

HR & ADMINISTRATIVE POLICY 2015



DIVYA JYOTI MAHILA VIKASH

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I. Introduction

Divya Jyoti Mahila Vikash (DJMV) is a nonprofit organization working towards women empowerment, education and livelihood promotion. DJMV aspires to improve the living conditions of the poor and marginalized by adopting strategies through community initiative, participation and sensitization. Founded in 2000, the organisation has worked among backward communities in the interior unreached pockets of coastal Odisha, identified as one of the most under developed states in India. Women self help groups have been taken as the base for all interventions and livelihood activities enabling them to contribute towards mainstream development process.

LEGAL STATUS :

- DJMV is registered under Societies Registration Act XXI of 1860 vide number GJM No: 6260-21 of 2001-2002 on 9.05.2001.
- DJMV is registered under Foreign Contribution Regulation Act FCRA 1976 vide Registration Number 104910154 / 2009 dated 21/07/2009.
- Registered under section 12AA(2) of Income Tax Act 1961 vide registration number 17/2009-10 dated : 16.06.2009 and permanent account number AAAAD5702F

VISION: We at DJMV envision a society where women have the guaranteed opportunities of development that enables them exercise their right to education, health, livelihood and social security.

MISSION: DJMV is dedicated for uplifting the status of women especially those from the marginalized section of the society through various development initiatives.

OBJECTIVES:

- To promote community based organizations at grassroots level for sustainable development in rural and coastal areas.
- To provide livelihood promotion and social inclusion services to the poor and low income clients in rural and semi urban areas with innovative solutions.
- To promote value based education among children, women and youth for holistic development.
- To provide capacity building to various stakeholders and undertake evidence based research on various development themes.
- To work on various issues like HIV/AIDS prevention, Environment and Climate change.
- To network with Government, NGOs, and CBOs for advocacy and policy level changes.

About the Manual

The purpose of this manual is to set out the VIEWS NGO's Human resource & administrative policies and procedures. All members and staff of the VIEWS as a day-to-day administration guide including reporting responsibilities in relation to the VIEWS programme would use this Manual.

This Manual has been developed in line with the organizational Human resource and administrative policies of VIEWS should be used only as a guide. All staff members of VIEWS agree to be bound by the procedures laid out in this Manual.

All the policies recorded here are subject to amendments by the Executive Director of VIEWS and Board of Governance when required.

Preliminary

- The Rules are called “VIEWS” HR and administrative rules
- The Rules have come into force with effect from 1st April, 2014 and will remain effective unless amended/rescinded by the appropriate authority
- The Expression “Executive Director” means the person who is the Secretary cum CEO of VIEWS appointed by the Board of Governance to remain in overall charge of all operations and activities of VIEWS.
- Interpretation of the HR and Administrative Rules, the expression of “Authority” means the person or persons authorized by the Director to act and take final decision in such matters.
- The Executive Director may change all or any of the Rules from time to time in the interest of better and more efficient work performance, without, however, prejudicing the bonfide interest of the employees.

Scope and Purpose

This Manual has been designed to help the team members to work together as one team irrespective of the positions. It is also designed to help the VIEWS Board of Governance and Management effectively manage and support the entire VIEWS team ensuring smooth delivery of targets and adherence to the principles of VIEWS ways of working. This manual lays out the working conditions which would be applicable to the entire VIEWS team.

It is expected that these systems would help in ensuring sound administrative, finance and HR practices, procedures and policies within the VIEWS projects.

In case of any disputes in interpretations and/or applications of the policies and procedures, the decision of the Executive Director of VIEWS will be final.

I. Human Resource

I.1. Recruitment

All employment in VIEWS is contractual and the period of contract shall not ordinarily one year in any case provided, that the contract may be renewed in such cases, where retention of the employee is considered necessary in the interest of the work of the organization and there is scope of utilizing the services of the employees in VIEWS.

Contractual appointment, ordinarily for one year shall be lesser period, apart from other reasons, for the purpose of keeping the age limit of the employee viz., attainment of sixty of age. In exceptional cases, where it is deemed to be of special interest to VIEWS, the Executive Director may authorize the extension of service of staff member on a year to year basis for up to five years beyond attaining the age of Sixty.

