

Employee Human Resource Manual

Employee Guide



SAMARTHAN

Centre for Development Support

36 Green Avenue, Chunna Bhatti

Kolar Road, Bhopal

Madhya Pradesh, India

Tel: (0755) 246 7625 / 989 356 3713

Fax: (0755) 246 8663

Email: info@samarthan.org

Samarthan HR Manual

Table of contents

1. Overview	4
1.2 Purpose of Employee Handbook	5
1.3 Samarthan Management Structure	5
1.4 Samarthan Vision, Mission and Aims	6
1.4.1 Samarthan Vision.....	6
1.4.2 Samarthan Mission.....	6
1.4.3 Samarthan Strategic Aims.....	6
2. Employment.....	7
2.1 Valuing Diversity: Policy Statement and Principles.....	7
2.2 Dignity at Work: Harassment	8
2.3 Valuing Diversity: Affirmative Action Policy & Targets.....	9
2.4 Recruitment.....	13
2.5 Contract of Employment & Classification.....	13
2.6 Job Duties.....	13
2.7 Training Period	14
2.10 Medical Procedures.....	14
2.13 Overtime	15
2.14 Outside Employment	15
2.15 Termination of Employment.....	15
2.16 Retirement.....	16
3. Pay Practices.....	16
3.1 Salary Administration	16
3.2 Pay Reviews.....	16
4. Reimbursement of Employee Expenses	17
4.1 Travel & Expenses Policy.....	17
4.2 Travel	17
4.3 Meal and Accommodation Reimbursement.....	18
4.4 Overseas Travel	20
4.5 Local Transport Rules.....	20
4.6 Submission of Travel Expenses	21
5. Employee Benefits	21
5.1 Summary of Benefits	21
5.2 Canteen Facility	22
5.3 Educational Assistance	23
5.4 Employee Counselling.....	23
5.5 Purchase of Company Products & Services.....	23
5.6 Relocation	23
6. Company Premises and Work Areas	24
6.1 Employee Health & Safety	24
6.2 Maintenance of Work Areas	24
6.3 Personal Property	24



6.4 Solicitation	24
6.5 Parking	24
6.6 Security	25
6.7 Smoking	25
7. Absence from Work.....	25
7.1 Attendance & Punctuality	25
7.2 Casual Leave.....	26
7.3 Earned Leave	26
7.4 Sickness Absences	26
7.5 Bereavement leave.....	27
7.6 Compassionate leave.....	27
7.8 Educational leave.....	27
7.9 Maternity leave	27
7.10 Parental leave.....	28
7.11 Paternity leave.....	28
7.12 Personal leave	28
7.14 Wedding Day Leave	28
7.15 Leave without Pay.....	29
7.16 Unauthorised Absence and Abandonment of Services.....	29
7.17 Optional Leave.....	29
7.18 Encasement of Leave	30
7.19 Holidays	30
8. Personal Conduct.....	31
8.1 Behaviour of Employees.....	31
8.2 Personal Appearance of Employees.....	31
8.3 Public Relations	31
8.4 Receipt of gifts.....	31
8.5 Use of Resources & Communication Systems	32
8.6 Telephone.....	32
8.7 Information Systems Policy	32
8.8 Conflicts of Interest.....	33
8.9 Confidential Nature of Samarthan Affairs	34
9. Other HR Policies	34
9.1 Data Protection & Access to Information / Personnel Records.....	34
9.2 Changes to Personal Information.....	35
9.3 Performance Appraisals	35
9.4 Flexible working.....	36
Appendices.....	36
Appendix I: Recruitment and Selection Policy.....	36
Policy	36
Procedure	37
The Recruitment Policy	37
The Selection Process	38
Appendix II: Policy for Promotions, Transfers or Demotions.....	39
Purpose.....	39
General Policy.....	39



Definition of Terms.....	39
Promotion.....	39
Transfer.....	40
Demotion.....	40
Reclassification.....	40
Promotions and Transfers	40
Demotions.....	40
Promotion and Transfer Opportunities Procedure	40
Pay Rate Adjustment upon Promotion, Transfer or Demotion.....	41
Promotion.....	41
Transfer.....	42
Demotion.....	42
Promotion, Transfer or Demotion Authority	42
Temporary Assignments	42
Appendix III: Disciplinary and Grievance Policy	42
Disciplinary Procedure.....	43
Principles.....	43
Disciplinary Hearing Procedure.....	43
Formal Verbal Warning (Stage 1).....	44
Written Warning (Stage 2).....	44
Final Written Warning (Stage 3).....	45
Dismissal (Stage 4)	46
Summary Dismissal & Gross Misconduct.....	47
Suspension	48
Appeal Procedure.....	48
The Management Committee will arrange a meeting to hear the appeal.	48
Grievance Policy.....	48
The Informal Approach.....	49
The Formal Approach.....	49
Raising the Complaint.....	49
Investigating the Complaint.....	49
The Outcome of the Hearing.....	49
Appeals	50
During the Appeal Hearing.....	50
The Outcome of the Appeal.....	50
Appendix IV: Acknowledgement of Receipt of Employee Handbook	51

1. Overview



1.1 Introduction: About Samarthan

Samarthan - Centre for Development Support is a non-profit organisation registered under the Madhya Pradesh Trust Act 1951. The organisation has been active in Madhya Pradesh and Chhattisgarh states in India since 1996. Samarthan promotes participatory development and participatory governance through direct field action, training and capacity-building, evidence based research, and advocacy. Samarthan has a head office located in Bhopal and field offices in Sehore and Panna districts of Madhya Pradesh, and Raipur, Bastar, and Rajnandgaon districts of Chattisgarh.

1.2 Purpose of Employee Handbook

This manual is meant to provide a useful guide for Samarthan managers and employees in developing a clear and comprehensive approach to Human Resource Management in the NGO. It outlines the suggested processes and procedures with regard to Human Resource Management (HRM) and is meant to communicate all the employment and working conditions to staff. The Guide provides employees with a set of common and easily understood organizational policies and related procedures.

It is our hope that this HRM Guide becomes a user-friendly document available to all staff. Your comments are therefore appreciated in this regard so that we may collectively accomplish this aim.

The Guide is the most important set of operating guidelines for all supervisors and managers and should therefore be the most used reference document in the workplace. Hence every supervisor and manager should have a copy and be on the distribution list for all revisions.

This Guide must be read in conjunction with Samarthan's HRM Manual which provides more detailed explanations and descriptions of the various aspects of human resource management. Reference should also be made to Samarthan's Training Manual which provides detailed outlines of best practices for such HRM processes during Interviewing, conducting employee appraisals, etc

1.3 Samarthan Management Structure

With a Board of Trustees as the overall decision-making body, Samarthan is



headed by the Executive Director (who is also the Member Secretary of the Board of Trustees). The professionals (staff) looking after programmes, administration and finance are drawn from various reputed institutions as well as constituting committed youth emerging from the grassroots as community leaders in our intervened areas. Such hiring practice enables the organisation to maintain balance between extensive experience and updated skills. Research, training, capacity building and advocacy pertaining to various sectors such as Education, Health, Governance, Participatory Planning, and so on are the work areas.

1.4 Samarthan Vision, Mission and Aims

1.4.1 Samarthan Vision

Samarthan envisages a society whereby equal opportunities and access to information is a right for all regardless of caste, religion or gender, with particular emphasis on the empowerment of women, dalit and tribal communities.

1.4.2 Samarthan Mission

Our mission is to aim for a clean, participatory and decentralised governance system, which advocates improved accountability, transparency and ethicality to help the urban and rural marginalised communities improve their access to vital services and thus enhance their quality of life. The process of participatory development is achieved using evidence based participatory research, advocacy aimed at influencing policies and capacity building to promote the strengthening of civil society efforts working for deprived sections of society.

1.4.3 Samarthan Strategic Aims

- To develop as a centre for research based advocacy on social justice issues and citizens' rights in the areas of decentralised governance and development, including the promotion of the Right to Information Act.
- Monitor service delivery systems using participatory monitoring, dissemination of experiences and examining data from legitimate perspectives.
- Capacity building to improve effectiveness of social change organisations in decentralised governance, including media and academia.
- Encourage marginalised groups to enrol in leadership posts within voluntary organisations through capacity building and the development of learning



materials.

