



# ***Human Resources Policy***

## ***SRU India***



**SRU India Head Office:**

20 Ft. Road, Near Pradhan Vatika, Nangli Vihar Extension, New Delhi-110043

## **Introduction**

This Human Resources Policy is a compilation of Social Research Upliftment (SRU India) India personnel policies and related human resource guidelines. The contents of this manual have been reviewed and developed by the Board of Members.

The Human Resources Policy is intended to give staff a clear understanding of the policy framework within which we strive to implement equitable and consistent management practices. All employees are expected to abide by the policies set out in this manual. These policies, when organized and disseminated in an easily used form, can serve to preempt many misunderstandings between employees and employers about their rights and obligations in the business place.

Having policies written is important so that it is clear to all what the policies are and that they are applied consistently and fairly across the organization. Whether written or verbal, are a part of an employment contract between the employee and the company. Without clearly written policies, the company is at a disadvantage.

Human Resources Policy and human resources guidelines will be reviewed regularly and updated as required.

## **About SRU India**

SRU India is a not for profit organization, registered under the Societies Registration Act XXI of 1860. The organization came into existence when a group of experienced professionals in the areas of health, nutrition, livelihood, gender and environmental professionals realized that there is need of coordinated initiatives at district, state and national level to assist national policies and program in covering most unprivileged and unreached populations. SRU is non-political and non-religious organization having its registered office at 473/C-3, Gali No-9, Nagli Vihar Extension, New Delhi.

The objective is to develop sustainable self-reliant community through active participation in development programmes. The organization believes that the community has the ability to successfully tackle the forces that exploit them. empowerment being the first step of development, it organizes groups and associations at the local level, which can gradually discharge the responsibilities of the regular functions and development activities on their own, thereby paving the way for the withdrawal of the organization.

The mission of the organization is to promote development in all sphere based on the principles of participatory decision making and appropriate utilization of locally available resources.

## **Vision**

Create Inclusive and Secure Society Where No One Feels Marginalized and Vulnerable

## **Mission**

Build the Capacities of Communities, Community Institutions and Its Stakeholders to Ensure Participation of Marginalized and Vulnerable Populations in Mainstream Development Processes

## **Hiring Process**

SRU India upholds a policy of non-discrimination in hiring on the basis of race, ancestry, color, ethnic origin, place of origin, citizenship, political belief, religion, marital status, sex, sexual orientation, age,

family status, handicap, record of offences and criminal or summary conviction charge that is unrelated to employment or the intended employment.

### **Vacancies/New Positions**

A vacancy occurs when Board Member and Project Officer has determined that a position is to be filled due to resignation, retirement, transfer or promotion of the incumbent or when a new position has been established and all approvals have been obtained. A vacancy does not occur when the incumbent is:-

- Acting in another position
- On leave-of-absence
- On vacation
- On sick leave

All vacancies will be declared upon the recommendation of the Project Director and the approval of the Board of Members.

### **Underlying Principles in the Filling of Vacancies**

Vacancies shall be filled:

- Through sound recruitment
- From the candidates who are eligible and meet the selection criteria for the position
- Subject to positive references

### **Recruitment Process**

The process for recruiting staff will be as follows:

- 1) First opportunity is offered to staff within the organization. No compromise to be made on skills and merits required for any post
- 2) Positions need to be advertised through all possible channels as Internet groups and forums and websites if needed, and budgets of project permit advertising in newspapers can be considered an option.
- 3) A three-member panel reviews the applications and short list interviewees
- 4) All candidates will undergo a written test / viva
- 5) All shortlisted candidates to be interviewed by respective program/project manager
- 6) Final interviews to be done with Project Directors / CEO / Chairperson as may be the need
- 7) CEO and Project Director level appointments need Board approvals.