- a) Posts in the organization are to be filled up either by Direct recruitment or by transfer or by promotion of the discretion of the Director.
- b) Any person irrespective of caste, creed or religion will be entitled to be employed in the services of this organization provided the person conforms to educational and other qualifications and experience required for the post and is medically fit and otherwise suitable for the post.
- c) Appointment of staff shall be made by the Executive Director or any person authorized by the Executive Director.
- d) Recruitment to any post under VIEWS may either by examination or by interview or both. Candidates appearing for examination and / or interview will not be entitled to any travelling expenses for the journey to appear in the examination or the interview unless it is specially decided otherwise by the Director in any particular case.
- e) In case of vacancies to be filled in by recruitment on contractual conditions, the Executive Director or any person authorized by the Executive Director, shall appoint one or several persons to conduct the interview and /or examination and recommend a panel for appointment.

I.1. Duties, Functions

- A person appointed to any post under VIEWS shall perform such duties and functions as may be assigned to him / her by the Executive Director or any other authority empowered by him/her in this behalf.
- Such duties and functions may be changed by the Executive Director or the concerned authority as and when necessary in the interest of the organization and his/her decision in such matters shall be final.
- An employee shall be required to perform not only duties and functions allotted to him/her but also such other duties and functions as are incidental to her/his principal duties and functions.

- Every employee entrusted with the duty of supervision and control over the work of other employees shall take all possible steps to ensure integrity and devotion of duty of such employees.
- A person appointed to any post under VIEWS shall be eligible to be posted any place in India where the project is under implementation or going to be started.

1.2. Liabilities of the Service

- A person appointed to any post may be placed on trial period of 3 (three) months. The trial period may be extended for such period or periods may be considered necessary. Only on the successful completion of the trial period, the person can be offered contractual employment.
- While trial, an employee may be discharged from Service without any notice and without assigning any reason.

1.3. Induction

Induction of all new team members is the responsibility of the respective Heads of the departments (Programme/ Finance cum Administrative) and the line manager. A standard induction pack should be prepared in consultation with all member organizations and kept ready for delivery whenever a new team member joins.

1.4. Performance Management

To be able to support and manage the VIEWS team, there will be a uniform performance management system for the entire team, which would fit into the principles of performance management of all VIEWS staff members. This will be to ensure that there is a standard system of performance management, which will support all VIEWS managers to manage their team effectively. As a part of the process, Performance Management Agreements, in a standard format, will be done in consultation with the respective line managers which will be reviewed every year.

1.5. Pay and Allowance

- a) The basic salary of the employee shall be such as may be specified in the contract of the employment, provided that the Executive Director may or at his discretion, grant, increment to employee on satisfactory completion of one year of service.
- b) House Rent Allowance shall be payable to every employee at a rate or rates to be decided by the Executive Director having regard to changing HRA and other factors as will be decided by him/her.
- c) The Director may sanction such other allowances to any category of staff he/she may decide from time to time having regard to the nature of their duties and responsibilities.
- d) Field / Travel allowance for official tours including tours on transfer shall be payable to every employee at such rates as may be fixed by the Director from time to time.

e) All required taxes and charges will be withheld from the salary and / or other duties of the employees and remitted to the proper government authorities according to existing statutes, rules and regulations, which may apply.

1.6. Salary Increment

At the end of each year of service staff shall be entitled to an increment in salary. Executive Director of VIEWS keeping in view the rate of inflation and other determinants prevalent at that time will mutually decide the increment of each employee. The Executive Director will intimate the salary increment of staff to respective VIEWS staff members.

1.7. Promotion

All appointments and promotions shall be made at the discretion of the Executive Director and no employee shall have a right to be promoted to any particular post or grade. Promotion cannot be claimed only on the basis of seniority or academic qualification.

1.8. Grievances Procedure

If an employee has a grievance or complaint relating to their work, their working conditions, their pay and benefits, working hours, or treatment at the hands of their work colleagues, or if any employee is concerned about their health and safety or a breach of their statutory employment rights or any other issue affecting their employment, they should first talk the matter with their immediate line manager. The line manager will discuss the employee's concerns in confidence, make discreet investigations, and attempt to resolve the matter speedily and fairly.

In the event the employee believes that they need to file a formal complaint, the grievance procedure should be followed. Grievances relating to employment, whether of a general or specific nature, should be taken up through the appropriate management channels within VIEWS as described below.

This procedure has two stages:

Stage i) a formal appeal to the line manager who is responsible for the employee (as defined in the employee's job description).

Stage ii) a formal appeal to a more senior manager if the matter has not been resolved at the first stage whose decision will be final and binding.

It may be appropriate for the matter to be dealt with by way of mediation, depending on the nature of the grievance. This involves the appointment of a third-party mediator, who will discuss the issues raised by the grievance with all of those involved and seek to facilitate a resolution. Mediation will be used only where all parties involved in the grievance agree.