- Develop effective models for participatory governance and development alongside partner and voluntary organisations to be used by policy makers.
- Focus on rural and urban governance. Poverty and exclusion of the marginalised sections of society remain important challenges both in the rural and urban contexts, which are ultimately inter-related and inter-dependent.
- To become a self-sufficient support centre with gradual reduction of dependency on grants. Samarthan will look towards consultancies, public contributions and corporate donations instead of reliance on overseas funds.

2. Employment

2.1 Valuing Diversity: Policy Statement and Principles

2.1.1 Statement

Samarthan is committed to creating an ambience in which all employees can work together in an atmosphere where diversity is valued. In accordance with the general intention of its vision, Samarthan confirms its commitment to a comprehensive policy of valuing diversity in employment in which individuals are selected and treated on the basis of their relevant merits and abilities and are given equal opportunities within the workplace. It is Samarthan's policy as an employer to treat all people equally irrespective of sex, age, Scheduled Tribe, Scheduled Caste, Minority Class, Other Backward Class, religion, colour, race, ethnic origin, marital or parental status, sexual orientation, creed, mental or physical disability, political belief, national origin, HIV/AIDS status, or any other reason. The aim is to ensure that no job applicant or employee should receive less favourable treatment on any grounds not relevant to good employment practice.

Samarthan is more effective in achieving the vision with employees who understand and respect the values of the communities they work with. Samarthan is also more effective in its mission by clearly demonstrating a commitment to equality, justice and human rights within the organisation. Capable employees that reflect the diversity of the communities they work with are more able to understand and respect community values. Their inclusion



within Samarthan serves as a very practical example for promoting equity for others to follow.

2.1.2 Principles

The following principles underpin Samarthan's policy on diversity:

- Samarthan is a more effective organisation when it has a diverse workforce. Therefore, we proactively seek to attract, recruit and retain those who will ensure that the workforce reflects the communities we work with, for example, in terms of gender mix, SC / ST / OBC, people with disabilities and those living with HIV/AIDS.
- It is common practice to include diversity targets and budget allocation, where required, in all programme plans i.e. to specify the diversity profile of employees to be recruited and anticipate any costs associated with this activity such as transport or making reasonable adjustments.
- Every employee is treated with respect and given the opportunity to reach their full potential to the benefit of Samarthan and themselves.
- A person's diversity characteristics alone are not sufficient to make them a suitable candidate. They must also have a minimum level of capability, for example, we are looking for people who can empathize and relate to the people in the communities we work in.

2.2 Dignity at Work: Harassment

All employees, including other persons who have dealings with Samarthan, have the right to be treated with dignity. We expect that employees act responsibly to establish and maintain a pleasant working environment free of discrimination, bullying, intimidation or victimisation. In particular discrimination is unlawful in the workplace. Distributing unauthorised e-mails in any form is a waste of time and resources and in some circumstances could be construed as harassment and will be dealt with as such.

Any employee who is found, after investigation of the facts, to have engaged in harassment or discrimination of any kind will be subject to appropriate action in accordance with our disciplinary procedure on the basis of gross misconduct.

Samarthan recognises the subjectivity of harassment. If any employee is



subjected to discrimination or harassment then initially they should attempt to resolve the problem informally by explaining clearly to the person engaging in the unwanted conduct that the behaviour is not welcome, that it offends them and interferes with their work or in the case of discrimination that the behaviour is or may be illegal.

If an employee would find this too difficult or embarrassing, then they should seek confidential support from the Management Committee. All allegations will be dealt with as soon as possible and confidentially with a view to protect the employee from victimisation.

2.3 Valuing Diversity: Affirmative Action Policy & Targets

Samarthan is committed to a programme of action to make the diversity policy fully effective. The commitment is made to ensure that all Samarthan employees work in an environment free from discrimination, unsolicited or harassment. Furthermore, to achieve equal opportunity, Samarthan recognises the need to take affirmative action to identify classifications with under representation of Scheduled Castes, Scheduled Tribes, Other Backward Minorities, females, people living with HIV/AIDS, and the disabled; to set goals and timetables for increasing the employment of underrepresented groups, and to develop an affirmative action plan for implementing those reasonable goals through recruitment, training, and other special activities and commitments.

The long-term aspiration of the organisation is to have a diversity mix as stated in the table below:

	Women	Disabled people	People living with HIV/AIDS
Office	Not less than 50%	As per government targets of 3% of population	An organisation that is sensitised and fully informed
Field	Not less than 50%	An equal percentage to that of disabled people in the community	to be able to work productively with people living with HIV/AIDS



2.3.1 Processes to support diversity

Proactive identification of potential candidates

- Appointing persons are responsible for proactively identifying potential candidates to meet diversity targets.
- Appointing persons should actively identify people who they have identified as having potential and the diversity characteristics likely to be required for future programmes.

Programme planning and reporting

- Diversity targets should be specified, monitored and reported against throughout the programme planning process i.e. from Samarthan assessment and writing the project proposal through to specifying budget.
- The Chief Co-ordinator is responsible for approving programme proposals including the diversity targets specified.
- Programme reviews should routinely report on recruited diversity versus target and qualitative outcomes that result from hiring people from minority groups.
- The organisation will routinely and transparently report its diversity profile.

Recruitment and selection for progression

- It is the appointing person's responsibility to proactively seek out candidates to meet diversity targets.
- Recruitment criteria should be carefully defined to ensure that wherever possible the candidate pool can include as wide a range of people as possible. This can be done by:
 - Removing unnecessary experience criteria that can be easily trained on-the-job.
 - Including motivation and attitude criteria as a key indicator of future success.
 - Focusing on core, transferable skills rather than experience.
- Recruitment advertisements should explicitly state the organisation's positive approach towards employing people from minority groups and the flexibility that it can offer to attract diverse talent, such as our willingness to



consider:

- Flexible working patterns.
- Making reasonable adjustments to the workplace.
- The appointing person is responsible for scoping out the impact of including flexibility in the role and getting approval from the Chief Co-ordinator before any formal offer of employment is made.

Individual behaviour

- Respect for diversity is a core value of the organisation and as such, all employees are expected to behave in a way that is concordant with it.
- It is each individual's responsibility to uphold Samarthan's reputation with regard to diversity and challenge any behaviour they feel is discriminatory.
- Any formal complaints should be made firstly to the Management Committee and may be referred to the Governing Body if further action is required.

Examples

Flexible working patterns:

	Considerations
--	-----------------------



<p>Part-time working</p>	<ul style="list-style-type: none"> • Can the role and responsibilities be divided such that someone working part-time can achieve them? • How much flexibility is required (given suitable notice) from the individual to make changes to the days / times that they work? • Are there any days or specific times that the individual must be available? • Is there flexibility to change start and finish times to accommodate an individual's responsibilities outside work?
<p>Job sharing</p>	<ul style="list-style-type: none"> • Is there the possibility for a full-time position to be divided amongst two people? • What would be the benefits of having two people to bring different ideas and perspectives? • How will the individuals ensure that there is organisational continuity (e.g. at least one day per week where they are at work together) • Who will line manage the individuals involved and how can this be organised efficiently?
<p>Flexible location</p>	<ul style="list-style-type: none"> • Can the role be performed for all or part of the time from a remote location? • Are there potential benefits of having someone stationed closer to the communities we work with? • How can we ensure continuity of communication with the rest of the team? • How can we ensure that the individual integrates successfully with the rest of the organisation?

Reasonable adjustments

Examples of reasonable adjustments may include:

- Enabling computer software such as speech recognition programmes or audio commentary programmes.
- Access ramps, single level workspaces and wide pathways for wheelchair access.



- Provision of four-wheel transport to gain access to the field.
- Adjusted office furniture.
- Provision of a remote internet connection.

Each adjustment would normally bear a cost and this must be assessed and approved by the Management Committee before any formal offer of employment is made.

2.4 Recruitment

As indicated above Samarthan values diversity at work and applies an affirmative action policy. However, it is recognised that there are barriers to recruitment of minority groups. Samarthan has processes and procedures to maximise the accessibility of employment and promote equal opportunities, for example, recruitment criteria and processes that allow the broadest range of candidates to apply or making reasonable adjustments to the work environment to enable people to be effective.

