



*R.E.A.D. Works to Protect and Promote Human Rights of Dalit, Tribal, Women, Children and other Vulnerable Communities*

# **HUMAN RESOURCE MANUAL**

## **(POLICIES & PROCEDURES)**



**(INTERNAL DOCUMENT)**

# **2012**

**(Last Reviewed/amended in 2022)**

**RURAL EDUCATIONAL ACTIVITIES FOR DEVELOPMENT**

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## **ABOUT THE MANUAL**

This document significantly denotes the HR policies, standards and procedures for READ. It reveals the integrity, respect and accountability to all stakeholders and important evidence of READs Function.

It describes the human resources (HR) policies and procedures to be followed by and applicable to all staff, volunteers and those working on behalf of the organisation. It aims to ensure that any HR issues are dealt in accordance with the values of the organisation and in line with the defined principles. In order for the policies and procedure to be effective, employees are aware of this document that is to be provided to them in the preferred language. The rules and regulations are applicable to everyone who is engaged in READ's programmes except the President, the Secretary /chief executive and the Governing Body Members.

All the policies and amendments should be notified to the staff, be read and understood, translated in the preferred language as necessary.

The rules and regulations are meant to up hold READ's vision and mission and are defined within the framework of the following reference.

- Bylaws of READ
- The Employees Provident Fund Act
- Child protection policy
- Gender Policy
- Sexual Harassment Policy
- The Orissa Holidays Act, 1969
- The Maternity Benefit Act, 1961

***This document has been reviewed, amended and oriented last in the year July 2022 with the facilitation of consultant Mr. Alin Naik (Development Consultant)***



## **ABOUT THE ORGANISATION**

- Name of the organization: **RURAL EDUCATIONAL ACTIVITIES FOR DEVELOPMENT (READ)**
- Address: Defense Colony, Bhabinarayanipur road, Po-Narendrapur, Berahampur, Ganjam, Odisha-760007
- Phone: 06811259100
- E-mail: [readngo93@gmail.com](mailto:readngo93@gmail.com)
- Web Site: [www.readodisha.org](http://www.readodisha.org)
- Name & Designation of the Chief Functionary: Manjulata Sahu, the Executive Secretary.
- Registered Under Societies Registration Act 1860, No: 3 of 1993-1994
- Registered Under FCRA (Foreign Contribution Regulation Act) No:
- Banking Details: FCRA Account No:
- General Account No:
- Indian Overseas Bank (IOB), , Odisha.
- Income tax Exemption No:
- 80-G Registration No:
- *PAN No:*



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# CHAPTER-1



## **INTRODUCTION & FUNDAMENTAL ASPECTS**

Rural Educational Activities for Development (READ) is a non-profit and non-governmental organization registered on 11th June 1993 under Societies Registration Act, 1860 and the Foreign Contribution Regulation Act, 1976 which was amended in 2010.

## **READ VISION AND MISSION**

### **VISION**

Establish a love, peaceful and just society where people live a dignified life.

### **MISSION**

Empowering the core target group, building peoples collectives at local and larger levels, strengthening CBOs and local governance for enabling participatory development, pro people policies, working together with relevant stakeholders.

## **OBJECTIVE OF THE HR POLICY**

- READ policies identify the organisation's values, standards and strategic choices. All staff and trustees will adhere to the READ policies. This will ensure full transparency and accountability to funding agencies, enhancing the credibility and reputation of READ and ensure compliance with established rules and statutory obligations.
- READ will comply with donor policies which will take precedence over READ policies if there is any conflict.
- All policies and procedures should be notified to staff and other people engaged to work in READ's programmes, be read and understood, translated into the preferred language as necessary.
- Any employee who fails to comply with these policies may be subjected to disciplinary action.
- READ reserves the right to change, update, amend or delete provisions of these policies by action of the READ Governing Board with the approval of the Executive Secretary. Such changes will be made in writing and distributed to all the employees. In any case, READ will review and revise these policies annually to ensure they are in compliance with the terms of the acting rules and laws and life realities.
- This manual should be read in conjunction with the latest version of READ's Finance Policy, Child Protection policy, the Gender policy and Sexual harassment policy.