The line manager should acknowledge the letter from the employee within five working days of the grievance being raised. The line manager should then organise a meeting with the employee to discuss the grievance. This should be done as soon as reasonably

practicable. A note of the discussion should be made and the line manager should confirm the decision in writing to the employee. Failure to resolve the problem will necessitate the use of the next stage of the procedure.

For unresolved matters, the employee should refer the grievance in writing to VIEWS Management (including Director, Head of Programme and Head of Finance), ideally within 14 days of the first hearing. The VIEWS Management will conduct a hearing in confidence to resolve the issue. Wherever required, the Human Resources Department of the VIEWS will be consulted and informed about such grievances.

1.9. Conduct & Disciplinary Procedure

All team members are expected to meet the VIEWS standards for attendance, work performance, code of conduct and business conduct at all times. Where standards are not met and behavioral conduct or performance falls below organization requirements, disciplinary action may be taken. Any disciplinary procedures will be handled in a fair, constructive and consistent manner. It should be noted that the final stage of the disciplinary procedures may lead to dismissal.

- Every employee will be required to be punctual in attendance and such employees may be specified by the Director in the behalf, shall sign the attendance register while reporting for duty and leaving the office on expiry of duty hours.
- For every five day's late attendance of any employee, one day casual or annual leave, if necessary shall be debited to the leave account of the employee.
- Habitual irregularity and non-punctuality in attendance shall entail disciplinary action against the erring employee.
- Every employee shall maintain strictest secrecy regarding the internal affairs of the VIEWS and its constituent and take utmost care so that no confidential matters which have come to his knowledge in course of discharge of his/her duties are leaked out.

1.10. Termination

Termination of employment can occur for a number of reasons:

- End of Contract: All VIEWS contracts are fixed term contracts.
- Dismissal (early termination of contract);
- Redundancy (i.e. position comes to an end);
- Resignation;
- Death in service.

For all types of termination, any VIEWS property held by the employee must be retrieved from her / him before a release letter is issued. A final payment form (less any deductions for money owed to VIEWS) must be completed and signed by both the employee and manager. This should be sent to the VIEWS Head Office for final payments and a copy should be kept on the employee's personnel file. Certificates of Employment are provided for all staff on request.

1.10.1. End of Contract

Staff in such cases is entitled to:

- Salary up to their final day of work
- Gratuity (if applicable).
- Provident fund accrued in his / her account till that date (If applicable)
- Any monies owed by the employee must be deducted before the final payment is made
- A reference if requested from the line manager

1.10.2. Dismissal

Please look at the section on Grievances / Disciplinary for details on the circumstances and procedures involved in a case of dismissal. Dismissed employees are entitled to:

- Pay due up to the date of dismissal
- Provident fund accrued in his / her account till that date (If applicable)
- Any monies owed by the employee must be deducted before the final payment is made
- References will not be given where an employee has been dismissed, but a certificate of employment, stating starting date, finishing date and job title, may be given on request

1.10.3. Redundancy

The VIEWS Projects continuation is dependent on the contract signed with various partners.

All staff that is made redundant is entitled to:

- Salary up to final day of work
- One months notice of redundancy or one month's salary in lieu of notice
- Proportion of gratuity (if applicable)
- Provident fund accrued in his / her account till that date (if applicable)
- Any monies owed by the employee must be deducted before the final payment is made
- A reference, if requested, from the line manager

1.10.4. Resignation

Resignation is where an employee leaves of her/his own choice and fulfils the resignation requirements, which is one month's notice in writing of their intention to leave to their line manager. The line manager will then notify the HR& Finance department of the VIEWS Head Office, and a resignation acceptance letter to the employee in question will be issued. Staffs who resign is entitled to:

- Salary up to their final day of work
- Proportion of gratuity (if applicable)
- Provident fund accrued in his / her account till that date
- Any monies owed by the employee must be deducted before the final payment is made
- A reference if requested from the line manager

1.10.5. Death in Service

The policies of the VIEWS organization would apply in this unfortunate situation.

1.11. HR administration

Staff files are highly confidential and will in general be maintained by HR department of VIEWS organization. All performance appraisals, reviews, attendance records, time sheets, copies of all letters / memos issued to staff would be maintained in the VIEWS Head Office and will be shared with the project office as appropriate.