Employees should refer to Appendix I for details of the Recruitment and Selection Policy. Any offer of employment is subject to the criteria set out in your offer of employment letter. This includes the requirement to provide proof of identity and copy certificates or other documentary evidence to satisfy the organisation that you have the qualifications set out on your resume and disclosure of any criminal record. You should refer to your contract of employment for further details relating to your employment terms and conditions.

2.5 Contract of Employment & Classification

You should refer to your contract of employment for specific details regarding your employment status and classification.

2.6 Job Duties

Your job responsibilities are outlined in your job description. From time to time, you may be asked to work on special projects, or to assist with other work necessary or important to the operation of the organisation. Your cooperation and assistance in performing such additional work is expected. It is your responsibility to fully understand and carry out the performance expectations of



your position. The organisation reserves the right, at any time, with or without notice, to alter or change job responsibilities, reassign or transfer job positions, or assign additional job responsibilities at any time during your employment.

2.7 Training Period

The first three months of your employment will consist of a training period. During this time, your performance will be closely monitored and reviewed and your employment may be terminated by either you or Samarthan giving to the other, not less than one week's previous notice in writing. Subject to the satisfactory completion of the training period, the period of notice required to terminate your employment will be as stated in your contract of employment. Samarthan reserves the right to extend the training period for a further three months if required.

2.8 Induction & Training

Upon commencement of employment you will be added to the Samarthan Employee Register and will be required to accurately record the time of your arrival and departure on each work day. Following verification and approval by the assigning authority the attendance register is used for making salary payments. You will be provided with an induction and training programme relevant to your role.

2.9 A Productive Work Environment

We expect that all employees act responsibly to establish and maintain a pleasant working environment free of discrimination, bullying, intimidation or victimisation to enable employees to work efficiently and effectively.

2.10 Medical Procedures

Samarthan will endeavour to accommodate employees with serious medical illnesses and diseases, for example AIDS, HIV, TB, cancer and depression. You should speak with the Management Committee in confidence if you require such support.



2.11 Policy for Promotions, Transfers or Demotions

The purpose of this policy is to achieve optimum utilisation of all our employees' skills and talents by agreement to employ the person in a more advantageous work situation through promotion, transfer, or demotion, and to enhance the career, learning and development of employees. The policy is attached at Appendix II.

2.12 Hours of Work

The normal working hours are 9.30 am to 5.30 pm, Monday to Saturday, with the exception of the 2nd and 3rd Saturdays of every month, including a lunch break of half an hour per day to be taken at a convenient time (preferably between 1 and 2pm). However, you may be required to work such additional hours as are necessary for the proper performance of your duties and we do ask for some flexibility from our employees.

2.13 Overtime

Overtime is paid at the basic rate with prior agreement from the Management Committee. Payment is made with your standard monthly salary instalment.

2.14 Outside Employment

You should make Samarthan aware of any outside employment that may impact on your duties.

2.15 Termination of Employment

Samarthan seeks to ensure consistent treatment among employees whose working relationship with the organisation is ending, for whatever reason.

2.15.1 Voluntary

Should you decide for whatever reason that you wish to leave Samarthan you should, in the first instance, discuss your decision with the Management Committee. You should then confirm your resignation in writing addressing it to the



Management Committee. The periods of notice to be given are set out in your contract of employment. You may be asked to attend an exit interview. During the notice period you will continue to be bound by the terms of your contract, our policies and practices, and to be obliged to pursue Samarthan interests in a professional manner. Your full co-operation in handing over your responsibilities will be expected, as may your help in recruiting a suitable replacement. You may be provided with a Service Certificate at the time of your leaving, should you make a request for the same. The Service Certificate will include the period of employment as well as major tasks performed.

2.15.2 Involuntary

In the instance of involuntary terminations such as redundancy, liquidation and dismissal, the Management Committee will advise as to your notice period, requirement to work your notice period and any other conditions upon leaving. You should leave your files in order and ensure all Samarthan equipment and property is returned.

2.16 Retirement

Ordinarily, employees will retire upon reaching sixty years of age. You should discuss eligibility to retire beyond this date with the Management Committee as extensions will require the approval of the Governing Body.

3. Pay Practices

3.1 Salary Administration

Your salary less deductions will be paid a month in arrears, in equal instalments by cheque, on or about the 28th day of each month. However, if funding has not been submitted on time the payment might be postponed until the grant is released.

3.2 Pay Reviews

Your salary will normally be reviewed annually at the end of the financial year



and will be based on your performance and the performance of the Samarthan over the previous calendar year. Where you receive a salary increase it will ordinarily be effective from the month next following the completion of your review and upon the final approval of the Management Committee. You do not have a contractual right to an increase in salary.

4. Reimbursement of Employee Expenses

4.1 Travel & Expenses Policy

Samarthan reimburses employees for the expenses of travel, including transportation, meals, and lodging, provided such costs are performed in the course of conducting Samarthan duties. Activities which normally justify the reimbursement of travel expenses include the attendance at meetings, conventions, and seminars or other selected educational functions related to the employee's job. All travel must be approved in advance. Once approval has been received, the employee has an obligation to keep costs to a minimum.

4.2 Travel

Employees may use their personal vehicles on official Samarthan business provided prior approval has been obtained. Destination and number of miles driven must be documented and fuel receipts retained to enable reimbursement as per distance.

Travel advances shall be provided to Samarthan staff / employees travelling on official purposes. For the intention of these rules, any official travel undertaken by the professionals / staff of Samarthan outside the municipal limits of headquarter involving more than six hours of absence from the place of posting shall be considered as 'official tour'. However, field visits of the field staff in their own project areas will not be treated as tour and therefore such field visits shall not be considered for Daily Subsistence Allowance (DSA). In exceptional cases, sanction will be desired from the Executive Director.

For the purpose of TA / DA rules, the professionals and staff of Samarthan are grouped into following categories.

Category I	Drawing monthly gross salary / professional fee of Rs 20000/- and above
------------	---



Category II	Drawing monthly gross salary/ professional fee between Rs.15000/- to 19999/-
Category III	Drawing monthly gross salary/ professional fee between Rs.10000/- to 14999/-
Category IV	Drawing monthly gross salary/ professional fee between Rs.5000/- to 9999/-
Category V	Drawing monthly gross salary/ professional fee upto Rs.4999/-

Travel for official purpose will normally be admissible by the shortest route. However, the Executive Director may relax this condition wherever justified.

Staff considered in the above categories are entitled to travel in 3AC/ AC Chair Car. However, a female staff member travelling alone during night time can travel up to 2AC if required.

The Executive Director is entitled to travel by Air / Taxi; however air travel for other staff will require the approval of the Director.

4.3 Meal and Accommodation Reimbursement

Meals will be reimbursed upon production of a receipt. When food is provided, for example, during workshops or training no allowance for those meals can be claimed.

The limits of accommodation charges shall be as under:

Category	Metro cities	State capitals and Class-I cities	Cities other than Class-I cities
Categories I, II and III employees/ staff	Rs. 1500/- per day	Rs.1200/- per day	Rs 800/- per day
Categories IV and V	Rs.1000/- per day	Rs.800/- per day	Rs.500/- per day

The lodging charges paid by an employee / staff while on tour shall be reimbursed on production of receipts or bills. The receipt must be stamped as



'Paid' by the hotel or guest house. Staff travelling together should prioritise staying in the same accommodation.

The excess expenditure over and above the limit stated shall requires approval of the Executive Director.

All staff members shall be entitled for the following DSA:

Category	Metro cities	State capitals and Class-I cities	Cities other than Class-I cities
Categories I, II and III of employees/ staff	Rs.400/- per day	Rs.300/- per day	Rs.200/- per day
Category IV and V	Rs.300/- per day	Rs.200/- per day	Rs.150/- per day
Sehore & Ajaygarh	Rs.100/- (fix)		
Raipur and Bhopal	Rs.150/- (fix)		

An employee who is required to go on tour shall be entitled to draw DSA relating to his / her grade from the time of departure until the time of arrival back to headquarters (including time spent in journey) as follows:

Less than 6 hours	Nil
Between 6 and 12 hours	½ (Half)
More than 12 hours	Full

50% applicable DSA per day shall be admissible when attending training programmes, meetings, Samarthan's work and events as a resource person where boarding and lodging is covered (breakfast, lunch and dinner) by the organisation. In case anyone is attending an event, workshop, training of meeting as a participant either for capacity building or representing organisation where boarding and lodging cost are covered, only 25% of the DSA will be applicable.

