be promoted. In special case the secretary reserves the right to provide salary advance minimum of 50% of his/her salary .However, staff, proceeding on official duty and who will not be present on stipulated day of payment, salaries, may be paid their salaries before proceeding on tour in special cases.(Annexure
6. Salary will be paid on the basis of working days and performance during the month. Payment of all salary holder staff will be done on the basis of Approved month Performance achievement report, recommended by HRM and finally by Secretary.

7. No work no pay will be applicable in the organization.
8. Performance and unit based honorarium may be applied in future for motivational purposes of the staff as well as better output.

SALARY INCREMENTS:

1. Under normal circumstances, only annual basis increments in the gross salary /basic scale are with a minimum of 5%-15% may and may not increase depending on management decisions for the year. However, the organization management has the right to withhold the due increment as a penalty for inefficiency and misconduct. Additional increments/incentive may be paid in case of exceptionally good performance after half yearly/ annual Performance review.

RECORD OF AGE:

The SUPPORT management shall verify and record the age of every staff. Anyone of the following documents shall be deemed to be satisfactory proof of the age of a staff.

- (a) School Leaving Certificate
- (b) Birth Certificate
- (c) Any other birth proofs recognized by govt.

If none of the above documents is available, then age determined by a Medical authority or affidavit by a close relative could be applied.

CONFIDENTIALITY:

All staff of SUPPORT, including probationers, trainees shall maintain confidentiality of all information pertaining to the internal and external functioning of the Organization. The divulging of information gained while in the service SUPPORT which is likely to harm the good reputation of any individuals or organization will attract disciplinary action. Information which will be necessary to provide it will given by opting proper system official Code of conduct has to be maintained by each staff.

CONSULTANCY SERVICE

1. Consultancy services rendered by staff of SUPPORT are deemed to be services rendered by SUPPORT and not by any staff in his personal capacity.
2. All consultancy fees and other payments for services rendered by SUPPORT during working days programme/ resource staff has to be submitted to SUPPORT.

3. Consultancy service of any duration to institutions or organizations will need to have prior approval of the Management /Executive committee. Some incentive can be given to such staff for motivational actions.
4. The terms and conditions of such services will be stipulated in a contract, memorandum of understanding or a written agreement between the institution and organization requesting the consultancy services to SUPPORT

5. Human Resource Development – Training and Capacity Building

The main objective of training policy of the SUPPORT is to help develop key competencies which enable individuals to perform current or future jobs successfully. Efforts will be made in providing following mandatory trainings to newly recruited individuals;

- i. Gender awareness session
- ii. Service rules orientation session
- iii. Orientation on Sexual harassment policy of the organization
- iv. Orientation on the history of the organization
- v. Job description related session

In the next phase, which may take place latter in coming years of their employment the employee may receive the following trainings/ courses

- i. Specialized training (Job related)
- ii. Any other course/training recommended by supervisor or desired by employee her/himself.

Building the capacity of human resource is one of the key strategies that is included in the vision of an organization. SUPPORT has a responsibility to support and nurture the learning/ development of its employees.

Individual training needs analysis, planning and delivery is based on broader organizational goals and employees job description. Since training and development involves investment of time as well as finances of the organization, SUPPORT will ensure that all trainings are meaningful and cost effective, and that the employees are provided training opportunities which will enable them to contribute towards improvement of the quality of work and productivity of the organization.

Performance Management Related Training

At the end of each calendar year, as part of project review and evaluation process a training strategy with plan for the next calendar year. Staff development activities will be identified to capacitate the project related activities and also to facilitate career advancement for both women and men. In addition, the performance appraisal Forms of all employees will be

examined to identify common areas of training that can improve employee performance primarily in the project and in general on communication skill, presentation skill, documentation, project writing etc.

Following this, the Project lead along with HR Unit will work with the Finance Department and the Senior Management to identify the training areas that can be provided through existing project budget. An operational plan for organizational capacity development for the calendar year will be developed which will include:

- a) List of areas where there is need of capacity development.
- b) Identification of organizations and programs- local or national level that suit the training needs of SUPPORT in the most cost effective manner.
- c) Schedule of training for men/women employees of various categories without affecting achievement of targets and completion of activities in time.

Feedback from employees about the training and from the trainer about the trainees will be analyzed by the HR Department for future reference. Training and capacity building can take place effectively only through active collaboration between employees, their supervisors, management and the HR Unit. All training records will be maintained in the employees personnel file.

6.2. Mentoring

Continuing professional development includes maintaining, improving and broadening relevant knowledge and skills in any specific subject, so that it has a positive impact on practice and the learner experience. Best human resource practices have shown that coaching, mentoring, shadowing and peer support make a great deal of contribution towards professional development and growth of staff. SUPPORT will establish a system of coaching for men and women staff with mentors identified at the appropriate levels.

6. Evaluation & Performance Appraisal

Performance appraisal is a continuous process of reviewing or discussing employees' job and aims at improvement of performance in the current job. Purposes of performance appraisal are:

1. To review the performance of the employee as per the given work plan with comparison of actual achievement versus approved plan
2. To satisfy the individual's needs for feedback on performance and motivation
3. To strengthen manager - employee relationships.
4. Strengthen the organization as a whole to perform better
5. To diagnose and assess training needs for capacity building.

Performance Appraisal Approach

1. Performance appraisal form will be used to assess performance training needs, career development paths, rewards, bonuses and promotions/ transfer.
2. All performance evaluations will be conducted within a time frame of either 6 months and annually which means that the performance appraisal form will be utilized as mentioned below:
 - vi. Employees goal setting period will result in agreement of key performance indicators agreement between Project/Program Manager/Project Lead/Secretary and employee
 - vii. Interim performance appraisal interviews will be scheduled at least once in every six months.
 - viii. Annual performance appraisal will be the basis for rewards, promotions and transfer as well as remedial action for poor performance.

The Human Resource Unit will ensure that the performance appraisal criteria and procedures are clearly explained to all employees in order to help them understand their roles and to know what exactly is expected from them.

The supervisor in consultation with the employee will complete the performance appraisal form. After this, the Annual Appraisal Forms will be passed on to the Executive Director for review and approval. The appraisal form of the Executive Director will be reviewed and approved by a committee of the governing body.

7.3. Appraisal Criteria

1. Key Performance Indicators:

Key Performance Indicators (KPI) will be the concrete and quantitative statements for which weight ages can be allotted for verification purposes.

2. Competencies:

All staff is appraised for the following competencies and criteria:

During the appraisal interviews, gender will be given due weight-age to ensure accountability for gender sensitivity.

- Technical/Professional Knowledge and Understanding;
- Problem Solving and Decision-making;
- Planning and Forecasting of Work Related Tasks;
- Team Building and Developing Others;
- Meeting Deadlines and Commitments;
- Delegation of Responsibilities;
- Communication with Others;

- Attitude Towards Others;
- Creativity and Initiative;
- Leadership and Integrity;
- Adaptability, Flexibility and Mobility;
- Time Management;
- Dependability; and
- Personal Appearance and Image.
- Gender and cultural sensitivity.
- Empathetic towards community(women/disabled /poorest of the poor or any needy)and has solved various problems of community apart from regular activity

7.4. Rewarding Good Performance

All employees depicting good and consistent performance will be rewarded. The reward can be a simple 'Acknowledgement', a 'Commendation Certificate' or it can be in kind or money depending on the project and organization fund status, this will be in sole discretion of the Secretary of the organization.

Addressing Poor Performance

If an employee is not performing at the level appropriate for his/her position then s/he will be informed and helped to overcome the poor performance through training, coaching, mentoring and close supervision. However if there is no improvement, then continued poor performance may attract disciplinary action and may even lead to termination of the employee.

The whole procedure will be handled in a sensitive, objective and fair manner. The normal sequence of actions is as follows:

- Training and Coaching – customized but short training focused on employee's particular weaknesses.
- Supervision – employee is supervised and monitored closely to see if his/her performance improves.
- Counseling – employee is constantly reminded of the areas where he/she needs to improve and how this should be achieved; and
- Retention - if employee improves performance, he/she will be retained.

However, if he/she does not respond to the above efforts and continues to perform poorly, the formal process of written warning followed by termination will be followed as mentioned in the Disciplinary Policy.