### **ETHICAL GUIDELINES AND EQUAL OPPORTUNITIES**

SRU India focuses on Marginal, Vulnerable and Sexual Minorities health and development concerns. In its work, the organization will fully consider the implications of above said groups for themselves. Pertaining to this, SRU India's work will be guided by the following principles:

- Equal Respect for All
- Equal Opportunities
- Non-discriminatory and non-judgmental conduct
- Organizational actions promoting participation of these groups in management decisions

### **EQUAL OPPORTUNITIES**

SRU India is fully committed to Equal Opportunities (Equality) and Positive Action (Equity) in the fields of employment, training, social activities and service delivery that it provides generally to the individuals, groups, networks and communities it targets. Positive action enables groups that are discriminated against or who are under-represented to develop their full potential and start to overcome possible past discrimination. This organization will, where appropriate and practicable, take positive action to provide additional encouragement and assistance to particular groups facing discrimination or who are under-represented

**ATTENDANCE POLICY**

An effective attendance policy or absenteeism policy will help SRU India to ensure staff attendance to accomplish work. Depending on the type of work, this attendance policy or absenteeism policy will designate the number of days on which staff can be absent from work. A fair and consistently administered attendance policy or absenteeism policy is critical for SRU India’s success. Excellent attendance is expected from all employees of SRU India. At the same time a staff needs some personal for such unscheduled events as personal illness, immediate family member illness, and recreational trips (to refresh one’s mind from monotony of day to day work).

Attendance Policy in SRU India will provides guidance within Organization about how to manage the state of chronic absence from work. Absenteeism is usually addressed through progressively stricter disciplinary measures that can result in the termination of the individual's employment, which we want to avoid.

**Work Hours and office timings**

Full Time Employees will be required to work for a minimum period of **40 Hrs. (Forty Hours)** a week or **5 Days (Five Days)** a week. This may be spread out over the week according to the specific requirements. No leave can be taken as a matter of right.

However, if there are urgent matters on scheduled off days, then the person will be required to attend office. A person spending at least 4 hours in office on such off day can avail a Leave in Lieu on a working day after taking permission from Project Director. If the staff member spends less than 4 hours, then he/she will get ½ LIL.

As of now the project office timings are as follows (this may change temporarily due to emergent requirements on prior approval from Project Director):

	<b>Timings</b>	<b>First Half</b>	<b>Second Half</b>
Project Office	09:30AM –05:30 PM	09:30AM –01:30 PM	01:30PM –05:30 PM

Everyone is expected to sign in the attendance registers of respective project office. The time in and time out should be the time when one reports for duty in the office/ field / outdoor work with details of the field / outdoor work one has done.

\*\* The opening and closing time for office may be adjusted slightly on the earlier side by joint request by staff members. Staff members can adjust their individual timings by half an hour on the earlier side, after taking written permission from Project Director. It is to be noted that, one may need to stay on later than scheduled close of working hours at office. It is expected that staff members report to duty on time and finish work in time so that one can leave the office at the scheduled closing time. No one is encouraged

to stay on in the office after scheduled closing time without having any concrete work to do during that time (to avoid unnecessary waste of office resources).

The staff members are requested to come to office timely. Punctuality of staff members is necessary for smooth functioning of any organization.

A grace period of 30 minutes. From the scheduled opening time of the project office may be allowed. One has to remember that grace periods are being allowed for meeting emergent needs or for unforeseen situations like traffic jams, emergency situation at residence etc. Availing grace period for more than 30 minutes for more than 5 days per month will mean that this relaxation is being misused and will not be viewed favorably during appraisal. The working hours in office for all workers is 8 (eight) hours per day this can be scheduled according to the field work and the work they have in the areas where they go for outreaching and befriending.

However, the working hours may change according to the work they may have or for any trainings and workshops and events or miscellaneous work that they might have. However, the working hours may change according to the work they may have for any trainings and workshops and events or miscellaneous work that they might have. Field staff may have field which may demand working after or before scheduled office hours. Only for those days, the timings of that particular staff may be adjusted that the total work hours remains 8 hours- for this the concerned staff has to take approval of project manager through work plan prepared in advance. For project manager, the approval is to be taken from Project Director. The responsibility of adjusted timings must be made known to the PM by the respective staff member so that he/she is not marked late in the attendance register.

In case of Office Staff, if an individual is coming late, then the person should intimate the Administrative Assistant who in turn will disseminate it in the office. In case the Administrative Assistant is not available/ is on leave/ is on tour, then the information need to be given to Project Director (if Project Director is unavailable then to any Board members ) after calling up Project Office Phone no. The person informed will be responsible for disseminating it in the office.