## **DEFINITIONS**

All the employees of the organization are classified into two categories. These categories are as follows:

### **1. Programme Category:**

- a. Thematic Managers
- b. Thematic Coordinators
- c. Community Organizers

### **2. Administrative Category:**

- d. Manager Finance
- e. Manager HR
- f. Support staff

— An employee is considered as a full-time worker (at least 48 hours a week) and is registered in the Employee Provident Fund scheme (EPF) list (prior to the provision at project level). Their legal link to READ is made through a one-year employment contract as formed by their appointment letter after successfully completion of probation period.



- A consultant is employed for specific purposes and is considered an expert related to their objectives for a period of time defined in the contract. The service rendered is paid on a daily basis or as per the specification of the agreement.
- A volunteer is engaged through a job chart to offer their services for a community. S/he must be an adult as defined by law
- The Management Committee is convened for a period of three years. It should comprise two Governing Body (GB) members and five staff nominated by the President/Secretary of the organization.
- The Grievance and Disciplinary Committee is convened for a period of three years. It should comprise two Governing Body (GB) members and two senior staff nominated by the President/Secretary of the organization.
- The Committee against Sexual Harassment (CASH) comprises of five people, two women, two men and directed by a woman chairperson who is not associated to READ. CASH Committee is convened for a period of three years.
- The Purchase Committee consists of five members—a manager programme, thematic coordinators, an accountant and a field staff. They are nominated for a period of three years.
- The Governing Body/General Body constitutes the office bearers and members of the Society.
- The Executive body consists of seven members from the General body of the organization.
- The recruitment board comprises of two GB members (President/Secretary and One female member), one Management Committee member. In the case of recruitment of top level manager the external expert will be invited during the process of recruitment.

#### **LEGAL ADVICE & ACCOMPANIMENT**

Mr. M. -----, as a lawyer, will act a legal advisor of READ for a period of five years and will represent READ in the case of legal need and any kind of advice referring to the law.

#### **EQUAL OPPORTUNITIES EMPLOYER**

READ believes in equal employment opportunity to each individual, regardless of race, colour, gender, religion, age, sexual orientation, national or ethnic origin, disability, marital status, veteran status, or any other occupationally irrelevant condition. This policy applies to recruitment and advertising; hiring and job assignment; promotion, demotion and transfer; layoff or termination; rates of pay and benefits; selection for training; and the provision of any other human resources service. It is READ's policy to promote an environment free from discrimination, harassment and victimization.

#### **READ PROCEDURES**

- READ procedures identify the steps to be followed in order to implement the policies. The procedures describe clearly how to interpret and act on the policies in all foreseeable situations.
- All staff will follow the READ procedures. This will ensure consistency, full transparency and accountability to funding agencies and ensure compliance with established rules and statutory obligations.
- Any member of staff who fails to comply with these procedures may be subjected to disciplinary action.



## **CHAPTER-2**





## **RECRUITMENT & SELECTION**

### **Objective and Applicability**

- The objective is to provide an effective selection and induction process based on the principle and practice of equal opportunities. All recruitment in READ shall be based on pre-determined position with specific competencies.
- The policies and procedures stated here in shall apply for recruiting staff of all categories.

### **RECRUITMENT AND SELECTION PROCESS**

- The recruitment should be an ongoing process, should be based on equality, fairness, transparency, job oriented, time-bound and be initiated by the Manager HR in consultation with the Chief Secretary. All recruitment carried out by READ will be for a pre-determined position with specific competencies. Reasonable adjustments to the recruitment process shall be made as required to ensure that no applicant is disadvantaged because of their disability. All disabled applicants who meet the minimum requirements of the job as set out in the job description and person specification will be guaranteed an interview.
- There are two sources of recruitment, i.e. internal and external recruitment.
- Internal recruitment is usually considered as it serves as a motivation for the existing employees.
- External recruitment is undertaken through the following means:
  - Through receipt of application from person seeking employment.
  - Through advertisement in newspapers and relevant journals, organization website and job placement agencies.
  - Walk in interview

### **RECRUITMENT BOARD**

- The recruitment board will constitute at least two GB members (President/Secretary and One female member), one Management Committee member. In the case of recruitment of top level manager the external expert will be invited during the process of recruitment.