7. LEAVE:

1. Leave is granted in accordance with the leave rules in force from time to time. These are available as a separate Sheet/document by SUPPORT.
2. Ordinarily, staff shall avail of leave only after the leave is sanctioned by the sanctioning authority/Management. A staff who desires to avail of leave of absence shall apply in writing through proper channel in the prescribed form to the HR manager through project lead to be finally approved by CEO/Secretary.
3. If staff, after proceeding on leave, desires an extension thereof, he/she shall, before the expiry of the leave period originally sanctioned make an application in writing for the extension of leave. Every staff going out of station on leave shall furnish his full Contact Address in the leave application form.
4. Leave will not be deemed to have been granted unless sanction is given. Staffs who absent himself without prior sanction, will not earn salary for the period of absence, and shall be liable for disciplinary action. If the explanation for unauthorised absence is found satisfactory the period of such absence may be converted into leave with pay Through Proper System /Procedure.
5. The SUPPORT management may refuse or revoke leave of any description depending on the urgency work of the Organisation. Women staff can take only one day special leave per month which is under the jurisdiction of secretary-SUPPORT

LEAVE RULES

General rules:

1. Leave shall be granted in accordance with the following Leave Rules shall be applicable to all staff of the Organization.
2. For the purpose of leave, the leave year shall be from January 1st to December 31st.
3. Leave cannot be claimed as a matter of right. The administration may refuse, revise or revoke leave of any description work make it necessary.
4. All applications for leave shall normally be made in the prescribed application form and shall contain with the recommendation of the Head of the project / Incharge.
5. Ordinarily no staff shall absent himself from work unless he has obtained prior sanction for the leave of absence. Information has to convey to his/her reporting project lead.

6. Absence from duty without proper sanction will be deemed to be Disobeying The HR norms and will render the staff concerned liable to disciplinary action And Cause of Penalty .
7. If any staff is absent without sanctioned leave for more than 30 days, or absent for more than 30 days beyond the period of leave originally sanctioned or subsequently extended, he/she shall be deemed to have abandoned service voluntarily without notice. Such an action will be taken only after giving an opportunity to the staff to explain his unauthorised absence and after considering the satisfactory explanation final decision can be take.
8. Leave will ordinarily begin and end on the dates sanctioned. All Sundays and holidays falling within the leave period will be part and added in the sanctioned leave.
9. Leave will be calculated on a monthly basis, and will depend on the actual period spent on duty in the calendar year
10. Unconfirmed and part time staff is not eligible for any leave within probation period of three months.
11. Causal or substitute /or staff on muster roll workers are not eligible for leave of any kind.
12. No Annual leave will be allowed in SUPPORT at present.
13. These leave rules shall not be applicable to those staff whose services are governed under contract made between him and the support management.
14. Staff under suspension will not be eligible for any leave or month salary till final decision.
15. In case of Special or emergency case (Marriage, Serious accident or death of nearest family members, Serious illness of nearest family member) limited to 7 days of leave can be sanctioned by Secretary only.
16. A record of all sanctioned leave shall be maintained in a register prescribed for the purpose. Leave without pay will be limited to 90 days only. After 90 days staff has to be reappointed depending upon situation vacant.
17. Final Sanctioning authority of leave will be the Secretary or any other officer to whom he/ she may delegate this power.

Types of Holidays

Types of Leave/Holidays (In One Calendar Year)	
A. Casual Leave	12 Days
B. Special /Emergency leave	As per discretion of secretary (a maximum of 7 days) in a year in special cases (in Serious accident, marriage, death of nearest family members, serious illness of nearest family member).
C. Sick/Medical Leave	09 days
D. Maternity Leave	180 days
E. Paternity Leave	07 Days
F. Weekly leave/holiday (Sunday)	52 days
G. Festivals holidays	21 days as per annual leave calendar

Casual Leave

1. Casual Leave for a maximum of 12 days in a calendar year will be permissible.
2. Casual leave is meant to cover casual absence not exceeding 7 days at a time due to unforeseen emergencies, minor indisposition or urgent domestic work.
3. Casual leave cannot be combined with any other kind of leave.
4. Casual leave cannot be carried over from one year to another year.
5. No staff may, except under unavoidable and exceptional circumstances, avail casual leave unless it has been previously sanctioned by HRM and Secretary
6. In the event of unforeseen emergencies or unexpected minor indisposition, the staff should inform the Project lead either by telephone or in writing of his inability to attend office. In special case 2 days advance CL may be granted which will be adjusted in coming months The prescribed leave application form should be filled in and have to get Sanction by Proper channel.

Medical Leave:

1. Staff who is confirmed in service is eligible to sick leave with pay for 9 days only in a year.
2. After 9 days leave can be given on without pay up to next 30 days only In case of serious illness.
3. Sick/Medical leave may be granted even for a day. Sick leave for 2 days and above must be supported with Medical Proof from a registered medical practitioner. Medical Certificate/Proof with leave application must be submitted immediately at the time of joining.
4. Medical leave is not encashable.
5. Other leave Study leave / training leave can be granted with a maximum of three months which will be without pay. After three months if staff will not join his/her service may be dismissed automatically.

Maternity Leave:

1. Every Full Time female staff who has completed one year of service is eligible for maternity leave with full pay and allowances for a period which may extend to 6 Months from the date of commencement of the leave. Maternity leave will be granted not more than twice during the tenure of service of the staff with the Organization.
2. Maternity leave may be combined with other leave.
3. Sick/Medical leave may be combined with maternity leave provided such leave relates to complications arising out of pregnancy or delivery and is supported by a medical certificate from a medical officer approved by the HRM and finally by Secretary.
4. Maternity leave may be availed in cases of miscarriage and/ or abortion, provided such leave does not be exceeding 2 weeks.
5. Paternity leave may consider only for 7 days for caring of spouse which have to take prior approval through proper channel. It will be applied only having two children only.

Special /Emergency Leave:

- The Secretary shall be the competent authority to sanction such leave on the recommendation of Project lead and HRM.
- Applications for special leave should be made by Secretary through putting proper channel. As per discretion of secretary a maximum of 7 days in a year in special cases (in Serious accident, marriage, death of nearest family members, serious illness of nearest family member Only) may be granted.
- Leave Exercise without taking Approval Will Be Treated as absent and payment can't be paid during the period of absent.

8. GRATUITY:

Staff will be eligible for gratuity on the following conditions. SUPPORT is serious to apply this in coming days: Organization will introduce the deduction and facility of Gratuity.

After implementation of gratuity provision only those full time staff that has completed 5 years of continuous service with SUPPORT will be entitled to get gratuity Benefit as per norms.

1. Gratuity will be payable on resignation and approved by Board Duly Recommended by Management Committee of SUPPORT, In case of death; the payment will be made to the designated nominee.
2. Such Staff whose services are terminated due to misconduct or accused will not be paid the facility of gratuity amount.
3. Gratuity will be calculated at the rate of month's salary last drawn divided by two x numbers of service year.
4. The total amount shall not exceed Rs. 3, 00,000/=
5. For the purpose of payment of gratuity, service will be reckoned from the date of joining in the Organization.
6. Gratuity amount has to deduct from the basic salary each month at the rate of 5%.
7. Gratuity amount has to keep separately with investing higher benefit schemes.

OTHER BENEFITS:

Medical Insurance and Personal Accident Policy:

Every full time staff may be covered under insurance Policy. Under this scheme a policy has to be taken for each eligible staff. Staffs can also pay the premium independently, to get the reimbursement for the same the employee must submit the proof of policy. The approved amount after finding all detail of the policy, the amount of the policy will be included in monthly honorarium of the employee after all its formalities.

Travel Allowance:

All confirmed staff are eligible to avail Travel Allowance (TA)/or as per norms of SUPPORT. However, the Approved Travel Allowance as DA is to be paid only on declaration that the amount has been used for the purpose of official travel. Bills or Expenditure statement With Claim has to be submitted By Staff

Personal Loans/Advance:

The granting of loans of permanent staff is not encouraged, but in very special circumstances the Secretary/ may grant a loan amount, equal to one month's salary, on the following conditions:

1. The loan amount shall be recovered from salary in not more than due date of contract period and in normal course it will be recovered in 12 equal installment or one time also, this will be adjusted from monthly salary of the staffs. The staff should have completed at least one year of service. The loan may be taken for housing, purchasing of vehicle etc. In case of taking the loan, recommendations of two staff has necessarily be taken.
2. No loan will be sanctioned to staff that has already availed of a loan previously until the full amount of the previous loan is repaid. A defined service charge may be paid by loany staff.

Tours and Travels

Ordinarily, all travel plans and tours in connection with the official work of the organization shall be planned in advance in consultation with the programme in charge. Staffs who are intending to travel shall submit their tentative travel schedule in advance. No conveyance allowance will be provided to staff for doing the job from his houses daily. Approved telephone bill used for the purpose of office will be reimbursed to the staff.