1.12. Security, Health & Safety

The VIEWS Board of Governance and Management strives to protect the security, safety, health and welfare of its staff whether on VIEWS premises or carrying out its business elsewhere in so as far as is reasonably practicable in the circumstances encountered by the nature of its work. At the same time, health and safety issues are a matter of individual responsibility and all staff should seek to take the necessary steps to protect themselves and others in the course of their work.

All staffs are entitled to safe work practices, a safe work place and safe access to and exits from the work place. The VIEWS NGO will provide induction for all new employees on security, health and safety, as appropriate and consult with employees on matters of health and safety, as appropriate. Each VIEWS project office will be assessed from time to time for meeting the safety requirement; corrective action will be taken when necessary.

All VIEWS team members should be covered by insurances for personal accidents and health care.

1.13. Relocation for joining/ Change in work location

A new staff joining VIEWS may have to relocate from present location to the place of joining. As an initial support to the staff, the relocation cost, including transportation, boarding and lodging shall be reimbursed to staff to the maximum limit of Rs.5,000.

In case an existing staff is required to relocate on the direction of VIEWS Management, the entire relocation cost will be reimbursed to the staff. In such cases, the process of relocation has to be discussed and agreed with the Executive Director.

Administrative

2.1. hours

The VIEWS offices work 6 days a week (Closed on Sunday) from **9.30 AM to 5.30 PM**, including lunch break. Staff has the flexibility of half an hour in the morning and evening timings. The staff is expected to work a minimum of 40 hours in a week. Each staff is expected to submit their monthly plans to their line managers and maintain a record of the tasks done. Team members could be required to work additional hours based on programme needs. This will be decided in agreement with the respective line managers.

The team should try and avoid late sittings and working on weekends/holidays. The Line Managers should ensure that these options are resorted to only in case of emergency and they do not become a general practice. It is also expected that members should not

carry work to home after office hours instead plan appropriately. In case of the Project Offices the Program Manager's consent is essential to open the office on a non working day and similarly in case of the VIEWS Head Office the consent of the Executive Director of VIEWS is essential to do so.

2.2. Leaves and Holidays

All team members in VIEWS are entitled to the following types of leaves and holidays:

Public holidays – 15 days including the 3 national holidays (Republic Day, Independence Day and Gandhi Jayanti) as decided by the VIEWS Executive Director in consultation with the team at the beginning of each calendar year.

Annual leave – 20 working days per year (January to December) available pro rata for those joining midyear. Any annual leave needs prior approval from the line manager. Leave applications for leaves more than 3 days should be submitted at least 5 days prior to going on leave. In exceptional cases, the team member should call the line manager to inform his / her absence latest by 10 AM of that day. Approval of leave has to be taken from line manager.

Sick leave – up to 12 days per year (January to December); the team member should call and inform the line manager if s/he is not well and wish to avail sick leave. All sick leaves would need to be self certified and any sick leave over 2 days would need a doctor's certificate.

The line manager may grant, refuse or revoke leave at any time according to the needs of the programme. However this would be done in consultation with the staff member.

The leaves not availed during the year shall lapse at the end of the year. However, Annual Leaves, maximum up to 5 days, not availed during the year can be carried forward till the first quarter of next year.

Maternity leave shall be for **3 months** and may be revised as per the changes in laws, if any.

Paternity Leave shall be for **10 days**.

2.3. Insurances (accident & hospitalization)

All VIEWS team members will be provided adequate insurance coverage by organizations. The amount will be adjusted from the staff's salary.

2.4. Custody, Use and Safety of Assets

Requisitions for Assets like laptops, pen-drives, external hard disks, cameras, etc. have to be submitted in the Equipment Requisition Form (**Annexure 5**).

Assets, which are issued to team members, are the responsibility of the member to assure that safety and functionality of equipment/asset/property entrusted to them are maintained.

Assets in stock have to be kept under safe custody with the Finance department and project Accounts officers. Any member leaving the VIEWS NGO has to return all the assets issued to him/her to the authorized person.

2.5. Telephone Reimbursement

For the use of personal phone for official purposes, project staff can claim reimbursement up to Rs.200 per month, Program Manager upto Rs. 300 per month and Executive Director can claim up to 750 per month. The reimbursement is subject to approval from the Line Manager/ Executive Director. Any claim above the stated amount need to be justified and approved by Line Manager and Executive Director. No other reimbursement towards telephone expenses shall be admissible.

2.6. Code of Conduct

All team members are expected to adhere to the values and principles laid out in the attached Code of Conduct. They will be required to sign this document when they join the VIEWS team.

3. Travel and Local Conveyance

Team members may be required to travel during the course of work within the state and between VIEWS Office and Partner's offices. It includes local conveyance within the city.