In case of office Staff, if an individual is coming late, then the person should intimate the project manager. If project manager is not available/ is on leave/ is on tour, then the information need to be given preferably to MIS staff (if MIS staff is not there, then to the counselor) after calling office phone no. The person informed will be responsible for disseminating it in the office.

### **Leave Policy**

- Casual Leave (CL): 14 days ( From April to March )
- Medical Leave (ML): 7 days ( From April to March )
- Maternity Leave (MTL): 6 months
- Compassionate Leave (CML): 7 working days (not including Saturday /Sunday/ Scheduled Leave).
- Holidays as per Leave calendar intimated by the Project Office (From January to December).
- Emergency Leave (EML): As and when required.
- Discretionary Leave (DL, based on local occasion): 2 Nos. for Project Office

All leaves in excess of the above leaves will be treated as Leave without Pay (LWP). If there is any Leave without Pay (LWP) for a particular month, then it will get deducted from the next month's salary (as attendance of a particular month is being received in the next month).

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The leave year runs from 1<sup>st</sup> April to 31<sup>st</sup> March next year. This is due to the reason that the Project Cycle is from 1<sup>st</sup> April to 31<sup>st</sup> March next year. Employees starting work mid-year will have an annual leave entitlement pro-rata. Employees leaving mid-year will also receive leaves pro-rata (proportionate to the total period worked in the organization). The Holiday calendar will reflect holidays from 1<sup>st</sup> Jan to 31<sup>st</sup> December for obvious reasons. The holidays from April to December will only hold well if the project is renewed.

All leaves should be availed after submitting leave application (duly sanctioned), to the project office. In cases of emergency only, the leave application can come after availing of the leave, but not after 7 days of availing the leave. But in no case can a leave be taken and an accompanying leave application is not forwarded to the project office. This will be viewed as breach of discipline.

For availing 7 day's leave at a stretch, an individual should intimate in writing to the concerned authority 7 days in advance. Otherwise, it will be considered as gross misconduct.

In case of ML beyond 3 (three) days, Medical Certificate by a qualified / registered Doctor has to be produced to the concerned authority and it should come to the Project Office.

If one requires any leave after his/her CL & LIL is exhausted (where ML is not exhausted), it may be granted without treatment of the leave as LWP on judging the exigency of the situation. If such a leave is granted, then it will be deducted from the ML. The decision for granting such leave is on the Project Director.

ML and CL cannot be tagged together (unless CL or ML gets exhausted and there is no other way to deduct the leave). However, LIL can be tagged with CL /ML.

In case a person has to travel on an off day (unless the train / bus / any other mode of transport is scheduled to leave originating station on or after 10 pm for onward journey and reaching the originating station before 8 am for return journey), then for every off day spent traveling an individual can avail Leave in Lieu.

The staff members whose wives have given birth are entitled to 7 days of paternity leave. Compassionate Leave will be granted in case of death of father, mother.

## LEAVE APPLICATION FORM

**Application Date** :

**Name** :

**Designation** :

**Leave Date** : \_\_\_\_\_ to \_\_\_\_\_  
**Type of Leave applied for:** CL / ML / LIL /SL/MTL/PTL/CML (Tick ✓ the type applied for)

- CL** = Casual Leave (Total available per financial year = 14)
- ML** = Medical Leave (Total Available per financial year = 7)
- LIL** = Leave in Lieu = In lieu of working on scheduled off days but after sanction from project office
- MTL** = Maternity Leave (3 months)
- PTL** = Paternity Leave (7 working days, not including Saturday / Sunday / Scheduled Leave)
- CML** = Compassionate Leave (7 working days, not including Saturday /Sunday/ Scheduled Leave)

All leaves should be exhausted before 20<sup>th</sup> March. If leaves exceed the scheduled quota then, leave will be treated as “Leave without Pay”.