Travel norms:

1. Staff up to the level of supervisory is allowed to travel by Sleeper Class.
2. Staff in the level of grade A and B are allowed to travel by sleeper / A/C -3
3. In case of urgency CEO/Secretary /Program Directors/Programme Managers are allowed Air Travel in order to save time and the work demand when it will be urgent

Staffs who will be using own vehicles for official purposes, will be entitled to get reimbursement on the rates decided by the SUPPORT Management from time to time for fulfillment of depreciation and compensation .

PERSONAL MOTORCYCLE	Rs. 3 PER KM
Personal Car	Rs.8 per Km

The staff has to provide starting and end meter reading with proper proof, the staffs who have their own vehicle or using for organization purpose will be allowed to avail the reimbursement.

Travel/ Daily allowance:

In case of outside tour or outside district head quarters, if staff does work or is on official work more than 8 hours he can claim 50% of approved DA and if staff does work or remains in the field for the purpose of office work more than 16 hrs and more he can claim full DA or he/she is entitled to get DA Subject to approval of tour by authorized Project Manager/Secretary. This should cover food and other petty expenses or expenses for paying guest etc. excluding travel, local conveyance and lodging expenses.

These rules apply only to full time staff of SUPPORT and not to invitees/ guests or visitors. Staff have to put either bills or expenditure statement within the approved limit.

Designation	Town A(Rs)	Town B(Rs)	Town C(Rs)
Field level staff	400	300	200
Block staff, Field Coordinators	400	300	200
Office Administrator /Project Coordinator Astt. Coordinators, Accountant etc	400	300	200
CEO/Secretary,President, Treasurer, Program Manager /Program Director, HRM.	600	500	400

Lodging Allowance:

Lodging allowance will be as against actuals, subject to a maximum amount as per details given below.

Designation	A Town Metro HQ	B Town State HQ	C Town District HQ
Field level staff	1000	800	500
Block staff, Field Coordinators	1000	800	500
Office Administrator /Project Coordinator Astd. Coordinators, Accountant etc.	2000	1500	1500
CEO/Secretary, President, Treasurer, Program Manager /Program Director, HRM.	3000 or actual whichever is less	2000 or actual whichever is less	2000 or actual whichever is less

If food is arranged by SUPPORT or its partner organization, only 30 % of per diem can be claimed.

Categories of Cities:

Category Of Towns	Towns/Cities
A	Kolkata, Chennai, Bangalore, Mumbai, Hyderabad, Delhi,(Metro town)
B	All state headquarters,
C	All other cities/ District headquarters.

Travel outside India:

If any board members or program staff do travel for the purpose of the organization interest, SUPPORT will bear the travel cost of air fare, ground travel, food and lodging expenses incurred by himself and not charged anywhere.

Reimbursement of expenditure of own vehicle used for the purpose of the organization activity an amount of approved rate per KM will be paid to staff. This should be duly checked and verified by his or her reporting project lead/HRM and finally Secretary of the organization. Month travel expenditure should not exceed the approved upper limitation. This rate will be revised time to time by management of the organization. Staff has to submit copy of driving license, insurance and owner book also in case of issuing vehicle. If staff uses official vehicle only actual expenditure will be paid on the basis of bills within the month approved budget: Tour and log book of vehicle running has to be approved. In case of four wheeler driver will put the expenditure vouchers duly signed by users of the four wheeler. Copy of Log book has to be put.

Organization generally pursue to have own vehicle and laptop. Organization will pay minimum maintenance cost as per decision taken.

9. Redressal of Grievances

Any member of staff has a complaint or grievance arising out of employment may submit it to his immediate superior who will deal with it as expeditiously as possible and intimate his decision to the staff member concerned. If the staff member is not satisfied with the decision of the action taken by the immediate superior, he may submit the matter in writing before secretary. Secretary along with supervisors and HRM shall examine the matter expeditiously and intimate his decision to the staff member.

Disciplinary Action

The staff of SUPPORT shall be subject to disciplinary action if found guilty of misconduct or disobeying the protocol or code of conduct. The term misconduct will cover all acts as generally understood and shall include all acts including moral value. Where necessary, an impartial inquiry may be held and the staff will be given opportunity to defend himself against the charges. If on consideration of the inquiry report the management finds it necessary it may impose any punishment including, fine, penalty, withholding of increment, and removal from service on the basis of enquiry team report. In matters involving removal from service or dismissal.

Promotions:

All Field staff will be promoted in higher post as per their background, experience along with performance. There is no time bond promotion system

Each and every procurement of assets, equipment's will be purchased only after approval of purchase committee consisting 5 persons. Quotation will be invited and lowest rates as well as quality can be given priority for supply order. Inventory records will be maintained properly. Valuation of the assets will be done annually as per accounting rules. Procurement policy will be governed by separate policy.

Audit:

Financial year of the organization will be April – March. Registered and experience auditor approved by Committee governed by secretary will do audit work

Power and Functions of Key Functionaries:

Secretary/CEO:

Organization of meetings, Correspondence, Approval of Minutes , Annual plan, Audit , checking Bank accounts, Annual budget approval, Approval of audit report, Fund raising, Liaison, investment plan ,Final approval of project and organization expenditure bills and vouchers, Approval of procurement on the basis of recommendation of procurement committee, Conducting management committee meeting, Approval of advances and loans for the interest of organization, through Final approval of joining and dismissal of staff on the basis of recommendation of HR manger, Programme Progress including Physical and financial progress, review and monitor ,Accountable for executive committee .

President:

Organization of each meeting, final decision in case of equal vote, making signature of approved expenditure, participation in each and every managerial meetings. Accountable for executive committee.

Treasurer:

Record keeping of income and expenditure, Receipt and payments, Fund raising records, annual budget preparation, records keeping of inventory, Insurance, Bank withdrawal and Submission, making sign of approved bills and expenditure vouchers, Check book safe keeping, investment plan, Audit and audit records keeping, Annual Return fill up, Checking of daily cash and cash book. Other Work related to Cash, Bank and Inventory Records. accountable for executive committee.

10. Management Committee:

The management committee will be comprises of senior project lead, HRM , finance lead, CEO headed by secretary of the organization. Conducting quarterly or half yearly planning cum development review meeting, making and approval of strategies for proper execution and management of program, discussion and approval of meeting minutes, nomination and termination of management committee members as and when required as per norms, recommendation of major issues to be decided through executive committee. Management committee will be headed by secretary.

Executive Committee:

The Executive committee will comprise of board members of the organisation. This is apex level committee, nomination/dismissal of any members, final approval of core staff appointment, management of organization fund, monitoring and evaluation of finance, modification of sub rules and regulations of the organization, procurement approval work, organizing management committee, programme execution strategies build up, other operational related work. Final decision at the time of desolation of the organization. Final decision making power in the interest of fulfilling the objects of the organization, executive committee will be headed by secretary and final decision will be taken by the secretary of the organization.

Information and Communication Dissemination Management/(PRO):

There will be notified information dissemination I/C for providing information. If appellant would not be satisfied, he may appeal to higher I/C authorized by the organization.

Gender development committee:

There will be a separate gender development committee consisting 3 members headed by presiding officer. This committee will address and look after the issues as per guide line of gender policy.(Refer Sexual Harassment Policy of the organization), advocacy for organizational growth for the purpose of fulfilling of objectives of the trust.

11. Roles and Responsibility of different category staff of SUPPORT

Chief Executive Officer(CEO)

Program execution, facilitation, project progress review at regular basis, reporting, quick response to funding agencies, ensuring timely reporting and execution as per approved plan and budget, liaison, advance planning, participation in local and outside meetings organized by other institutions, checking and recommendation of expenditure vouchers for payment, approval of vouchers within the approved budget limitation, participation in training, documentation, support and guide to subordinates and project managers, monitoring of training. Workshops, seminars, conferences, etc.

Program Managers/Program Lead

Program manager / Program lead will work directly under the supervision of the CEO/Secretary of the organization , will be accountable for entire approved program and timely reporting , exercise of power within the sanctioned budget as per accounting norms, field supervision, report writing work, documentation, response to funding agencies ,budgeting, liaison, secretary coordination, imparting training, participation in training, documentation, , support and guide to subordinates, conducting training. Workshops, seminars, conferences, field visits etc. Timely reporting, staff performance appraisal, monitoring work, entire district and block level administration and management work.