An employee who proceeds on tour in an official vehicle or their own vehicle shall be entitled for DSA of the appropriate grade from the time of departure until the time of arrival back to headquarters.



DSA for 'Journey Hours' shall be paid at the approved rate for cities, excluding Class I cities / towns.

4.4 Overseas Travel

The DSA for an overseas tour will be the following:

For Non-Asian (Western and European Countries)	\$20 per day
For Asian Countries	\$10 per day

The employee has to submit an undertaking that DSA has not been paid by the institutions concerned. In case DSA has been paid to the employees by the institutions concerned, no DSA by Samarthan would be payable. A proof from the agency inviting of details of support being provided by them is desirable.

Considering that foreign tours are limited and few annually, the Executive Director would be the sanctioning authority for DSA relating to tour performed abroad on a case to case basis.

4.5 Local Transport Rules

Reimbursement of local transport costs shall be made only when the staff member is going on official work.

For authorised local travelling, the staff members using their own conveyance can claim under the following:

Four-wheeler	Rs. 8.00 per kilometre
Two-Wheeler	Rs. 3.50 per kilometre

However, the above rates are subject to change, depending upon the future hike



in petrol prices.

Further local conveyance shall be permitted on the following basis:

Category I, II, III and IV	By Auto / (own car, if permitted by the ED)
Category V	By Bus

Category I to IV shall be permitted for Taxi in following circumstances:

- a) If more than two persons are travelling for same purpose
- b) If staff member is travelling with Resource Person.
- c) If staff member is going in field visit and He/She is carrying heavy learning material.
- d) If staff member has to catch train at odd hours i.e. during 10 P.M. to 7 A.M.

In the case of staff travelling in his / her own vehicle he / she will be entitled for conveyance @ Rs 3.50/KM for scooter and @ Rs 8/KM for four wheeler.

In case local travel is carried out by an official vehicle, staff should ensure that proper entry giving details of project, purpose and budget line are made in the vehicle's log book.

In the case of Executive Director, actual expenditure on tour would be reimbursable.

4.6 Submission of Travel Expenses

Upon return to place of work, the employee concerned shall submit his / her travel claim in a prescribed format, detailing the expenses incurred, together with receipts thereof (wherever possible), advance taken etc. to the Accounts Department for their verification and settlement of travel claim, within three days of completion of travel. A tour report is required to be submitted to the Director upon completion of tour programme.

5. Employee Benefits

5.1 Summary of Benefits



5.1.1 Eligibility

As a permanent employee of Samarthan you are eligible for our employee benefit schemes. If you have any queries regarding these schemes please contact the Management Committee.

5.1.2 Medical Insurance

Upon commencing employment you will also be provided with the option to join the medical insurance scheme, that can be extended, by own contribution, to cover spouse and children. A summary of the current scheme can be found within the Management Committee. Samarthan reserves the right to withdraw, amend or replace the policy or any of its terms at its absolute discretion and you shall be advised of any changes which affect your cover.

5.1.3 Group Insurance Scheme

Samarthan provides a policy to give some financial security for family and financial dependants in the event of the retirement or the death of an employee. You will be eligible to join the scheme at the start of each financial year. Leavers of the scheme will get paid their part balance owing. The policy applies whilst the employee is in Samarthan's service. Samarthan reserves the right to withdraw, amend, or replace the policy or any of its terms at its absolute discretion and you shall be advised of any changes which affect your cover.

5.1.4 Savings & Loan Scheme

Samarthan provides a savings and loan scheme. Details of the current scheme can be found within the Management Committee. Employees who opt to join will have a monthly payment deducted from their salary. Under the terms of this scheme employees are eligible for a loan to pay back over an agreed schedule. Employees are entitled to release funds from the scheme when required. Samarthan reserves the right to withdraw, amend, or replace the policy or any of its terms at its absolute discretion and you shall be advised of any changes which affect your cover.

5.2 Canteen Facility



There are no subsidised eating facilities available as a benefit to employees at Samarthan. Staff must provide their own lunch and may use the canteen facilities during the lunch time period.

5.3 Educational Assistance

Eligibility for any of the benefits under this policy is dependant on employee commitment towards Samarthan and the course requirements. Funding and support is therefore entirely discretionary and contingent upon the employee's on the job work performance, attending all courses, exams and working diligently towards successful completion of the programme. Failure to do so will result in a termination of their eligibility to any agreed benefits, for example educational leave. Educational leave will be granted for a maximum of three months in any one given period and exam leave will be granted up to a maximum of one week in any one given period.

5.4 Employee Counselling

Samarthan recognises the value in supporting employees who experience personal problems or employment-related issues or who need guidance or rehabilitation. If you require such support you should speak to the Management Committee in the first instance.

5.5 Purchase of Company Products & Services

You should refer to the Management Committee regarding the procedures for purchasing company products and services. All purchases must be supported by a receipt in order for reimbursement to be made.

5.6 Relocation

Funding for relocation is discretionary and will be considered by the Management



Committee on a case-by-case basis.

6. Company Premises and Work Areas

6.1 Employee Health & Safety

Samarthan is committed to high standards of health and safety. It is our policy to encourage employees to contribute to their own welfare and that of their colleagues. Ensuring safety awareness, positive attitudes and continuous improvement in safety performance requires the commitment and active involvement of employees at all levels. Our objectives are, so far as is reasonably practicable, to avoid accidents, injuries and damage to property and to conserve the environment. You should report accidents to the Management Committee immediately.

6.2 Maintenance of Work Areas

Employees are required to keep work areas clean and tidy and should maintain a clear desk policy with documents appropriately filed.

6.3 Personal Property

Samarthan reserves the right to search personal property as well as employer-provided equipment. We cannot and do not guarantee the security of your personal belongings. Please do not leave your belongings unattended in the office and ensure you take all reasonable precautions.

6.4 Solicitation

Samarthan does not permit third parties to distribute literature or printed material of any kind, to sell merchandise, to solicit financial contributions, or to solicit for any cause during working hours without its consent.

6.5 Parking



Samarthan provides an area for parking and use of the space is at your own risk. We cannot guarantee the safety of your vehicles and provision of on-site parking is not a contractual right.

6.6 Security

Samarthan endeavours to provide a secure working environment. In turn you are required to safeguard the security of Samarthan property. We prohibit weapons on the work premises and reserve the right to search employees if they suspect an employee is in contravention of this policy. Samarthan will ensure adequate provisions are in place for women working unsociable hours to safeguard their safety, dignity and transportation from the workplace to their nearest point of their residence.

6.7 Smoking

Samarthan maintains a smoke-free policy throughout the premises.

7. Absence from Work

7.1 Attendance & Punctuality

As an employee of Samarthan, you are expected to be punctual and regular in attendance. Employees are expected to report to work as scheduled, on time, and prepared to start work. Employees also are expected to remain at work for their entire work schedule, except for meal periods or when required to leave on authorised organisational duties. Late arrival, early departure, or other unanticipated and unapproved absences from scheduled hours are disruptive and should be avoided. Any tardiness or absence causes problems for your fellow employees.

If you are unexpectedly late, on any occasion, you should call, where possible, to explain the circumstances of the delay and advise of your anticipated time of arrival. If you are unable to report for work on any particular day, you must under all but the most extenuating circumstances call with as much advance notice and prior to the time you are scheduled to begin working for that day. Employees also must inform the Management Committee of the expected duration of any absence. Excessive tardiness and absenteeism may result in disciplinary action



up to and including termination.

7.2 Casual Leave

The purpose of casual leave is to cover any unforeseen and emergency situations and can be availed in multiples of half-days. The entitlement of leave is to be calculated on a pro-rata basis. At the end of the calendar year, any leftover casual leave will be treated as lapsed and shall not be carried over to the next year. As far as possible, prior leave application should be submitted to the competent person, but in case of any emergency, at least a telephone call to the competent person is a must and a proper leave application submitted immediately upon rejoining, otherwise, the same may be treated as without pay. Staff are entitled to 10 calendar days per year of casual leave.