**Reason:**  
**Work handed over to:**

Sr. No.	Staff name	Signature of the person to whom the work has been handed over to

**Remarks if any:**

### APPRAISAL GUIDELINES

**SRU India’s** staff members are expected to give their best efforts to make this project a success. So an appraisal system is needed for judging the performance of the staff members and also will serve as a guideline while deciding the extension of contract after expiry of the same. If after appraisal, the staff member’s services are found deficient he /she will be given a time to improve the performance. If still the same low levels continue the services will be terminated after giving due notice of 1 month. The notice period of 1 month will not be applicable if the same has not been incorporated in the appointment letter or the staff member has committed serious misconduct like theft, creating serious trouble in working of office moral turpitude etc. In such case the services will be terminated without notice.

For office, it will be the responsibility of the Project Officer to fill in appraisal form and hand it over to the Project Director.

All appraisal forms will be forwarded to Director who will do the final appraisal in consultation with Board Members after going through the filled up forms.

### PERFORMANCE APPRAISAL FORM

Name of the Employee:

Position held:

Name of the Manager:

Appraisal for the Period (Start Date and End Date):

Please give score to the employee. 1=Unsatisfactory, 2=Fair, 3=Good, 4=Very Good, 5=Excellent

Sl. No.	Parameters	Score
1	Meeting targets/deadlines/commitments - Target/result orientation	
2	Cost , Quality and time consciousness	
3	Planning capacity and foresight	
4	Dependability/ Reliability	
5	Creativity in work	
6	Work initiative	
7	Communication and interpersonal skills	
8	Documentation skills	
9	Problem-solving and Decision-making skills	
10	Team-working and developing others	
11	Delegation skills ( wherever applicable )	
12	Regularity	
13	Punctuality	
14	Beneficiary contentment ( wherever applicable )	
15	Integrity	
16	Temperament, ability to take stress and remain calm under pressure	
17	Adaptability, Flexibility	
18	Necessity of supervision as far as knowledge is concerned	
19	Necessity of supervision as far as reliability/initiative is concerned	
20	Presentability, Maintaining Office decorum, respect for fellow staff members and seniors	
	TOTAL	

**1. Performance appraisal**

The following areas need to be improved:

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The following measures (to be implemented and monitored during ongoing supervision) were agreed to improve performance.

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**2. Career development**



The following short-term goals to improve job satisfaction were noted:

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The following measures (to be implemented and monitored during ongoing supervision) were agreed to achieve these goals:

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The following long-term goals to assist in career development were noted:

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### **VOLUNTEER POLICY**

SRU India offers a range of engagement options that are designed keeping in the mind the diverse background of our volunteers and their varied interests, skills, knowledge and time availability. Volunteering options are UNIQUE in many ways. Volunteering is not just limited to execution of tasks or events (though internships and skill based volunteering may focus on task or event orientated activities) but creates a process where volunteers play an equal role in the design and execution of the tasks. It is also a unique process since it gives opportunities to volunteers to get aligned directly with affected children, marginalised communities and concerned duty bearers to bring about a positive change.

#### **Volunteer registration form**

Name:	
Home address:	
Work address:	
Telephone: (home) (work) (cell)	
Are we able to contact your place of work?	YES
	NO
Are we able to contact you at your house?	YES
	NO
Please briefly outline why you wish to become a volunteer with our organization (attach an extra page if you wish)	
Please outline the areas that you are most interested in being involved with (e.g. home-based care; administration work, fundraising)	

Please outline any specific skills you have	
How much time are you able to offer each week? (approximately)	
Are you able to participate in training and workshops?	YES
	NO
Please provide the name and full contact details of two referees	

### Volunteer participation record

Date	Name	Area of Contribution	Supervisor	Hours Worked

### GRIEVANCE POLICY GUIDELINES

The purpose of this policy is to provide a supportive framework whereby all grievances at SRU India can be effectively resolved.

In order that staff of SRU India may express their opinions and views freely and responsibly, this policy prohibits any act of reprisal, including internal interference, coercion, and restraint. This policy will allow the staff to vent out their grievances of all forms.

The grievant will be allowed such time off from regular duties as may be necessary and reasonable for the processing of a grievance without loss of pay, vacation, or other time credits, provided that normal leave procedures are followed. Employees must notify their supervisor in advance and receive prior approval of the necessity to be absent from work for preparation of the internal grievance.

The grievant may speak directly communicate with the Project Director / SMT Representative. Every grievant is requested to come with his/her grievances to the Project Director/ SMT representative after prior appointment on.