Project coordinator/Project Manager:

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Program execution with getting approval and suggestions with Program Director/Secretary coordinator, field supervision, report writing work, Documentation, response to funding agencies ,budgeting, liaison, imparting training, participation in training, documentation, , accountable for program execution and reporting, Support and guide to subordinates, Conducting training. Workshops, seminars, conferences, Field visits etc. Timely reporting, staff performance monitoring work, Development of IEC Materials Etc

Block/ Field / coordinators:

Regular field visits, Report writing work. collection of information's, case study, organizing field level program, liaison with concerned stakeholders, Data analysis, Field level meetings, report to his managers. Support and field level facilitation work. Timely execution of approved activities within the sanctioned budget.

Community coordinator/Animators/Mobilizer:

Regular field visits, conducting village, panchayat/cluster level meetings, report writing work. Collection of information's case study, organizing field level program, liaison with concerned stakeholders, data analysis, report to his senior/supervisors ,coordination with CBO, SHG, etc

Consultant/Resource person:

Role of consultant will be as part time support staff, meeting with support agency, developing MIS, documentation work, development of IEC materials, publication work, report writing training facilitation, planning consultation, audit support. Developing and designing proposals, survey and research etc.

Accountant:

Maintain daily cash book, ledger, trial, balance sheet, entry of vouchers properly as per approved line item, maintaining of inventory records, bank work, cheque book, draft making related work, printing of financial reports. Audit support work, book keeping of all records and reports, coding of accounts, entry of all approved bills and vouchers.

Assistant/Manager Finance:

Annual budgeting, To check ,Maintain and verify daily cash book, ledger, trial, Balance sheet, ensuring Entry of vouchers properly, recommendation of bills and vouchers for final approval by secretary submitted by PM ,Maintain inventory records, Bank work, cheque book, draft making related work, printing of financial reports. Timely Audit work, other mandatory and legal work related to accounts and finance like income tax return, TDS, FCRA return, 12A, 80G, Other Taxes, Etc . Verification and maintenance of inventory records etc work related to EPF, Gratuity, Pension, and Insurance. Accountable for secretary cum SECRETARY/ED.

Manager H.R.:

All activities related to H.R. Follow up action of organizational policy like staff selection, leave, travel, holidays, External finance and Audit support, day to monitoring of staff attendance, Annual performance appraisal through proper channel, annual increment of staff as per performance indicators norms, disciplinary action in case of low performance or illegal activities or any other misbehavior cases and not following the value of protocol., Issuing Experience Certificate, Correspondence, Support in advance plan and dev, Disciplinary actions, recommendation of salary payment. He/she will be accountable to Secretary/CEO

Office In charge/Assistant:

To maintain all types of materials, equipments, fixed assets, in purchase book, stock book and issue register. To put requisition before Finance Manager /SECRETARY as and when required. Annual valuation of all types of valuable items.

Maintaining records of each and every books journals, papers, booklets, news paper, media documents, electronic documents, Hospitality, postage and communication, etc.

Data entry operator:

Typing, printing, entry of data, tabulation work, Analysis work, collection of data from field and its cross verification, vouchers punching work, and other work assigned by his seniors.

Office boy/Assistant:

Office establishment work, Attendance, log book, Mobility register, Guest, correspondence, procurement support, Information dissemination work. Support to senior staff, follow up of the instruction of seniors, proper Filing, guest care, refreshment management, maintaining office neat and clean.etc. He /she will be accountable to office I/C.

Training Faculty/Teachers:

Organizing classes, developing TLM, curriculum development, syllabus development, result sheet, placement related work, tracking of previous students, class management, Maintain attendance records, individual academic progress records, evaluation and assessment records, PTA meetings, field visit and contact to students and guardians, celebration of events, monthly quarterly, half yearly, annual report work, concurrent learning assessment, certification and ward related work,

12.Health, Environment & Safety – HSE

Work Safety

1.SUPPORT aims to provide a safe and environmentally healthy working condition for the staff. Support management will take measures to protect the safety and health of workers of both genders, including the protection of their reproductive health. The organization will promote mechanisms for delivery of occupational safety and health education and training, in particular for management, supervisors and workers. SUPPORT will take measures to ensure assessment of any workplace risks related to the safety and health of the pregnant or nursing woman and her child. The results of the assessment will be made available to the woman concerned.

Employees have a part to play by ensuring that:

2. Personal belongings are kept safely and they never block the passage or exits.
3. All visitors, contractors and temporary staff are issued with security passes where required.
4. Employees are expected to stop and point out if they ever find anyone in the building either unattended or without a security pass.
5. To the extent possible, recycle the used materials.
6. To the extent possible, procure environmentally friendly and energy saving equipment.
7. Employee's line Manager/immediate supervisor should be informed about any actual or potential health, safety or environmental problems or risks.
8. All accidents at workplace should be notified to the respective line Manager/immediate supervisor or the next responsible person as soon as possible.
9. Employees should not engage in behavior, which is hazardous to the health and safety of themselves or others. If an employee engages in activities that create a safety hazard, the employee's supervisor may take action by putting matter with senior staffs , secretary which may ranging from a reprimand to dismissal.
10. Employees have the right to refuse work where it poses a safety hazard to themselves or others. However, employees should make safety concerns immediately known to their supervisor.
11. Coordinate and Cooperate with your coworkers to identify hazards and to prevent potential accidents.
12. Offer safety suggestions that contribute to safer work within your environment.

Security Inspections

SUPPORT wishes to maintain a work environment that is free of illegal drugs, alcohol, firearms, explosives, or other improper or inappropriate materials. To this end, SUPPORT prohibits the possession, transfer, sale, or use of such materials on its premises. The organization requires the support in operation of all employees in administering this policy.

Desks, lockers, computers, and other storage devices may be provided for the conveniences of employees but remain the sole property of SUPPORT. Accordingly, they, as well as any articles found within them, including computer files, can be inspected by any duly authorized person or representative of the SUPPORT at any time, either with or without prior notice.

Fire and Incident Control

It is important that the employees understand the fire and incident control procedures and they should:

1. Routinely check the safety of electrical wiring.
2. Identify all possible sources of potential ignition and combustible materials and minimize these where possible.
3. Know the names and locations of the First Aid Officer and Fire Warden nominated by the management. A staff member, for each floor, must be nominated as a First Aid Officer and Fire Warden. Fire extinguishers should be placed at prominent places. Occasional, safety drills might also be a good idea.

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4. Be familiar with evacuation procedures.
5. Recognize and respond to the sound of fire alarms.
6. Know where designated assembly points are, and never leave the assembly point before the body count is complete and all are given permission to leave in periodic fire drills.
7. In case of fire:
 - a. Point out any fire or safety hazard whenever one observes.
 - b. Gently but firmly encourage people to leave the area.
 - c. Bang loudly on locked doors, and shout to occupants to evacuate. Do not spend unnecessary time waiting at a locked door for a response.
 - d. Do not use elevators.
 - e. Try to keep occupants calm during and after the evacuation.
 - f. Do not allow anyone to return to the building, even if the alarm stops. You will be directed to return by a Security officer or the Fire department.
8. A visible first aid box is available at the reception / or each floor, as the case may be.

13.4. Infectious Diseases

1. A staff member who is in contact with any infectious disease should not report for duty if a doctor has advised against it, and they should inform their Line Manager/immediate supervisor of the position.
2. If a member of staff has been in contact with infectious diseases, a clearance certificate is necessary prior to returning to work.
3. In either case, absence would be treated as sick leave with pay.

13.5. Threatening Illness at Workplace

Employees with life-threatening illnesses, such as cancer, heart disease, and HIV/AIDS, often wish to continue their normal pursuits, including work, to the extent allowed by their condition. SUPPORT supports these endeavors as long as employees are able to meet acceptable performance standards. As in the case of other disabilities, SUPPORT will make reasonable accommodations in accordance with all legal requirements, to allow qualified employees with life-threatening illnesses to perform the essential functions of their jobs.

Medical information on individual employees is treated confidentially. SUPPORT will take reasonable precautions to protect such information from inappropriate disclosure. Managers and other employees have a responsibility to respect and maintain the confidentiality of employee medical information. Anyone inappropriately disclosing such information is subject to disciplinary action, up to and including termination of employment.

Employees with questions or concerns about life-threatening illnesses are encouraged to contact their supervisor and/or the secretary for information and referral to appropriate services and resources.

Smoke-free Workplace

In keeping with SUPPORT intent to provide a safe and healthful work environment, smoking is prohibited throughout the workplace, including SUPPORT vehicles.