### **RECRUITMENT AND SELECTION PROCEDURE**

- Identification of the vacancy: A vacancy can be identified after an employee has left/or will leave the job or new tasks for the organization arise which require a new post by the Manager HR. The need for filling such vacancies can be discussed in the monthly coordinators' meetings (attended by President, Manager Programme, Programme Director, Chief Functionary, and Thematic Coordinators). In such a meeting (of which minutes need to be taken) issues need to be discussed like expectations of the post, recruitment planning, internal recruitment if applicable, mode of vacancy announcement, type of contract etc. If the planned recruitment procedure differs notably from the above-described procedure this has to be approved by the Executive Body Members of the organization before recruitment starts.
- Specification of the skills and experience required for the job and preparation of the job description.
- Determining the matters of recruitment depending on the type of employee required and budget allocated. The Executive Secretary shall approve such decisions before advertising.
- Collection of the response, short-listing and selection of the candidates by Manager HR.

### **STAGES OF INTERVIEW**

- Shortlisting of CV/BIO-DATA/RESUME
- Written Test



- Skill test (computer and/or field test)
- Group discussion/Presentation
- Personal Interview
- In the case of external recruitment, references check from the former employer to validate the performance and information given by the candidate will be done.



## **CHAPTER-3**



## POST SELECTION

### Decision & Appointment Formalities

- Two copies of appointment letter appropriate to the role and Code of Conduct sent to candidate by Manager HR to confirm offer.
- Signed copy of appointment letter with confirmation of date of Joining returned to the Secretary.
- Signed confirmation of acceptance of offer is retained in the personnel file by the Manager HR.
- Induction and training appropriate to the role and needs of the employee by the team members of READ.
- Sharing of Job description: All the Job Description will be prepared by Manager HR in consultation with Executive Secretary, Programme Director, Manager Programme, and the Thematic Coordinator.
- Evaluation at the end of the probation period.
- After confirmation of the commitment to adhere to the mission/vision of READ and their child protection policy, the date of joining will be fixed and the terms and conditions of the employment contract will be agreed by the candidate. If no suitable candidate is found after two interview rounds the recruitment process starts again. Any information furnished by the candidate if found to be forged will result in termination of the job and necessary legal action thereof.

The employee registration form should be given to the candidate who will return the completed format on the date of joining with all documents required:

- Curriculum Vitae.
- Proof of date of birth.
- Two passport photos.
- Proof of qualification or certificates.
- Last employer reference letter or experience certificate
- Acknowledgment of having read and understood the Code of Conduct.
- Salary certificate of last working month of the previous employer.
- Identity Proof
- A written 'joining letter' to the office

## APPENDICES

- Signature of Acceptance
- Review Note
- Employee registration form
- Child Protection Policies, 'Say no to child abuse'
- Organogram

## INDUCTION

### Objective:

READ has a formal duty to provide new employees with all relevant information and training relating to health and safety to familiarize the employee with the organization's programmes and activity.

**Applicability:** For all new staff of all categories.

**Induction process:** The Manager Programme will provide the candidate the job description and induction training would be provided to the new staff within fifteen days of joining.



## **INDUCTION TRAINING INCLUDES**

Induction process adopted for 7 days by facilitating internal capacity and knowledge development through training and practical experience and knowledge gaining through field visit

### **General training relating to READ**

- Self-introduction
- READ mission, vision and goals, value and philosophy (ethic, responsibility, target groups etc)
- Inception, History and changing development scenario.
- Programme structure and the work-environment.
- Brief background of the stakeholders and the partners of READ.

### **Training on different policies of READ**

- READ policies (Human Resource, Finance, Procurement, Gender Resource Centre functional manual, Disaster Risk Management (DRM) and code of conduct
- Child protection policy and ‘Say No to Child Abuse’ and reporting process.
- Roles and responsibilities of READ staff
- Grievance and disciplinary Committee
- Protection against Sexual Harassment at Workplace
- Gender policy
- Training and capacity-building and appraisal system
- Planning, Monitoring, Evaluation (PME) and reporting style.