3.1 Travel Forms

Once the travel dates have been finalized, a Travel Plan should be submitted to the Line Manager for approval at least 3 days before travel. Advances for Travel can be taken from the respective Accounts/Finance Officer by filling the Travel advance Form on approval of Line Manager.

3.2 Approval for Travel

Verbal approvals will not be considered. All approvals have to be in writing over email and/or through Travel Approval Form.

3.3 Mode of travel

Mode of travel is to be considered on the basis of distance, time and urgency. Safety and security should be considered on deciding the mode of travel. Travel within State and between the states and national office should be undertaken by rail, road or air as appropriate. All air booking has to be done by economy class with the prior permission from Executive Director and care needs to be exercised to avail the cheap and best option.

In normal Practice, all the tours to places with public transport facilities shall be covered only by public transports and TA will be claimed as actual. Where public transport is not available, office motorcycles may be used subject to maximum distance coverage of 80 kms including to & fro Journey. All travels must be entered in the log book and photocopy of log book must be enclosed with TA bills for reimbursement of P.O.L

(petro, oil, lubricants). Executive Director, Project heads, EC members on duty can use cars, 2nd AC etc. The travel expense should be attached with tour plan and tour report at the time of reimbursement.

The head/project office will coordinate all travel bookings. Service providers for travel bookings will be shortlisted based on their quotations. Staff is encouraged to use services of these travel agents.

3.4 Rate of Reimbursement

The monthly rate of TA/DA reimbursement shall be within the limits prescribed from time to time. All local staff travelling (outside the field operation) on VIEWWS's business out of their normal duty will receive a daily per diem of Rs.250/- (Rs. 50 for breakfast + Rs. 100 for Lunch + Rs. 100 for dinner) or as actual on presentation of bill. The accommodation expenses will be reimbursed on presentation of the receipts. If the staffs spend more than 12 hours continuously in the field, he/she eligible to receive daily field allowance Rs. 50.00 per day. These expenses will be monthly reimbursed to the employees by presenting the expenses report. The Executive Director is eligible for air travel and 2nd AC in Train for official trips. The Head of the Department, Program Manager and Finance Officers are eligible for 3rd Ac and field operations staff is eligible for sleeper class tickets in the train. In Emergency case, a special permission should be taken in written from Executive Director of VIEWWS. All the staff members and board members eligible for Travel claims as per range mentioned below

Designation	Per diem Per day	Accommodation
Executive Director	Rs. 600 per day	Within Rs. 4000
Project staff members	Rs. 250 per day	Within Rs. 1000

The travel expense of metro cities and international travels would be reimbursed based on actual expenditure approved by the Executive Director of VIEWWS In exceptional cases approval to be taken from the relevant line managers. Travel Expenses have to be verified by Finance Officer and approved by the line managers.

No individual may authorize payment of his or her own travel costs (including tickets purchased for their travel).

3.5 There may be certain occasions where the expenses incurred by a member may exceed the limits as defined above. Special approval has to be taken from Executive Director/ Head of Finance in such cases.

3.6 All travel advances to be cleared within five working days from return of travel through the Travel Reimbursement Form.

3.7 Local Conveyance

Local conveyance used for official purposes is reimbursable on actual basis. In case taxi is hired, it has to be supported by a proper bill. The prior permission has to be obtained from Project office for personal use of vehicle. In case personal vehicle is used for official purposes, the reimbursement will be made at

- i. **Rs.5 per km.** for two-wheelers, and
- ii. **Rs.10 per km.** for four-wheelers

The reimbursement for Local Conveyance shall be claimed in the prescribed form.

4. Amendments and Exceptions

4.1 The Board /Executive Director as a team shall have the right to amend, alter, add or delete any provisions from time to time and such alterations shall be binding on the team from the date it is approved.

4.2 The provisions and financial limits defined in the policy apply only to VIEWS Team members. The Executive Director shall approve travel, accommodation and other costs incurred for external consultants, Board of Governance, Board of Advisors, Donors and other CSO representatives, etc.

5. Formats

- i. VIEWS-Job Application form
- ii. VIEWS-Interview Call letter
- iii. VIEWS-Appointment letter
- iv. VIEWS- Staff Performance Appraisal
- v. VIEWS-Staff Handover Form
- vi. VIEWS-Exit Interview Form
- vii. VIEWS-Staff Salary Form
- viii. VIEWS-Appointment letter
- ix. VIEWS-Leave Application Form
- x. VIEWS-HR Check list