13. Separation from Employment

10.1. Resignation

1. Employee must notify the respective line manager / immediate supervisor if he/she intends to resign from service. Such notice must be served one month in advance or as specified in the agreement/contract in writing.
2. Action will not be taken until the employee confirms this in writing, but once such resignation has been confirmed in writing, SUPPORT is not obliged to accept a subsequent withdrawal.
3. The employee terminating the contract without a notice period shall have to pay a 30 days (or as specified notice period in the contract) salary as compensation to SUPPORT.
4. In the event of such notice of resignation by an employee, he/she will remain liable to serve the Organization for one month and to hand over the charge of all the responsibilities assigned to him/her.

Notice Period

The notice period shall be for 1 month and if approved by the Secretary. Employees will not be allowed to extend their notice period to take advantage of public holidays falling immediately after the expiry of their required notice period.

The notice period can only be waived in special circumstances either of a personal nature or due to a professional obligation. The right to waive a notice period is exclusively reserved by the Secretary

Exit interaction

Documented exit interaction is desirable, this may happen with interaction with Secretary physically or through telephone. The exit interaction with employees leaving in order to determine the reason. The exit detail shall be forwarded to the Head of Department and may be recorded in the personnel file.

Return of Organization Property

Upon leaving SUPPORT service, the employee hands over to his/her concerned supervisor, all the accounts, contacts, data, records and documents, whether in paper, tape, hard drive or electronic form, mobile, laptop or any related to his/her job. SUPPORT reserves the right to deduct from the resigned employee's final payment an amount equivalent to the value of any property, which is not returned or is damaged.

Final Payment

An employee, who resigns, is entitled to all the accrued benefits till the date of resignation. Final payment is not made unless and until the concerned supervisor confirms that the resigning employee has returned all assets and records in his/her possession. The final payment including basic salary, job related payments or reimbursements, payment in lieu of money due to the employee, if any, is paid to the resigned employee by cheque/Account Transfer within 1 to 2 Months subject to the days from his/her effective date of resignation.

Confidentiality

The leaving employee is bound ethically and professionally not to disclose any information that he/she has about the organization or about staff member once he/she leaves the organization. The scope of the information can be about projects, planning, or of individual nature.

10.2. Redundancy/ Termination

1. Redundancy means terminating an employee when his/her services are no longer required, or when there is an excess of employees working in the SUPPORT. The criteria for redundancy is based on a number of factors e.g. end of the project period , performance review, length of service, attitude at work, recommendations of concerned /supervisor etc. However in the absence of sufficient information, the 'last in, first out' basis is used. Efforts are made to reassign the staff member who is under consideration for redundancy to another position within the SUPPORT, if he/she meets the job requirement. Upon being redundant, an employee is given one-month notice or salary in lieu of the notice. Redundant employee is entitled to all the accrued benefits till the date of termination. Redundant employee is considered for re-employment, should a suitable position become available. Only the Secretary approves redundancy of an employee.
2. If an employee is terminated due to code of conduct violation or due to any other reason he/she will not receive any end of service benefits.
3. If an employee's performance is unsatisfactory or not up to the required standard;; or under any other circumstances other than those specified for disciplinary action below, SUPPORT may lawfully terminate his/her contract of employment with notice in writing or payment in lieu as specified in the contract of employment.

An employee can be terminated from service by SUPPORT without notice if the employee;

- Willfully disobeys a lawful and reasonable order;
- Misconducts himself, such misconduct being inconsistent with the due and faithful discharge of his/her duties;
- Is guilty of theft, fraud, corruption or dishonesty;
- Is habitually neglectful in his/her duties;

- Becomes involved in improper transactions, or without approval discloses to a third party any confidential information obtained from his/her employment; or
- On any other grounds which would entitle SUPPORT to terminate the employment without notice.
- Does not comply with the Code of Conduct

An employee who is terminated has the right to appeal for a hearing by a panel constituted for this purpose by SUPPORT. (The employee is entitled to be accompanied to the panel hearing by a colleague, friend, lawyer or other person whom he/she wishes to. The decision of the panel is final.

10.3. Retirement age

1. The normal age of retirement is 65 years and in special case beyond 65 years of age to continue the employment as a permanent staffs is subject to special approval of the management and final approval of Secretary of the organization.
2. In normal course the service may be extended beyond that age at SUPPORT discretion and the decision of extension if reviewed will be informed and addendum or supporting office order may be issued which will be considered part of the policy. The extended period shall be considered as a consultancy contract and not an extension of permanent employment.

14. Gross Misconduct

1. Gross misconduct is defined as behavior so unacceptable as to warrant dismissal. This may include:
 - i. Stealing or attempting to steal property.
 - ii. Frequent absenteeism.
 - iii. Committing a fraud including incurring expenditure for personal benefit.
 - iv. Misusing a computer system, including the internet, which might include viewing or attempting to view pornographic sites, chatting, listening to loud music and other misuse which affects the employee' productivity.
 - v. Putting the safety or health of colleagues in danger.
 - vi. Willfully misusing status and position in the organization for personal advantage.
 - vii. Showing serious insubordination to Line Manager/ immediate boss/project coordinator/senior manager/CEO/Secretary, e.g. by persistently refusing to follow a reasonable instruction.
 - viii. Disclosing without prior permission/approval in writing of the SUPPORT, or threatening to disclose information within the knowledge in confidence during the exercise of her / his duties and by virtue of the position held by the employee whether such disclosure or threat to disclose be in private or public or in any forum of whatsoever nature.
 - ix. Not taking reasonable precaution to safeguard of organization's property to prevent accident or damage to it.
 - x. Unauthorized collection or attempt to collect records or documents of the SUPPORT
 - xi. Interfering with, tampering, altering, or fabricating records of the SUPPORT
 - xii. Possession of any lethal weapon within the premises of the SUPPORT

- xiii. Consumption of any intoxicant or drugs while on duty.
- xiv. Soliciting or accepting any gift or grant from any person having official business with SUPPORT without prior approval of the Secretary.
- xv. Refusal to appear or not to cooperate in any inquiry ordered by the management in accordance with the rules enforced when summoned by the management Committee.
- xvi. Threatening, intimating or manhandling any employee.
- xvii. Committing sexual harassment or violence against a man or woman colleague.
- xviii. Drug and alcohol abuse.

2. If a member of staff is suspected of gross misconduct the matter will be referred to Line Manager/immediate supervisor/project manager/CEO/Secretary, who will conduct an investigation if necessary.

3. The member of staff may be suspended on half pay until the matter is resolved.

4. As part of the investigation the management Committee comprising of at least one woman member will interview the member of staff.

5. The committee will outline in writing the reason for suspecting misconduct and allow the member of staff to respond in writing.

6. The member of staff has the right to be accompanied at the disciplinary meetings by a colleague or representative of the staff association recognized by SUPPORT

7. If at the end of the investigation gross misconduct has been established, the committee will hold a meeting with the member of staff and outline the reason for concluding that the member of staff has committed gross misconduct and give further opportunity for the member of staff to present his/her defense. .

8. If the committee finds the staff member guilty as charged, it will recommend dismissal of the staff member to CEO/Secretary or, if there are very strong mitigating circumstances, issuance of a letter giving final written warning and/or a fine, or both.

9. This letter will become part of the individual's personal record.

10. Should the concerned staff member choose to resign during this time, management reserves the right to accept or reject the resignation.

Drug/Alcohol-Free Workplace:

SUPPORT is committed to providing a safe work environment and to promoting and protecting the health, safety, and wellbeing of its employees. This commitment is endangered when any SUPPORT employee engages in use, possession, sale, conveyance, distribution or manufacture of illegal drugs, intoxicants, controlled substances or abuses prescription drugs or alcohol.

Therefore, SUPPORT has established the following policy:-

- It is a violation of the organization's policy for any employee to use, possess, sell, convey, distribute, or manufacture illegal drugs, intoxicants, or controlled substances, or to attempt to do the same.

- It is a violation of the organization's policy to be impaired or under the influence of legal or illegal drugs or alcohol in the organization or client premises, if such impairment or influence adversely affects the employee's work performance, the safety of the employee or of others, or puts at risk the organization's reputation.
- It is a violation of the organization's policy for anyone to use prescription drugs illegally. It is the responsibility of the employee to report the use of prescribed drugs that may (per warning labels provided by the pharmacy) affects the employee's judgment, performance, or behavior.
- Any employee convicted of a violation of a criminal drug statute must inform the management in writing within 5 calendar days after the conviction.