## **PROBATION AND CONFIRMATION**

- a. Objective:** To evaluate the aptitude of the new employee to work in team and his/her attitude and behavior to social work with READ.
- b. Applicability:** The new employee is called ‘probationer’ until the decision has been taken to fully employ the person that usually is at the end of the probation period or at the end of the extended probation period. A probationer can be someone coming new into the organization but in it can also be someone who changed from a position in the organization to a new position and who is therefore subject again to a probation period for the new function.
- c. Probation Period & Confirmation:** The probation period is for three months. The appointment for further period will be fixed as per the provision of the specific project. The performance appraisal will facilitate the confirmation of renewing the contract. The probation period can be extended for a period of another three months in case of performance being below satisfactory as per the report of the reporting authority.
- d. Promotion Policy:** The criterion for promotion would be competence, experience and educational qualification as per the need of the project. However, special considerations for promotion may be made on a case-to-case basis at the discretion of the Executive Secretary.
- e. Re-employment :** Former employees who have left the organization by resignation (of their own accord) or who have had their employment terminated for any reason connected with their performance or conduct will in principle not be re-employed. However, the Executive Secretary may use his discretion to consider if it benefits the organization.



## **Chapter-4**



## CODE OF CONDUCT

### OBJECTIVE

To provide guidance on the organisation's procedures for dealing with offences which call for disciplinary action. To ensure that all employees are aware of:

- ▶ Offences, which will result in disciplinary action.
- ▶ The consequences of committing such offences.
- ▶ The procedure that the organisation will follow to determine the nature of an offence and the penalty, which will apply if, after investigation, action is considered necessary.

**Applicability:** All staff and anyone acting as a representative of READ.

### NORMS OF DISCIPLINE AND CONDUCT:

- ▶ The organisation expects its employees to maintain the highest standard of conduct at all time with absolute integrity and sincerity towards duty and do nothing which is not acceptable to the organisation.
- ▶ No employee shall share any information confidential about the organisation except in the interest of the organisation without the written permission of the Executive Secretary.
- ▶ Every employee should see that all assets including books, records and articles belonging to the organisation are safely kept and maintained properly.
- ▶ No employee shall use organization assets particularly desktop or laptop for personal work and inappropriate behavior such as pornography etc.
- ▶ No employee shall accept any other employment/consultancy assignment or involve directly or indirectly in the business of any other entity without the prior written permission of the chief functionary.
- ▶ No employee shall remain in an intoxicating state either in office or in community during the office working hour and while on duty.
- ▶ No employee shall take part or engage in extremist political party that considered as detrimental to READ, its programme population or national interest.
- ▶ No employee shall seek leave on false pretext.
- ▶ Every employee shall present themselves at the place of work at the stipulated time and in case of any deviation it has to be informed to their authority.
- ▶ Every employee shall refrain from behaviour not conducive to the smooth functioning of the organisational activities not only with colleagues but also when representing the organisation in any forum.
- ▶ No employee shall mismanage the funds and submit frauds bills and voucher.
- ▶ Every employee shall respect and ensure child rights "do no harm" and gender equality and gender respect inside and outside the organization while working with READ.

### DISCIPLINARY ACTION FOR MISCONDUCT

Thematic coordinator, manager programme, manager HR and management committee are responsible for monitoring employees conduct. Employees found violating the Code of Conduct may be subject to disciplinary procedures which include:



- Verbal warning
- Written warning
- Withholding salary
- Dismissal

### **EMPLOYEE COMMUNICATION**

Copies of this procedure are supplied as a part of the induction process to new employees.

The code of conduct will be translated if necessary and signed to show that the contents has been read and understood.

### **APPENDICES**

Code of Conduct





## **CHAPTER-5**



## WORK SCHEDULE AND ATTENDANCE

**Objective:** To provide guidelines on work timings for the employees, which help in aligning with the organization's activities/schedule.

**Applicability:** All staff

**Process:** Every staff is expected to work 8 hours a day, 6 days a week from Monday to Saturday (48 hrs per week including lunch break). The official hours of work are 10.00 AM to 6.00 PM with a one-hour lunch break 1:30 PM – 2:30 PM. The timings have to be adhered to under all circumstances unless specified otherwise. Staffs are expected to be flexible and work longer hours where necessary to complete work within deadlines. Any other time arrangement can be finalized in consultation with the Executive Secretary/ Manager Programme and the President.

— **For all programme Staff:** The official hours of work are 10.00 AM to 6.00 PM.