7.3 Earned Leave

The purpose of earned leave for staff members is to provide a change of environment away from the hassles and rigours of routine work life so that he / she can feel re-energised. It can be availed for a minimum of five working days at a time, but not exceeding twice in a calendar year. The entitlement of earned leave is to be calculated on pro-rata basis. However, this leave cannot be claimed as a matter of right and the Management shall have the discretion to refuse, cancel and / or change the leave plan of any staff member. The Management shall also have a right to re-call any staff member during the leave period to meet the exigencies of work. In such an event, if the staff member happens to be at a place other than Head Office, Samarthan will bear the additional travel and reasonable incidental expenses to be incurred by the staff arising out of such re-call. The staff members are required to submit their earned leave plan at least two months in advance to enable the Management to make arrangements accordingly to ensure that functioning of the organisation is not affected. The staff members are also required to submit their contact address and telephone number while on leave. Earned leave can be accumulated up to maximum of 75 days. Staff are entitled to 14 calendar days per year of earned leave.

7.4 Sickness Absences

The purpose of sick leave is to meet any absence due to sickness. It can also be availed in multiples of half-days. A telephonic intimation to the competent person



is a MUST. For sick leave of three or more continuous days, a medical certificate is required to be submitted along with the leave application. However, in the unfortunate event of any prolonged illness, the sick leave can be combined with either due leave i.e. earned or casual, at the discretion of the Management. The entitlement of leave is to be calculated on pro-rata basis. The balance of sick leave, at the end of the year, is to be carried over to next year and continued to be accumulated for the service period of employee.

7.5 Bereavement leave

For bereavements in your immediate family Samarthan will allow up to five (5) days' time off. Each such situation should be discussed and agreed with the Management Committee.

7.6 Compassionate leave

Each situation should be discussed and agreed with the Management Committee.

7.7 Dependent leave

You may also take a reasonable amount of time off work to deal with certain unexpected or sudden emergencies and to make any necessary longer-term care arrangements for dependants. For this purpose, 'a reasonable amount of time off' will mean in most cases one or two days off to deal with the unforeseen matter. The leave will normally be unpaid, however, in some circumstances Samarthan may grant paid leave. A dependant for these purposes is your husband, wife, child or parent.

7.8 Educational leave

Each situation should be discussed and agreed by the Management Committee.

7.9 Maternity leave

A female staff member, who has maintained at least one year of continuous and satisfactory service, will be sanctioned 90 calendar days of maternity leave with full salary, up to two living children. This leave will also be admissible in case of miscarriage or medical termination of pregnancy (MTP) where considered



necessary by competent medical advice for a period up to 45 calendar days immediately following the day of her miscarriage or MTP. No such leave will be admissible after the birth of two living children. This leave can be combined with earned and / or sick leave if supported by a medical certificate. A certificate from a registered medical practitioner or a government hospital should support the application for maternity leave. If extension is required, a similar certificate should support the application.

7.10 Parental leave

Parental Leave is the right to take time off work to look after a child or make arrangements for the child's welfare. Parents can use it to spend more time with their children and to strike a better balance between their work and family commitments. Parental Leave is unpaid and you should submit any requests to the Management Committee.

7.11 Paternity leave

Male staff who have served at least one year of continuous and satisfactory service, will be allowed paternity leave up to 10 calendar days (in two slots of 5 days each). Such leave has to be availed within 30 days of delivery. A staff member may apply for this leave within 5 days of expected delivery date, if so required. This leave will be applicable up to two living children. The request should be supported by a certificate from the attending doctor of spouse indicating the date of delivery. Paternity leave may be combined with earned and / or sick leave, if so required.

7.12 Personal leave

All other requests will be decided on a discretionary basis by the Management Committee.

7.13 Resettlement leave

Employees are entitled to one (1) day of resettlement leave in each given leave year. Requests for additional leave for such purposes will be determined on a discretionary basis by the Management Committee.

7.14 Wedding Day Leave



Employees getting married will be entitled to receive five (5) extra days leave to be used in connection with wedding arrangements.

7.15 Leave without Pay

On compassionate grounds, special or extra-ordinary leave without pay can be sanctioned, when no other leave is due to a staff member, for a maximum of 30 calendar days – once in three years. This is at the sole discretion of the Director. During such leave, both preceding and following holidays will be treated as leave without pay. The period of such leave will be treated as `authorised absence' but the staff member shall not be entitled for benefits such as accrual of leave, provident fund, gratuity etc., during the period of such absence. However, this absence shall not be treated as a `break-in-service' and the concerned staff member shall continue to be an employee of Samarthan, subject to provisions specified herein above.

7.16 Unauthorised Absence and Abandonment of Services

If a staff member is found absent during working hours from his / her place of work on any day, without due permission or information, such an absence shall be treated as `unauthorized absence' from duty. The staff member will be further liable to disciplinary action and will receive no pay for that time period.

If a staff member maintains unauthorised absence from duty for a period of 8 consecutive days, or fails to resume duty within 8 days of the expiry of prior sanctioned and /or extended leave, it will be presumed that the concerned staff member has abandoned his employment with Samarthan of his own accord and thereby shall lose his lien on his employment. His name will accordingly stand automatically struck off the rolls of Samarthan.

7.17 Optional Leave

In addition to scheduled holidays, as declared by the Management, staff are also entitled to avail two optional leave in a year, to meet their specific religious requirement. However, in case a person has not completed three months of continuous service in a calendar year he / she shall not be entitled for any optional leave. To benefit from optional leave, every staff member is required to submit his / her options and alternates in the beginning of the year and the same



shall be sanctioned, thus ensuring smooth working.

7.18 Encasement of Leave

The accumulated earned leave, in excess of 40 days, can be en-cashed by a staff member during his / her service period, as per rules. However, at the time of leaving the service, the entire earned leave standing to the credit of staff member is en-cashable, subject to written approval from the Director.

7.19 Holidays

Apart from all Sundays, second and third Saturdays, Samarthan will observe 12 festival holidays, including three National Holidays, which are as following:

- Republic Day – 26 January
- Holi – 11 March
- Ram Navmi -3 April
- Independence Day – 15 August
- Id ul Fitra – 21 September
- Dashehra – 28 September
- Gandhi Jayanti – 2 October
- Dipawali – 17 October
- Bhaidooj – 19 October
- Id ul Juha – 28 November
- Christmas – 25 December

In addition, there will be two optional holidays. A list of festival and optional holidays will be circulated in the month of January every year. The staff members are required to submit their options in respect of optional holidays in advance to the Administrative Section. However, the Management reserves its right to ask any staff member to alter their optional leave to ensure smooth functioning of Office. The current optional holidays can be chosen from the following:

- Mohhram – 8 January
- Makar Sankantri – 15 January
- Mahashivratri – 23 February
- Good Friday – 10 April
- Raksha Bandhan – 5 August



- Janmashtmi – 14 August
- Onam – 2 September
- Karwwa Chouth – 7 October

8. Personal Conduct

8.1 Behaviour of Employees

It is important that Samarthan employees are exemplary in their conduct at work. Samarthan employees are expected to give the highest possible standard of service, and where it is part of their duties, to provide appropriate advice to external agencies and fellow employees with impartiality. Employees will be expected, without fear of recrimination, to bring to the attention of the Management Committee any deficiency in the provision of service, impropriety or breach of procedure. Employees must ensure that they use Samarthan funds entrusted to them in a responsible and lawful manner. Employees should strive to ensure value for money to the local community and to avoid legal challenge. Employees should never do anything that is incapable of being justified to the public.

8.2 Personal Appearance of Employees

Employees are expected to dress smartly and appropriately. When working in the field, however, staff are expected to dress accordingly to the audience they are visiting.

8.3 Public Relations

Samarthan needs to maintain a professional and positive image so that the public and other agencies and the community feel confident about approaching us for help. People want accessible and efficient services, and we must all aim to meet these demands and treat other people the same way you would like to be treated. All forms of communication (telephone, face to face contact and written correspondence) are equally important.

8.4 Receipt of gifts



Employees are not to accept gifts of more than nominal financial value from partners, vendors, suppliers or other Samarthan employees.

8.5 Use of Resources & Communication Systems

Employees should always make sure that any facilities, such as stationery, telephones, IT or photocopying, provided by Samarthan for use in performance of their duties are used strictly for those duties and for no other purpose. Private work should not be undertaken in Samarthan's time, and it is equally important that any such work is carried out without reliance upon Samarthan materials or services; Samarthan's materials may only be used in pursuance of such work with the prior agreement of the Management Committee. Loading of any software on any Samarthan computers by users is prohibited. Employees should be aware that Samarthan may access and monitor employee communications.