Random Testing: Employees may be selected at random for drug and/or alcohol testing at any time.

Post-Accident Testing: Any employee involved in an on-the-job accident or injury under circumstances that suggest possible use or influence of drugs or alcohol in the accident or injury event may be asked to submit to a drug and/or alcohol test. "Involved in an on-the-job accident or injury" means not only the one who was or could have been injured, but also any employee who potentially contributed to the accident or injury event in any way

All employees are required to sign the SUPPORT Drug free workplace policy-Employee Consent Form

Private Trade

1. No employee shall, except with the previous sanction of the Secretary, engage in any trade or undertake any employment or work other than his official duties, provided that s/he may, without such sanction undertake any honorary work of a religious, social or charitable nature or occasional work of a literary or artistic character, subject to the condition that his/her official duties do not thereby suffer and that the occupation of undertaking does not conflict or is not inconsistent with his opinion or obligation as an employee but he shall not undertake or shall discontinue such work if so directed by the Secretary.

Discrimination

Discrimination means treating a person less favorably than another person in comparable circumstances because of age, sex, marital status, pregnancy, family status, disability, race, color, descent, national or ethnic origins, nationality or religion etc.

It is against SUPPORT policies to discriminate with respect to the hiring or promotion of individuals, conditions of employment, disciplinary and discharge practices, or any other aspect of employment on the grounds of the employee's age, sex, marital status, pregnancy, sexual orientation, gender identity, family status, disability, race, color, descent, national or ethnic origins, nationality or religion.

In preventing discrimination, employment related decisions such as recruitment, promotion, transfer, training, dismissal and redundancy as well as terms and conditions of employment are based on consistent selection criteria. Individuals are assessed according to their ability to carry out a given job and are not judged by irrelevant considerations. Employees who make employment related decisions should not assume that persons of a particular age, sex, marital status, gender identity, family status, race, color, descent, national or ethnic origin, nationality or religion, or who are pregnant or have a disability are only able to do certain kinds of work, and should ensure that these factors are not used as grounds for making decisions. Records of notes of employment related decisions are made and filed with the Human Resource Department, which serve as a valuable explanation and defense against any unfounded suggestion of discrimination. Employees who fail to abide by the guidelines explained above are liable to account to SUPPORT which may take disciplinary actions against such employees.

15. Workplace Conflict

1. Workplace conflict is a time-consuming and costly problem that can have a severe impact on the bottom line.
2. Workplace relationship problems can arise as the result of
 - i. Clashing personalities.
 - ii. Miscommunication.
 - iii. Perceived backbiting.
 - iv. Negative politics
 - v. Perception of hidden agendas.
3. These factors create bad relations between people, and are generally the result of not following proper communication practices, or of grudges built from the outset of a relationship where initial problems were not addressed.
4. Conflict in the workplace can also result from serious disagreement over official matters, and can result in behaviors such as gossip, avoidance, verbal abuse, passive/aggressive

Communication and hostility. This can in turn lead to a drop in SUPPORT's productivity, a focus on problems rather than solutions and a slump in creativity and innovation.

5. While tensions and misunderstandings are normal and inevitable, if left unresolved they result in hostility, stress and wasted resources.

Resolving Workplace Conflict:

1. Once the management have been made aware of a relationship problem, it will meet with both parties and try to find out the real causes of the problem. Once the causes are identified, the management will take appropriate actions to address these causes to the extent possible. In parallel, the management will mediate between the two parties so as to help them develop a healthy working relationship. However, if the issues is not resolved even after these efforts, the matter will be reported to the Secretary who may take suitable steps to resolve the issue, ignore it or even terminate one or both the employees as he/she deems fit.

Ethical Conduct

Ethical conduct requires more than knowledge and observance of laws, regulations, and policies. Respecting colleagues, understanding and practicing the organizations' standards and values as well as policies, are the keys to ethical conduct and decisions made with confidence.

Reporting criminal conduct and unethical behavior is the responsibility of all employees. An employee suspecting non-compliance with the organizations' policies and procedures should speak with his/her supervisor. If the supervisor is involved in the misconduct, the employee should speak with his/her next level of supervision. This information will be kept confidential to the extent permitted by law.

Sexual Harassment/ Exploitation

The organization believes strongly in the human dignity of each individual. Therefore, SUPPORT strongly condemns and prohibits any behavior on the part of employee which constitutes any form of sexual misconduct, including sexual harassment, sexual exploitation, and sexual violence towards any other staff member, client patient, beneficiary, or other individual participating in an activity. Retaliation for reports of sexual misconduct is strictly prohibited and will not be tolerated; Sexual misconduct and/or retaliation of any kind will result in termination of employment. For the purposes of this policy, SUPPORT is committed to providing a work environment that is free of discrimination and unlawful harassment. Actions, words, jokes, or comments based on an individual's sex, race ethnicity, age, religion, or any other legally protected characteristics are not acceptable. As an example, sexual conduct (both overt and subtle) is a form of employee misconduct that is demeaning to another person, undermines the integrity of the employment relationship, and is strictly prohibited.

Sexual Harassment includes any unwelcome sexual advance, request for sexual favors or the other verbal or physical conduct of sexual nature, causing interference with work performance, is made a

condition of employment or creates an intimidating, hostile or offensive work environment, or the attempt to punish the refusal to comply with such a request. The intimidating behavior or act can be of a person in authority, who controls conditions of the complainant's employment or from a co-worker, who as a result of intimidation can make the work enjoyment hostile for the complainant. Under this code of conduct, sexual harassment is prohibited regardless of the sexual orientation of the parties. (For detail Refer: SUPPORT Sexual Harassment policy)

Reporting and Resolution of Sexual Harassment

Abiding by the following points will ensure compliance with this act:

1. The Responsibilities of Management include
 - i. Management will be responsible to follow the HR Manual in true letter and spirit, and to ensure that all staff members read it.
 - ii. Each complaint of employee of organization is addressed responsibly.
 - iii. The Management will-be impartial in the process and facilitate a just and fair inquiry process without retaliation
 - iv. The management will not victimize the complainants or the witnesses in the case.
 - v. The management will conduct awareness sessions about the Code and the consequence of such harassment at workplace for both the affected person and the accused as a regular part of their training.
 - vi. Display copies of this Manual to employees in English or Hindi.
 - vii. Recurring acts, which may have a cumulative effect or even a single incident, would be considered enough to establish sexual or gender based harassment.
 - viii. The complainant should inform the accused about conduct constituting sexual harassment. That will be recorded and should be maintained in writing all incidents, noting dates, places. Descriptions of act, notification to accused and names of those to whom the incident may have been mentioned.

Workplace Harassment

SUPPORT management expects every employee and person to be treated with fairness, respect, and dignity. Accordingly, any form of harassment based on an individual's race, color, sex, religion, national origin, age, or disability is a violation of this policy and will be treated as a disciplinary matter.

SUPPORT management is committed to maintaining a safe and healthy work environment and takes all appropriate health and safety precautions consistent with current medical knowledge. Accordingly, employees may not refuse to work with or Secretary cooperate with, withhold services from, or otherwise harass, intimidate, demean, or isolate a co worker because of a known or suspected disability or disease, or because of a coworker's association with a person with a disability or disease.

Work place violence

SUPPORT management is committed to providing a safe work environment. Any form of violence, threats of violence, intimidation of others or attempts to instill fear in others will not be tolerated. The possession of a weapon in the workplace, or while executing project activities, menacing behavior or “stalking” is all prohibited actions. Violations of this policy may lead to disciplinary action up to and including termination and the involvement of appropriate law enforcement authorities.

Any person who exhibits threatening behavior or threatens or commits a violent act on any organizational property, or on project locations or is found or suspected to be carrying a concealed or open weapon on SUPPORT premises may be removed from the work site as investigation. SUPPORT management will attempt to resolve the complaint within a reasonable period of time while preserving the confidentiality to report situations that may have a risk of violence.

Note: This HR Policy can be modified as per need with taking consent And Discussion in EC Meeting.