— **For the field staff:** the work timings will depend on the activities and the target group availability. The employee should be flexible and the work timing will be monitored by the thematic coordinator.

## ATTENDANCE

**Objective:** To help the employee to monitor his/her attendance and maintain transparency and equity among the staff.

**Applicability:** Mandatory for fulltime employee

- **For the programme staff,** it will be manual registration/maintain of payroll and will be supported by the field format for each field visit. Therefore, all staff will have to record their attendance in the staff attendance register or report to Manager HR for payroll maintenance.
- **For the field staff,** it will be monitored by the thematic coordinator, supported by the monthly action plan and activity reports and reported by the monthly planning meeting before reporting back to the Manager Programme. The thematic coordinator has to maintain the attendance by monitoring the group WhatsApp or normal message received by the employee and submit the same to manager HR at the end of the month.

**Note:** *In the case of habitual/persistent (three occurrences) late attendance, a day of casual leave will be deducted.*

*If the employee is absent and does not register leave nor marks attendance, salary deductions will be made in line with the absence.*

## APPENDICES:

- Field visit format
- Monthly planning for the project work
- Monthly report



## **Chapter-6**



## **SALARY AND ALLOWANCES**

### **OBJECTIVE & APPLICABILITY**

The objective is to provide action guidelines for salary/honorarium/remuneration and allowances payable to staff members. It shall apply to all staff.

### **PROCESS**

It is the responsibility of the Manager Programme if needed with the support of the HR department, to communicate properly, clearly and with sufficient transparency the individual remuneration of each staff member depending upon individual performance, skill and potential for development. The last day of every month can be fixed for payment of all the employees either through bank transfer, demand draft, cheques or through cash (less than Rs. 5,000). In case of it being a holiday, payment would be done on the succeeding day. Depending on the job assignment and responsibilities of the employee the salary package will consist of a combination of the elements listed below: in the case of honorarium and remuneration the payment will be made as per the contract of the employee.

### **MONTHLY SALARY COMPONENTS:**

- Basic
- Employees' Provident Fund (EPF) Deduction as per the Provident Funds Act (depends on the project provision)

### **OTHER BENEFITS**

#### **Flexible components**

- Vehicle (including insurance)
- Fuel/Travel allowance
- Maintenance of the vehicle
- Travel Reimbursement
- Phone allowance
- Health Insurance/Accidental Insurance
- Advance against salary

### **FLEXIBLE COMPONENTS**

#### ▶ **Vehicle**

READ entitles most of the project staff to use the two wheelers to facilitate the field work and the transportation from the employee's house to the office allocated. The vehicle's insurance is borne by READ such as the road tax. The staff has to signed an agreement to use the two wheelers and submits the driving license so as to access the benefits.

READ staff is entitled to avail a four-wheeler to monitor their program activities in accordance with organization finance policy. The staff has to submit a requisition to Manager HR two days in advance to book a four-wheeler.

#### ▶ **Fuel/Travel Allowance**

**For Office staff:** The allowance is defined according to the home location. Every office staff is entitled to receive a minimum of Rs. 1000 per month (as per project provision) for 26 days attendance.



**For Field staff:** The amount is calculated as per the kilometre run each month on a basis of 50km/litre consumption. The reimbursement is to be done according to the log book format/monthly action plan mentioning the status of kilometres and should be submitted every month to the account section for payment.

**Maintenance of the office vehicle:** Maintenance of office vehicle is the responsibility of each driver and should be reasonably considered. The amount is yearly limited and is related to professional use only. In case of expenses over the limit defined below, the employee will bear the additional expense.

The employee is allowed to arrange by him/herself the repair through a private dealer after getting the permission of the account section over phone at least in case the repairing cost falls below Rs.500. The bills would be settled by the account section thereafter.

***In case of over Rs.500, the following process has to be followed:***

- A requisition form should be completed for estimation and quotation including the labour charges from the repairing centre advised by the account section.
- The account section will authorize according to the budget and the vehicle’s history and the repair can be done accordingly.
- The bill should be submitted and signed by the accountant for verification and record keeping.
- The reimbursement will be processed by the Finance Department accordingly.
- All vehicles require maintenance, according to its condition and use. The basic maintenance claim will be as follows:

For the Office Staff:

Vehicle less than 3 years old	Rs.2,000 /- per year maximum
Vehicle more than 3 years old	Rs.3,000 /-per year maximum

For the Field staff due to road conditions:

Vehicle less than 3 years old	Rs.3,000 /-per year maximum
Vehicle between 3 to 5 years	Rs.5,000 /-per year maximum
Vehicle more than 5 years old	Rs.6,000 /-per year maximum

If the employee’s use his/her personal vehicle, he/she will get the benefits of fuel allowance and maintenance reimbursement against bills under the same criteria as defined above.