8.6 Telephone

Excessive personal use of telephone system has an adverse effect on its operation for genuine organisational purposes and is not acceptable.

8.7 Information Systems Policy

8.7.1 Personal E-mail Policy

Whilst you may send and receive personal messages, this must not interfere with your work or be detrimental to the duties and responsibilities of other employees. Use should also not be excessive. The content of all work related emails must avoid any possibility of offence or harassment and must therefore exclude any sexual, racial or religious content, whether explicit or implicit, and must be written using only vocabulary acceptable for professional communication in the workplace.

8.7.2 Internet

The Internet Service is provided to all employees primarily for Samarthan organisational use; however, it is acceptable for individuals to utilise this resource for personal use provided that usage is reasonable, sensible and managed by each employee responsibly, especially in respect of the time utilised when accessing the



internet. All users agree to Samarthan monitoring and reviewing Internet access. Users may not use the Internet in such a manner that might be prejudicial to the interests of Samarthan. An example of this might be subscribing to a web site that contains illicit or illegal material. Employees may not use the Internet for playing online games or for online gambling.

Employees may not use the Internet to locate, download, access or otherwise investigate material of a nature which may cause offence to other Samarthan employees on grounds of gender, race, religious belief or otherwise. Prohibited uses of the Internet at all times include, but are not limited to, viewing and, or storing and, or distributing or otherwise using the facilities for the following: illegal activities (including any violation of copyright laws); threatening, abusive, harassing or discriminatory behaviour; slanderous or defamatory purposes; obscene, suggestive or intimate messages or offensive graphical images or pornographic materials, political and religious activities; activities that will incur a cost to the organisation without prior proper authorisation; private, commercial activities for profit making purposes; malicious damage.

8.7.3 Security and Access Considerations

Samarthan is entitled to make provision to protect itself and its computer systems, websites and employees from external or internal security threats, real or potential. Examples of security measures which may be deployed include but are not limited to the following: Firewalls and Proxy Servers to block outgoing / incoming Internet traffic; Anti-virus software; Access control software (typically restricts access to specific web sites) and measures to prevent the downloading of software.

Whilst access to the Internet is generally unrestricted for those who are provided with the Internet, Samarthan may block access to known sites that contain or are believed to contain illegal, pornographic or otherwise offensive material. This is at the discretion of Samarthan.

Samarthan computer systems and resources are the property of the organisation, or are managed by Samarthan, and are to be used in furtherance of Samarthan purposes. Accordingly, Samarthan reserves the right, without further notice to monitor employees' use of any Samarthan computer systems or network resources including the use of Internet services.

8.8 Conflicts of Interest



You have an obligation to ensure that actual or potential conflicts of interest are avoided. A conflict of interest may occur if you are in a position to influence a decision that may result in a personal gain for you.

8.9 Confidential Nature of Samarthan Affairs

Detailed information on Samarthan and its affairs are confidential. The obligation to maintain confidentiality at all times is included in your contract of employment.

8.10 Grievance & Disciplinary Procedure

Employees should refer to Appendix III whereby guidelines for a progressive discipline system and procedures for addressing work-related complaints are established.

8.11 Alcohol & Drugs Policy

Samarthan seeks to provide a safe working environment that is free from the effects of alcohol and drug misuse. Under no circumstances should alcohol or unlawfully obtained, non-prescription drugs be brought or consumed on site.

9. Other HR Policies

9.1 Data Protection & Access to Information / Personnel Records

Samarthan will hold and process, both electronically and manually, the data which it collects relating to employees in connection with their employment for the purpose of administering and managing its employees and complying with applicable laws, regulations and procedures. You have a right to inspect certain documents in your official employee file, in the presence of a Samarthan representative at a mutually convenient time. No copies of documents in your file may be made, with the exception of documents that you have previously signed. You may add your comments to any disputed item in the file. All such comments must go through the Management Committee.

Samarthan will restrict disclosure of your employee file to authorised individuals within the organisation. Any request for information contained in employee files must be directed to the Management Committee. Only the Management Committee are authorised to release information about current or former



employees. Disclosure of employee information to outside sources will be limited. However, Samarthan will cooperate with requests from authorised parties conducting official investigations as legally required. All requests for references must be directed to the Management Committee. No other employee is authorised to release references for current or former employees.

9.2 Changes to Personal Information

Employees are required to advise the Management Committee if their personal details change.

9.3 Performance Appraisals

Samarthan will conduct a regular process of measuring performance against overall job requirements, feedback and objective setting to ensure that employees are valued for their work, development needs are identified and that there is a better understanding and achievement of goals and objectives.

Every staff member is required to submit his / her half yearly appraisal, on the prescribed format, highlighting achievements during the last six months together with plans for the next six months, for the review of the Director.

Upon completion of one year of service from the date of respective joining, every staff member shall be issued an Annual Appraisal Form, to be filled in individually, providing information highlighting the outstanding achievements, problems and difficulties faced during the appraisal period together with suggestions for remedial measures. The annual appraisals shall be submitted either to the H.R. Section or the person so designated, by the 10th of succeeding month in which a staff member has joined his / her duties each year, and shall also prepare an analysis, submitting the same to the Director for his review.

Based on the analysis, review and assessment of half yearly and annual appraisals, the Director, at his sole discretion, may announce the respective awards in terms of either promotions and / or increments, in addition to any other perks or benefits.

The announcement of respective awards for the individual staff member shall be made upon completion of his / her one year's of service from the date of joining



the duties.

Based on the extra-ordinary and outstanding performance by any individual staff member, the Director may announce the award at any time of the year and in any form he may deem fit and proper, as a management gesture to reward, recognize and encourage the individual performance.

9.4 Flexible working

Samarthan recognises the need for flexible working arrangements in today's work environment and may accommodate requests for alternate working schedules provided that alternate working times meet organisational requirements and are agreed in advance with the Management Committee. It is Samarthan's aim to give serious consideration to each request to work flexibly and to ensure a fair procedure. However, due the nature of some of Samarthan's operations there may be significant limitations on the type of flexible arrangement that can be accommodated. Where a specific request cannot be accommodated, Samarthan will always consult with the employee to see if any alternative solution can be agreed.

Appendices

- Appendix I Recruitment & Selection Policy
- Appendix II Promotion, Transfer or Demotion Policy
- Appendix III Disciplinary & Grievance Policy
- Appendix IV Confirmation of Receipt of Employee Handbook Form

Appendix I: Recruitment and Selection Policy

Policy

The recruitment and selection decision is of prime importance as the vehicle for obtaining the best possible person-to-job fit, which will, when aggregated, contribute significantly towards Samarthan's effectiveness. It is also becoming increasingly important, as the organisation evolves and changes, that new recruits show a willingness to learn, adaptability and ability to work as part of a team. The Recruitment & Selection Policy aims to ensure that these criteria are addressed.



The Samarthan Recruitment & Selection Policy will:

- Be fair and consistent;
- Be non-discriminatory on the grounds of sex, age, Scheduled Tribe, Scheduled Caste, Minority Class, Other Backward Class, religion, colour, race, ethnic origin, marital or parental status, sexual orientation, creed, mental or physical disability, political belief, national origin, HIV/AIDS status, or any other reason.
- Conform to statutory regulations and the agreed recruitment diversity targets.

To ensure that these policy aims are achieved, all appointing persons will receive training in effective recruitment and selection.

Procedure

The Recruitment Policy

The following procedure should be used when a post is to be filled. The Management Committee must:

Define the job. If it is an existing post, is an exact replacement required or an opportunity to revise the requirements. If it is a newly established post a new job description will be drawn up to be clear on the exact requirements.

Confirm:

- Details of the post
- Final approval from the Management Committee;
- In the event of the job being newly established, the approval of the Governing Body, and confirmation from the Treasurer, that funding is available.

Ensure the Job Description and person specification are up-to-date.

Collate an information package appropriate for the post to present a professional image of Samarthan.

Determine the most effective means of attracting suitable candidates. The following options should be explored (in this order):



- Internal advert within the organisation
- Examination of previous applications, or those held on file
- External advert in the press
- External advert on television
- External advert in the appropriate technical / professional Journal
- In senior posts the use of a recruitment agency

All advertisements must contain as much information as possible to ensure the correct recruitment group is targeted and reduce unsuitable applications. The Management Committee must approve external adverts.