Annexure 1 - Holidays

List of holidays is as under:

S.N.	DESCRIPTION	DAYS
1	New Year Day	01
2	Republic day	01
3	Holi	02
4	Ramnavami	02
5	Independence day	01
6	Rakshabandhan	01
7	Krishna Janmastami	01
8	Karma Puja	01
9	Gandhi Jayanti	01
10	Durga Puja	03
11	Deepawali	02
12	Chhath Puja	02
13	Idul Fitre	01
14	Birsa Jayanti	01
15	X-Mas	01

Employee Requisition Form

This form is used for initiating recruitment for a vacant position. The Senior Manager according to new project or vacant position in the project will fill this form to be submitted to the HR department. The senior staffs may also mail Secretary with CC to HR, The secretary also mail directly to HR on number of positions required, the HR will keep as reference document for HR

1. Position Information

Name of Project			
Designation Title: (It can be Several as per Project)		No of Vacancies:	
Domain Name(e.g SD/LH/Skill/Education etc.)		Date of Vacancy to be Filled:	

Is this position a NEW position?

() Yes

() No, Name of employee replaced:

Reason of replacement:

2. Recruitment Contact Information

Immediate Supervisor-Name:	Domain Head-Name:
----------------------------	-------------------

Summary of Essential Duties and Responsibilities for different positions:

Project Requirement of advertising for this position? () Newspapers () Online	Requisition Close Date:
---	-------------------------

Project Lead/ signature	Date
--------------------------------	-------------

Secretary Signature	Date
---------------------	------

For HR Use Only

Date Received in HR:	Approved for Recruitment (Matching from Project document and consent of Secretary)
----------------------	--

Employment Offer Form

Employment Offer

Dear, _____

The Management of the Support is very pleased to extend to you an offer of employment as _____ at the rate of pay of _ per _____ beginning _____ on _____. In addition to this , you are eligible for the following benefits:

You retain the right to resign by submitting a minimum of one-month advance written notice of your resignation. If there is no written notice or the advance notice is of less than one month, an amount equal to your salary for the number of days of notice not given is deducted from his/her final payment.

The organization has the same right with respect to termination. The organization also retains the right to lawfully terminate a contract of employment without notice or payment in lieu. This approach of termination of employment by an employer is only applied to cases where an employee has committed very serious misconduct or fails to improve himself/herself after the employer's repeated warnings.

If you understand and accept these terms, please sign this letter and return it to our office. Again, we are pleased that you will be working for the organization SUPPORT. We look forward to you joining our team!

Sincerely,

I accept employment with SUPPORT under the terms described above:

Signature: _____

Annex 5: Leave Record Form

Name _____

Position _____

Month _____

Key Tasks	Total Time	Number of days												
Leave Aailed														
Statutory Holidays														
GRAND TOTAL		-		-	-	-	-	-	-	-	-	-	-	-

Signed By _____

Verified By _____

Approved By _____

Annex 6: Leave Request Form

LEAVE

PART 1 (Employee)

Name of employee	
No. of working days requested for	Dates of
requested leave period Type of leave Type of	From till
requested	
Reason for requesting leave (provide proof where possible, plus as many details as possible if required)	

Employee signature

Date

PART 2 (Immediate supervisor)

Leave has been discussed with employee and suits within the work planning.

Immediate supervisor (name)

Signature

Date

Travel Authorization Form

Please fill out Travel Authorization Form & obtain approval prior to making reservations. Estimated cost of trip _____

Name of Employee		Designation	
Duty Station		Contact number during travel	
PURPOSE OF TRIP			
ITINERARY			
FROM	TO	DATE	DEPARTURE TIME
OFFICE VEHICLE REQUIRED? YES NO (if yes please complete information below)			
CITY	NUMBER OF DAYS	SPECIAL INFORMATION	
OVER NIGHT STAY REQUIRED? YES NO (if yes please complete information below)			
CITY	DATE(S)	SPECIAL INFORMATION	

EMPLOYEE SIGNATURE		SUPERVISOR'S SIGNATURE
DATE		DATE

SUPPORT SALARY ADVANCE APPLICATION FORM

Name of Employee		Date	
Place of Posting		Grade/Level	
Date of Joining		Date of Confirmation	
Loan Amount Applied For			
Reasons for Availing Loan			
LOAN SANCTION / APPROVAL			
Verified and forwarded by Program lead (Name and Signature)			
Approved by Competent Authority (Name and Signature)			
<i>(To be filled in by the Employee after the Approval for the loan)</i>			
<p>I hereby declare that I have availed a salary advance of Rs----- payable in twelve equal installments. The installments may be deducted @ Rs_____per month from my salary beginning ----- (month and year).</p> <p>I agree to give ten post-dated cheques in favour of SUPPORT, equaling the installment amounts to be kept as a guarantee against the loan amount taken by me.</p> <p>I agree to be repay the entire loan amount availed by me before leaving the services of the SUPPORT, failing which, the balance amount may be deducted from my salary/ any other payables due to me, or by encashing the post dated cheques issued by me to SUPPORT. In case of failure of recovery of amounts through the above methods, appropriate action (legal or otherwise) may be initiated against me for recovering the balance amount of the loan.</p>			
			Re 1 Revenue Stamp
(Signature of the Employee)			
TO BE FILLED IN BY THE ACCOUNTS DEPARTMENT			
Date of Sanction of Advance		Amount	
Loan Sanctioned	Yes/No	Installments due	
Head of Finance/ Accounts (Name & Signature)			

Performance Appraisal Form

Annual Staff Appraisal Form

Name: _____

Job Title: _____

Project Manager/Supervisor: _____

Location: _____

Hire Date: _____

Last Appraiser Date: _____

DEFINITION OF RATINGS

EXCEPTIONAL (5): Consistently exceeds all relevant performance standards. Provides leadership, fosters teamwork, is highly productive, innovative, responsive and generates top quality work.

EXCEEDS EXPECTATIONS (4): Consistently meets and often exceeds all relevant performance standards. Shows initiative and versatility, works collaboratively, has strong technical & interpersonal skills or has achieved significant improvement in these areas.

MEETS EXPECTATIONS (3): Meets all relevant performance standards. Seldom exceeds or falls short of desired results or objectives. Lacks appropriate level of skills or is inexperienced/still learning the requirements of the job.

BELOW EXPECTATIONS (2): Sometimes meets the performance standards. Seldom exceeds and often falls short of desired results. Performance has declined significantly, or employee has not sustained adequate improvement, as required since the last performance review or performance improvement plan.

NEEDS IMPROVEMENT (1): Consistently falls short of performance standards.

The Appraiser is required to describe the employee's contributions in each of the performance categories below:

Personal Attributes (Matrix Form)

3. Communication Skills			
3.1 Communication with community			
3.2 Communication with stakeholders			
3.3 Active listening			
4. Interpersonal Skills:			
4.1 Sensitivity to others' needs/feelings(Poors)			
4.2 Team work			
4.3 Adaptability and flexibility			
Overall Rating			

Concluding Appraiser Comments Year-end or Interim

Appraisee Comments

Appraisee Signature: _____ Appraiser Signature: _____

Date: _____

Sexual Harassment Form

SEXUAL Harassment POLICY

SIGNATURE FORM

The sexual misconduct policy is an integral part of the HR manual. PLEASE READ IT CAREFULLY. Upon completion of your review of the policy, please sign the statement below, and return to your supervisor within the first week of your employment.

I, _____ have received and read a copy of SUPPORT sexual Harassment policy

I am aware of the contents of this policy. By my signature below, I acknowledge, understand, accept, and agree to comply with the information contained in the policy.

I understand that any violation in part or in whole of the policies may result in my immediate dismissal from employment.

Employees Signature _____

Date _____

15.1. Organization Drug Free Workplace Policy-Employee Consent Form

I hereby agree to the Drug Free Workplace Policy of SUPPORT. I understand that if I violate this policy then I may be subjected to appropriate disciplinary action, up to and possibly including discharge from employment.

Furthermore I also understand that SUPPORT will require a drug screen and/or Alcohol test under this possibility whenever I am involved in and on-the job-accident or injury under the circumstances that suggest possible involvement or influence of drugs or alcohol in the accident or injury event, and I agree to submit any such test.

I understand that only duly-authorized SUPPORT, employees, and agents will have access to information furnished or obtained in connection with the test; that they will maintain and protect the confidentiality of such information to the greatest extent possible; and that they will share such information only to the extent necessary to make employment decisions and to respond to inquiries or notices from government entities.

I will hold harmless to the organization, its appointed physician, and any testing laboratory that the organization might use, meaning that I will not sue or hold responsible such parties for any alleged harm to me that might result from such testing, including loss of employment or any other kind of adverse job action that might arise as a result of the drug or alcohol test, even if the Organization or laboratory representative makes an error in the administration or analysis of the test or the reporting of the results. I will further hold harmless to the organization, its appointed physician, and any testing laboratory that SUPPORT might use for any alleged harm to me that might result from the release or use of information or documentation relating to the drug or alcohol test, as long as the release or use of the information is within the mandate of this policy and the procedures as explained in the paragraph above.