If any client has some grievance against any SRU India staff (may be a case of harassment), he /she may express the grievance directly to the project office or may drop a written complaint in a complaint box to be positioned at a prominent place in the DIC/office with a note written on top of it explaining that clients can drop their written complaint in that box.

The complaints box will be opened once a week in presence of the project officer, counsellor, Outreach worker, supervisor / Outreach worker and Peer Educator, the number of complaints counted and the complaints will be forwarded to the project office with a covering letter mentioning the number of complaints and signed by the coordinator, counsellor, ORW, supervisor and PE.

### Ethical Code of SRU India

SRU India condemns any substance abuse that interferes with rational thought process and allows for unsafe practices within its premises and in the course of its activities. SRU India also shall not be involved in trafficking of sex workers and condemns trafficking of any kind, especially of women and children, boy or girl, in the sphere of its work activities.

This suggested list of do's and don'ts was developed in consultation and suggestions made by members of the community and now forms part of ethical code of conduct and mentioned in this policy  
A suggested list of do's for all visiting Social Research Upliftments project offices

1. Keep the center clean and do not spit or throw garbage except in the Dustbin.
2. Encourage family spirit and clean healthy friendship.
3. Respect all sexual identities
4. Do voluntary work whenever possible.
5. Always give suggestions and feedbacks for improving the quality and range of our services
6. Report to the office on time and maintain proper reporting system.
7. Show loyalty towards your work, group and Trust.
8. Always solve your personal conflicts/fights within the organization with the help of your seniors and do not discuss official conflicts with outsiders.

### **The Staff Code of Conduct Policy**

Code of Conduct Policy of SRU India pertains to a list of activities deemed incorrect and non-negotiable behavior as defined by Board Members to promote a healthy work environment in SRU India work premises. The code of conduct policy will be attached with every Job Contract. It will be read, understood and signed by all staff members.

#### List of Non Negotiable / Gross misconduct

1. Borrowing or extracting money from subordinate staff on the basis of seniority
2. Asking for personal favors, especially sexual favors from subordinate staff
3. Sexual exploitation of fellow staff members/ having sex with subordinate staff
4. Having sex with fellow colleagues or any community member in office premises of SRU India even if it is consensual will call for termination
5. Alcohol / Paan / Gutkha / Tobacco or Drugs consumption in offices or during training programmes.
6. Violence of any kind, verbal (written or spoken) or physical (threat or actual) towards fellow colleagues, seniors or subordinates
7. Breaking confidentiality on the health status of any client or staff member

#### List of what can be construed Misconduct

1. Any kind of sale of illegal or stolen goods in any office premises
2. Sitting beyond stipulated office hours without the permission from CEO/ Director/Chairperson of SRU India.
3. Lunch break at office cannot exceed one hour, preferably from 1-2pm
4. Staff members should clean tables after having lunch or post any meeting.
5. Staff members should wash or keep their teacups/ plates in the kitchen.
6. Identity cards to be worn by the employees during the working hours in the office premises
7. Working from home without permission
8. Disturbing fellow colleagues with noisy and loud environment
9. Being part of any informal group (online or offline) that promote ill feelings or anti XXX feelings will call for disciplinary action

10. SRU India respect for all sexual identities, labels irrespective of their gender, class, caste, socio economic status, educational qualifications and language spoken. Any efforts to discriminate will call for disciplinary action.
11. Viewing/ accessing/ possession of porn or sexual content in the admin space are prohibited. Accessing social and sexual networking sites including Face book and Planet Romeo downloading movies/music /Listening to music on speakers is not permitted and earphones are recommended.
12. SRU India staff working specifically towards advocacy or research initiatives that need access to Face book or Planet Romeo or any other specific sites need a written permission from their seniors to access the same.
13. Leaving fans/ tube lights/leaving taps on and wasting water even after you have left your room/ kitchen/bathrooms will call for disciplinary action.
14. Observing hygiene in toilets/kitchen/clinic/counseling room and lab areas is responsibility of staff members.