The Selection Process

Appropriate selection procedures must be used for each post. Procedures may vary; at its simplest this may involve a straightforward interview and skills testing. For more senior posts presentations to the interview panel on a chosen topic and / or a series of individual interviews on various topics may be included.

At least two people should sit on the Interview Panel.

Applicants must be chosen against the Person Specification. It is the responsibility of the appointing manager at this stage to record the reasons why an applicant is not shortlisted. It is then necessary to invite the candidates for interview, obtain references and make the necessary housekeeping arrangements for the interview, by checking if candidates have any special requirements for the interview, such as access if a candidate has a disability.

The appointing manager will:

- Decide on the interview format and determine which areas to concentrate on with the questioning;
- Decide on who will chair the Interview Panel;
- Receive the references for candidates.

At the interview, the appointing manager will ensure that the candidate is interviewed as fully as possible. When interviewing, they will ensure that questions are non-discriminatory.

When all candidates have been interviewed, the panel will decide on the best person for the post. The appointing manager will arrange to inform the successful



candidate as soon as possible, agreeing a commencement date and starting salary.

The appointing manager will then:

- Telephone all unsuccessful candidates with outcome of interview;
- Write to the appointee using the standard template offer letter;
- Initiate a personnel file for the new employee.

Samarthan will then arrange an individual programme of induction for the new employee, which will be arranged and agreed at least one week before the appointee commences.

Appendix II: Policy for Promotions, Transfers or Demotions

Purpose

The purpose of this policy is to achieve optimum utilisation of all our employees' skills and talents by agreement to employ the person in a more advantageous work situation through promotion, transfer, or demotion, and to enhance the career, learning and development of employees.

General Policy

In line with valuing diversity and dignity, Samarthan encourages the policy of open promotion, transfer and demotion of individuals to positions on the basis of qualifications and suitability without regard to sex, age, Scheduled Tribe, Scheduled Caste, Minority Class, Other Backward Class, religion, colour, race, ethnic origin, marital or parental status, sexual orientation, creed, mental or physical disability, political belief, national origin, HIV/AIDS status, or any other reason. It is the policy of Samarthan to fill employee positions with the best-qualified and best-suited candidates either by promoting, transferring or demoting an employee or by hiring from outside the organisation.

Definition of Terms

Promotion

The permanent movement of an employee from a position in one role to a



position in another role of increased responsibility or complexity of duties and in a higher salary range.

Transfer

The permanent lateral movement of an employee from one position to another position in the same or another role assigned to the same salary range.

Demotion

The permanent movement of an employee from one position in role to a position in another role of decreased responsibility or complexity of duties and in a lower salary range.

Reclassification

The permanent movement of a person's title and / or salary range. Reclassification may result in a promotion, transfer, or demotion of an employee.

Promotions and Transfers

The Management Committee may promote or transfer a qualified employee to a vacant position without advertising the vacancy. However, all employees of the organisation must be made aware of the vacant position and be given consideration. The Management Committee will determine if the employee is qualified for the position before a commitment to transfer or promote the individual is made.

Demotions

The Management Committee may demote an employee by reassigning him / her to another position or by reclassifying the employee's position, to a level at which he / she will be able to meet performance requirements, to apply disciplinary action for misconduct, or for other reasons. An employee may request a demotion to start training in another occupation, to continue employment when a redundancy is imminent, or for other reasons.

Promotion and Transfer Opportunities Procedure



The purpose of the Promotion and Transfer Opportunities Procedure is to enhance the career advancement opportunities of employees by providing each employee the opportunity to apply and receive consideration for promotion or transfer.

Details of any available jobs will be made available and an employee who wishes to apply for one of these vacant positions must do so by expressing an interest to the Management Committee.

Employees who meet the following requirements may make application and be considered for a promotion or transfer:

- Meets the minimum qualifications for the job or has clearly demonstrated the ability to perform the job.
- Has been employed in his / her current position for a minimum period of six consecutive months (the Management Committee may approve exceptions to this provision, particularly if an employee is being forced to seek another job due to circumstances beyond his/her control). In the event the Management Committee approves a promotion or transfer prior to completion of the 6 months training period and the employee is hired into a new position, a new 6 months training period is established.
- Has a satisfactory record of performance in his / her current position.

An employee's expressed interest in a position will not jeopardize his / her current position or future opportunities.

An employee who makes application for a promotion or transfer may be required to take job-specific testing.

The Management Committee will determine the effective date of a promotion or transfer.

Pay Rate Adjustment upon Promotion, Transfer or Demotion

Promotion

When an employee is promoted to a position of increased responsibility or complexity of duties requiring a change of title and having a higher salary



range, he / she will receive a salary adjustment.

Transfer

An employee, who transfers laterally to another position having the same or a different title, and the same salary range, is not eligible for a salary increase.

Demotion

Upon demotion or downward reclassification of an employee's current position, an employee's salary may remain unchanged, if within the salary range of the new position, or may be adjusted to an appropriate level within the new salary range as agreed upon by the Management Committee. The new pay rate shall be determined by consideration of the circumstances related to the demotion, the employee's employment record and job performance.

Promotion, Transfer or Demotion Authority

The Management Committee is responsible for insuring that the Promotion, Transfer or Demotion Policy is uniformly and equitably administered and all promotions, transfers, or demotions must have the prior approval of the Management Committee.

Temporary Assignments

Assuming other duties for a brief temporary period of time does not constitute a promotion and generally would not entitle the employee to additional compensation. However, individuals placed in an acting status or who are required to assume significant additional responsibilities for an extended period of time may be entitled to a temporary salary increase upon approval by the Management Committee.

Appendix III: Disciplinary and Grievance Policy

We anticipate and expect that your time with Samarthan will be mutually successful and that there will be no cause for concern or complaint on either side. However we acknowledge that difficulties may occur from time to time, which cannot be resolved on an informal level. To this end we have designed a Disciplinary and



separate Grievance Policy.

Disciplinary Procedure

Samarthan aims to ensure that there will be a fair and systematic approach to the achievement and maintenance of standards of conduct, attendance and job performance affecting all employees within Samarthan.

When standards are not maintained, disciplinary warnings should be seen as an attempt to improve an employee's performance or conduct rather than merely as a punishment, but where employees consistently fail to meet the standards required, they may be dismissed.

You do not have a contractual right to be treated in accordance with this procedure. While Samarthan will normally follow this procedure, it reserves the right to omit part or all of the steps set out below or to dismiss you without following this procedure at all, should it, in its sole discretion elect to do so.

Principles

- No disciplinary action will be taken against an employee until the case has been fully investigated. Samarthan understands the period prior to a disciplinary hearing can be stressful for all involved. Investigations will therefore be concluded as quickly as possible.
- The employee will be given reasonable written notice of the proposed time and date of any hearing. The written notice will also set out the nature of the allegations made or performance issues to be discussed, and any evidence to be considered.
- At all stages the employee will usually be advised of the improvement required, the period that the warning will be held on file, as well as the consequences of a failure to improve or further breaches of Samarthan standards during the life of the warning.
- No employee will be dismissed for a first breach of discipline except in the case of 'gross misconduct' when the penalty will be dismissal without notice or payment in lieu of notice.
- An employee has a right to appeal against any disciplinary penalty imposed at every stage of the warning's procedure.

Disciplinary Hearing Procedure



Examples of behaviour warranting disciplinary action include the following, non-exhaustive list:

- Conduct issues such as lateness, unsatisfactory attendance, and abusive behaviour;
- Capability issues such as failure to meet the required standards of job performance.

Formal Verbal Warning (Stage 1)

If conduct, attendance or performance does not meet acceptable standards the employee will normally be given a verbal warning. A verbal warning would be given at a disciplinary hearing. The employee will be given reasonable notice of the proposed date and time of the hearing. The Management Committee will conduct the hearing, and the nature of the cause for concern will be made clear to the employee. The employee will have the opportunity to state their case.

If, after hearing the employee's representations, a verbal warning is justified, the employee will usually be informed of the following:

- The shortcomings in respect of which the warning is given.
- Improvements necessary to meet the required standard.
- The time scale over which such improvements are expected to take place ('the review period').
- Any guidance needed to assist in such improvements.
- Consequences of failure to meet the standards required.
- An indication during the warning period of whether the standards are being achieved.