This policy and authorization have been explained to me in a language I understand, and I have been told that if I have any questions about the test or the policy, they will be answered.

Employee Name: _____ Signature: _____ Date: _____

(Secretary) Representative: _____ Date: _____

15.2. Employment Contract

This Employment Agreement is made at
this DATE between SUPPORT, having its office at
.....)ON THE ONE PART

AND

Mr. Ms. _____ son, daughter, w/o _____, resident of
_____ hereinafter referred to as the

“Employee” ON THE OTHER PART.

(The Organization and the Employee shall hereinafter individually be referred to as a “Party” and collectively as the “Parties”)

WITNESSED

WHEREAS the Organization is desirous of appointing the Employee on project basis and the Employee is willing to accept appointment as “ Designation/ job title” in the Organization. His/ Her job description is detailed in “Appendix A. Job Description” and his/her terms of Employment as per Policyof are hereinafter contained.

IT IS HEREBY AGREED as follows:

1. The Organization hereby appoints the Employee and the Employee hereby accepts the appointment as full

time in the Organization in the project period
_____ to _____ commencing from _____, subject to termination as hereinafter
provided The Employee shall be on probation for 3 (three) months from the date of his assumption of duty.
The probation period may be extended for another period of 3 (three) months without assigning any reason.
During the probation period, this contract may be terminated without any notice or compensation.

2. The place of Employee's duty shall originally be in _____, provided that the Organization shall have the right to transfer the Employee from time to time or any time to any other place or station in India. The Employee might also be required to travel within India on Organization project work.

3. The Employee shall perform duties as the HR / Administration/ HOD, or any of their designees, may instruct.
4. It is understood that the employment is conditional upon the Employee satisfactorily passing physical examination given by the physician.
5. The Employee shall receive monthly, **Remuneration/Salary, Allowances & Benefits** as listed below:
6. The Organization is committed to a comprehensive and ongoing safety and security program. The Employee shall comply with all Organization safety and security regulations issued by the Organization. Organization excludes any liability for personal injury and/or loss of or damage to property of Employee whether caused by negligence or otherwise, arisen during or in connection with the performance of his/her work, that are not covered by Organization.
7. The Employee shall be fully and solely responsible for his/her **Tax** liability. However, Employee hereby authorizes the Organization to make all **tax withholdings** required by law or regulation. The Employee shall fulfill, perform and conduct such duties and business of the Organization as may be assigned from time to time by the Organization or any authorized representative of the Organization. The Employee shall maintain a high standard of efficiency and diligence and will perform all such work as conveyed to him.
8. The Employee shall devote whole time and attention to the duties assigned by the Organization from timeto time and shall do all in his power to promote, develop, extend and protect the business of the Organization and shall not directly or indirectly engage or be concerned or the employee interested in anyother business, occupation or profession of any kind.
9. During the employment with the Organization or at any time thereafter, the Employee shall not disclose information relating to the affairs of the Organization to any person not legally entitled thereto nor shall Employee permit or allow any such person to inspect or have access to any electronic media, proprietary books, documents, maps or other papers belonging to or in possession of the Organization.
10. Either party hereto may terminate this Agreement during the probation period by giving 1 (one) day's written notice to the other party and thereafter 1 (one) month's advance written notice or one month's salary in lieu of the notice period. It is expressly understood and agreed by the Employee that the Organization shall not be liable for any termination damages or indemnities.
11. In case the Employee is found guilty of any act of negligence, insubordination, misconduct or being absent without prior permission or committing breach of the terms of this Agreement, the Employee shall be liable to disciplinary action, which may result in termination of employment without notice or compensation.
12. The Employee shall make good any loss or damage to the Organization property caused by his negligence, omission, carelessness, fraud or deliberate act. The termination of the employment for such cause shall not relieve the Employee from liability to make good such loss or damage. The Employee shall be relieved of liability if the deficiency proves to have been caused by unavoidable circumstances.
13. The Employee will be governed by all applicable Organization Policies and Procedures in place and as amended from time to time.
14. Any alteration or amendment of the Agreement shall be in writing and signed by both parties.
15. **This Agreement**, constitutes the entire agreement between the Parties with respect to the subject matter hereof and hereby cancels and supersedes any and all prior or written agreements or understandings between the Parties.
16. This Agreement shall in all respects be interpreted in accordance with the laws of India.
17. Employee, through by way of his signing present contracts, confirms to have received one copy thereof.

18. Present contract has been executed in 2 original copies; one for the Employer and one for the Employee.

IN WITNESS WHEREOF the parties above name have executed the Agreement on the date above mentioned.

For and on behalf of

Employer

Employee

(Date:

Appendix A

Job Description

Annexure 3 Checklist for Gender Integration in Human Resource Management (HRM)

Checklist for Gender Considerations regarding Recruitment	
✓	Bring visibility to gender through affirmative advertisements in the newspaper /website e.g., statements such as, “equally qualified females are encouraged to apply”.
✓	Ensure gender desegregation of employment data and analysis. For example, male-female ratio, management level, age, educational qualifications, required skills etc.
✓	Establish gender sensitive indicators for measuring the impact of employment policies.
✓	Encourage seeking gender balance throughout the organization, at all levels and in all departments.

✓

Ensure that all selection committees, both for entry into the organization and for promotions, are gender balanced and apply strictly objective criteria in making decisions.

✓

Ensure that all regulations and policies of the organization are not gender biased, in particular those related to recruitment, training and promotions.

✓

In case of a gender imbalance with less proportion of women, mandate targets for recruiting women in the organization. Set specific, targeted goals for the percentage of women at different positions, with strict timelines.

✓

Ensure that gender mainstreaming is on the agenda of the Senior management meetings every six months.

✓

Ensure that the Terms of Reference (ToR) for selection and promotions boards apply gender-sensitive and measurable criteria and emphasize merit and achievement for promotion and selection.

✓

Ensure that women have meaningful and equal professional career opportunities and are not limited to “relegated” duties.

Checklist for Gender Considerations regarding Workplace/ Addressing Sexual and Gender-Based Violence

✓

Ensure that the organization provides the basic necessities and meet the needs of women such as separate toilets, prayer area/ nursing areas.

✓

Examine all salary scales for all ranks of officers to assess and eliminate any discrepancies between men and women with the same tasks or responsibilities.

✓

Review pension funds and insurance arrangements and verify that similarly situated male and female officers are treated equally.

✓

Make maternity and paternity leave equally available.

✓

Note and equally reward positive performance of all officers. Promotions, salary increases, preferred assignments, and overseas training opportunities should be awarded based on meritorious service, not gender considerations.

✓

Ensure commitment and accountability for the implementation of the Anti Sexual Harassment policy at the highest executive level.

Ensure there is “whistleblower” protection for complaints of discrimination, abuse or harassment based on gender, such as promoting practices of receiving and deciding complaints of gender discrimination and sexual harassment.

Survey all officers to determine their awareness of the codes of conduct, and disciplinary rules and procedures for filing a complaint.

Identify organizational problem areas in the field of gender to better analyze and address needs.

Track all cases/complaints of gender discrimination and sexual harassment. Specify the gender of complainant and the accused and the disposition of the cases.

Ensure that all staff, male and female, have basic training to respond to incidences of sexual and gender-based violence and can act as “first responders”

Checklist for Gender Considerations regarding Training

✓

Ensure that all training incorporates gender and human rights principles

✓

Include a balance of skilled men and women in all teams tasked with the designing, planning and/or carrying out of training activities.

✓

Ensure women get equal opportunity to acquire on-the- job training and mentoring

✓

Mainstream gender and human rights perspectives throughout the induction training for new staff

✓

Ensure that training facilities are appropriately tailored for women, including providing restroom /prayer facilities etc.

✓

Use case studies based on the real operational context to convey gender and human rights principles.

Draft Organization cum HR Policy of SUPPORT

✓	<p>Put a priority on training trainers, and ensure that a balance of women is included in the core group of trainers.</p>
✓	<p>Create a mentoring system to provide on-the-job advice, guidance and feedback for both male and female employees.</p>
✓	<p>Create a standard form for assessing and evaluating mentors which is gender-sensitive and enables objective monitoring of performance.</p>
✓	<p>Inculcate a culture of continuous performance evaluation using specific measurable benchmarks which highlights gender-sensitivity as standard criteria for evaluation.</p>