### **Disciplinary Policy**

SRU India prefers to deal with minor cases of unsatisfactory performance and misconduct by informal means. A counseling approach is normally undertaken in preference to formal disciplinary action as we recognize that it is often a more satisfactory way of resolving problems. In instances where the counseling approach is ineffective or inappropriate, disciplinary action would need to be taken. At all stages in the process staff members will have the opportunity to state their case at a formal hearing, answer any allegations and appeal against the outcomes.

### **Procedure for Dealing with Misconduct:**

Most cases of misconduct will be dealt with by informal advice and counselling and these remedies do not form part of the disciplinary procedure. Where these informal remedies have proved ineffective or are inappropriate the staff member will be invited to attend a formal hearing. Staff members will be given at least two days' notice of such a hearing. In case of serious gross misconduct where there is sufficient evidence to believe that gross misconduct has occurred the management has the right to terminate the services of the employee who has conducted any such gross misconduct mentioned below.

What may be considered as Misconduct

- Failure to observe rules and procedures
- Downloading software or programme (SRU India .exe) files from the Internet
- Viewing and/or downloading of pornographic or other offensive material from the Internet
- Abusive behaviour
- Harassment of another staff member which may amount to sexual harassment
- Poor time-keeping
- Excessive, unexplained or unreasonable absence
- Also as specified in Chapter VII of this policy (list of misconduct part)

What may be considered Gross Misconduct

- Unauthorised possession or misuse of office property
- Use of the Internet for any form of illegal or criminal activity
- Serious infringement of health and safety rules or procedures
- Serious incapability whilst on duty due to use of alcohol or drugs
- Being convicted of a serious criminal offence

- Serious bullying, harassment or sexual harassment of another staff member (male or female)
- Physical violence
- Deliberate and wilful damage to property
- Serious negligence which causes or might cause unacceptable loss, damage or injury to any human being within the premises of the organisation or around the immediate environment of workshops/ conferences organised by the organisation.
- Committing a material act of dishonesty, misappropriation of project funds or any other act that may lead to financial discrepancy
- Falsification of reports, accounts or expense claims

This list is not exhaustive or exclusive. Any such misconduct or gross misconduct that may be considered / construed as misconduct or gross misconduct by the management will become part of a breach of conduct.

## **RESIGNATION GUIDELINES**

### **For organization**

An individual member who is registered member of the organization and if he or she wants to resign then he / she will submit his / her resignation letter one month before, because if he or she were bearing any organizational responsibility then he / she should be hand over his / her working documents (if any) or responsibility to the secretary of the organization. Absence of secretary this responsibility will be bare by president.

### **For Project**

The individuals who are appointed in the SRU India project are required to submit their resignations to the Project office. Resignation application should be sent to Project Manager. PM will discuss same with PD and they might first ask the resigning staff to reconsider the decision. If he/ she does not reconsider or after reconsideration maintains the decision to resign, the release letter will be issued only after the staff member hands over all pending work/ documents / SRU India property to the project office – wherever the employee worked. The project office would require a “release go ahead” from the office for the above point, if the staff worked in a SRU India project office.

### **Notice**

The person resigning should preferably give one month’s notice. If the staff member cannot give notice due to some reason, he/she has to state that in the resignation letter and the project office will release him/her if there is no pending work for which that staff’s presence is absolutely necessary. However, the staff member is expected to extend cooperation in case some information is required from him / her even after he/ she is released or stops attending office after release.

The person has to go through an exit interview and then he or she will be given his or her last salary and the release letter signed by the Project Director.

If any staff is dismissed (not in case of non-renewal of contract), he/she too will be given 1 months' notice except if he / she commits serious breach of trust or misconduct.

## **CONTRACTS**

### **Contract and Notice Period**

All contracts would be drawn up within a week of the applicant being informed of their selection and one copy would be handed over to the employee / consultant after they have signed the office copy to be filed with administration department. All contracts begin with a probation period of 3 months and on satisfactory performance, a Job confirmation letter will be issued.

All staff would then be given an Identity Card (ID) for their fieldwork. All team members working out of administrative offices should also have a valid ID at all times at work.

All the new staff recruited and on probation for 3 months will be entitled for 3 sick leaves which they can avail during the probation period.

The staff members who are serving their notice period post their resignation will not be entitled to any leave at all.