A record of the meeting will be made. The warning will be considered 'spent' after 6 months of satisfactory performance and conduct, or on the successful completion of the review period, if later.

Written Warning (Stage 2)

If standards have not been met during the review period or before the previous warning is spent, or if there is a separate instance of poor performance or misconduct during such time following a verbal warning, or where the matter is of a



sufficiently serious nature to omit the verbal warning stage, a first written warning may be issued.

A disciplinary hearing will be held giving the employee an opportunity to state their case. The Management Committee will conduct this meeting. The employee will be given reasonable written notice of the proposed date and time of the hearing.

If after hearing the employee's representations, it is decided that the employee has fallen short of required standards of conduct or performance, a formal written warning will be issued to the employee.

The employee will usually be informed of the following:

- The shortcomings in respect of which the warning is given.
- Improvements necessary to meet the required standard.
- The time scale over which such improvement is expected to take place ('the review period').
- Any guidance needed to assist in such improvements.
- Consequences of failure to meet the standards required.
- An indication during the warning period of whether the standards are being achieved.

A record of the meeting will be made. The employee will have the right to appeal against the decision taken. The warning will be considered 'spent' after the successful completion of the review period.

Final Written Warning (Stage 3)

If, despite warnings, standards have not been met by the end of the review period or before the previous warning is spent, or if there is a separate instance of poor performance or misconduct during such time or the matter is sufficiently serious to omit stages 1 and 2 above, a final written warning may be issued.

A disciplinary hearing will be held giving the employee an opportunity to state their case. The hearing will be conducted by the Management Committee. The employee will be given reasonable written notice of the proposed date and time of the hearing. At the same time the employee will be given information as to the nature of the allegations made or performance issues to be addressed.



If after hearing the employee's representations, it is decided that the employee has fallen short of required standards of conduct or performance, a final written warning will be issued to the employee.

The employee will be given the final written warning confirming:

- The issues discussed at the hearing.
- The employee's shortcomings in respect of which the warning is given.
- The steps to be taken to address the shortcomings and to meet the required standards.
- The time scale over which such improvement is expected to take place ('the review period').
- Any guidance needed to assist in such improvements.

The employee will be informed that failure to address the shortcomings within the specified period set out in the final written warning will result in dismissal.

A record of the meeting will be made. The employee will have the right to appeal against the decision taken. The warning will be considered 'spent' after 12 months satisfactory performance and conduct, or on the successful completion of the review period, if later.

Dismissal (Stage 4)

Dismissal is the final stage in the procedure. In cases of Gross Misconduct, the employee may be summarily dismissed.

If, despite warnings, standards have still not been met by the end of the review period or before the previous warning is spent, or if there is a separate instance of poor performance or misconduct within such time period, or the matter is sufficiently serious to omit stages 1, 2 and 3 above, the employee may be dismissed.

A disciplinary hearing will be held giving the employee an opportunity to state their case. The hearing will be conducted by the Management Committee. The employee will be given reasonable written notice of the proposed date and time of the hearing. At the same time the employee will be given information as to the nature of the allegations made or performance issues to be addressed.



If after hearing the employee's representations, it is decided that the employee has fallen short of required standards of conduct or performance, the employee will be dismissed.

The employee will be provided, as soon as is practicable, with reasons for the dismissal, and advised of the date on which employment terminates and of their right to appeal to the Governing Body of Samarthan.

Summary Dismissal & Gross Misconduct

Summary dismissal is a dismissal that is deemed serious enough to warrant immediate dismissal without notice or pay in lieu of notice. Samarthan will only utilise this route for the most serious offences involving Gross Misconduct.

The following are examples of Gross Misconduct, which may result in summary dismissal. The list is not exhaustive.

- Dishonesty.
- Breach of confidentiality.
- Bringing Samarthan or its external partners name into disrepute.
- Discrimination, Victimisation or Harassment.
- Serious abuse of the I.T systems including any breach of Samarthan email or Internet policy.
- Being under the influence of alcohol or drugs whilst at work.
- Unreasonable refusal to obey lawful instructions or carry out duties or obligations.
- Negligence or deliberate damage.
- Breakdown in trust and confidence.

The decision whether to summarily dismiss will be taken following a formal disciplinary hearing, normally conducted by the Management Committee.

The employee will be given reasonable written notice of the proposed date and time of the hearing. At the same time the employee will be given information as to the nature of the allegations made or performance issues to be addressed.

If after hearing the employee's representations, it is decided that the employee has



committed an act of Gross Misconduct, they will be dismissed immediately without notice or pay in lieu of notice.

The employee will be provided, as soon as is practicable, with written reasons for the dismissal, and advised of the right to appeal to the Governing Body of Samarthan or their nominated representative.

Suspension

If an employee is accused, or suspected of an act of which may result in disciplinary action, they may be suspended from work on basic pay, normally for no more than 7 days, while Samarthan investigates the alleged offence.

If no disciplinary action is taken, the employee, where appropriate, will be refunded appropriate pay or other applicable allowances.

Appeal Procedure

An employee has the right to appeal against any stage of the formal disciplinary procedure. Appeals against disciplinary action must be made to the Management Committee in writing, within 7 days of the date of the letter confirming the disciplinary outcome.

The Management Committee will arrange a meeting to hear the appeal.

The Governing Body or their nominated representative will normally hear appeals against dismissals.

Grievance Policy

Samarthan recognises that from time to time employees may have grievances relating to their employment. Samarthan encourages free communication for employees to discuss any questions and problems arising during the course of employment and, where possible, to resolve issues quickly and to the satisfaction of all concerned. The following procedure should be adopted if you have a grievance arising from your employment, except where the matter constitutes an appeal against a disciplinary decision, when Samarthan disciplinary appeal procedure should be followed. While Samarthan will normally follow this procedure, it reserves the right to vary or omit the procedure.



The Informal Approach

Often minor issues are handled most effectively through informal discussion, with the objective of resolving the issue jointly.

The Formal Approach

Where informal approaches are not appropriate, or have not succeeded, you may initiate the formal grievance procedure.

Raising the Complaint

You should initially raise the matter in writing with the Management Committee.

The written complaint should:

- make clear the nature of the problem;
- list the relevant facts; and
- indicate any witnesses who should be interviewed.

Investigating the Complaint

Once a formal complaint has been raised, an investigator will be appointed, who will:

- talk to you about your complaint, obtaining any further relevant details;
- investigate the facts surrounding the grievance including taking witness statements from relevant people;
- arrange for a hearing to take place;
- give reasonable written notice of the proposed time and date of any hearing and
- produce a summary of the investigation.

The Outcome of the Hearing

Following the hearing you will be informed of the following:

- the outcome of the hearing;



- the reasons for the decision;
- the nature of any action to be taken to remedy the situation; and
- your right of appeal against the decision.

Appeals

You have the right to move to the next stage of the procedure if you disagree with the outcome of the grievance hearing.

In order to appeal, you must:

- write to the Governing Body of Samarthan;
- outline the grounds for your appeal in your letter; and
- exercise this right within 7 days of receiving confirmation of the outcome of the grievance hearing.

If you appeal, you will be given reasonable written notice of the proposed time and date of any hearing. The purpose of the appeal is not to re-run the grievance hearing but to assess whether an error has been made in the original decision.

During the Appeal Hearing

- You should state the reason for your dissatisfaction at the outcome of the grievance meeting and the grounds on which the appeal has been made.
- You should then present any factual evidence that supports your case.
- The meeting may be adjourned if it becomes clear that:
 - special circumstances exist;
 - emotions are running too high to permit proper discussion of the facts;
 - further investigation and/or checking of facts is required.
 - when this is the case, the adjournment will last no longer than is necessary.

The Outcome of the Appeal

You will be informed of the following:

- the outcome of the appeal;
- the reasons for the decision;
- the nature of action to be taken, if any, to remedy the situation; and
- the fact that the appeal decision is final and the matter will be closed thereafter.



This information will be confirmed to you as soon as possible. No further appeals can be made.



Appendix IV: Acknowledgement of Receipt of Employee Handbook

I acknowledge receipt of a copy of this Samarthan Employee Handbook. I confirm that I have read and understood the terms of this handbook and agree to accept my employment under such terms.

Signed as a Deed

And delivered by the said

Full Name of Employee:

Dated:

In the presence of:

Witness Signature:

Witness Name:

Witness Address:

Witness Occupation:



Dated:

.....