**Phone Allowance**

An employee can avail phone expenses for official purpose up to a maximum of Rs. 300. The expenses are to be claimed with the prescribed form.

**Health and Accidental Insurance**

The organisation shall provide med-claim and accidental insurance to all staff. The discretionary power lies with the Executive Secretary and Management Committee (provided project provision).

**Advance against salary**

Advance in case of emergency situations can be offered by READ up to 50% of the monthly salary with the discretion of the Executive Secretary. The reimbursement shall be deducted from the salary scheduled by



the finance department. There are other provision of loan as per the finance policy also be benefited by the employee.

**Salary Increment:**

This is generally as per terms of contract of each employee and normally increment is considered after the completion of each year/contract. In case of contract employee, fresh contract is made with/without increment. In case of regular employee, increment / no increment is considered after the end of each completed year of service. Increments are considered based on the recommendations of the concerned Manager Programme and Management Committee, evaluation of performance, contribution to the organization and other factors like regularity, timely reporting, leave and absenteeism etc. in slab of eight to ten percent maximum of the basic pay. There are other increment also be availed by the employee as per the project provision.

**Note:** All 'leave without pay' (LOP) refunds due to be taken from employees' salaries will be calculated in December of the year that the leave has been taken.

**Vehicle Use Procedure**

All READ vehicles will:

- Be maintained in a safe and roadworthy condition.
- Be insured and hold valid registration certificate.
- Be held under the jurisdiction of the Thematic Coordinator. If purchased for project use. Use of those vehicles will be approved by the Thematic Coordinator.
- Have a log book to maintain a complete record of vehicle use.
- All employees using a READ vehicle will hold a license appropriate for that vehicle as required by law.
- Any employee using a READ vehicle will maintain the vehicle log book with the name and signature of the vehicle user, total number of kilometres travelled, fuel consumption and purchases, destination and purpose of the use.
- Any employee using a READ vehicle for personal use will refund the cost of fuel used. Fuel and maintenance bills must be submitted together with photocopies of the vehicle log book and Daily Activity Report.
- Any employee wishing to use the office bike for personal use must seek permission of the Executive Secretary. The employee will be responsible for any accidents under these circumstances.
- Thematic Coordinators will check the vehicle log books before submitting any receipts for refund of expenditure of fuel and maintenance. Thematic Coordinators will also tally the log books with the monthly travel plans of the vehicle users.
- After the Thematic Coordinators approval, vehicle expenditure receipts will be submitted to the Accountant for payment.
- The employee will be responsible for any mishaps or accidents.
- All thefts and accidents will be reported to their nearest police station.
- In the case of theft or accident, the person in charge of the vehicle will lodge a First Information Report (FIR) at their nearest police station.



## **Chapte-7**



## **SOCIAL SECURITY BENEFITS**

### **OBJECTIVE & APPLICABILITY**

The objective is to articulate the Organisation's concern for the employee's social security needs and uphold the legal framework on the subject. It shall apply to all staff.

### **PROCESS**

**Provident Fund** (As per the project provision and availability of source of fund of the organisation)

- This benefit will be accessed by the employee after completion of probation period and full contract for a year.
- This is mandatory for all staff as per Government of India rules
- The employer's contribution is 13.26% such as employee's contribution which will be deducted on the basic salary.
- Both the Employee's and Employer's contribution of 12% shall be deducted from the Basic Salary
- In case of termination of contract, the PF amount is calculated for settlement by the PF Office, under intimation to the organisation. In the event of a staff member's death the amount will be passed on to his/her nominee(s).

**Life Insurance:** The organization shall take out an Insurance policy under "Life Insurance Corporation" to cover life insurance for the MRDF supported project staff for 3 years basic comprehensive premium of Rs. 15000/- contribution per year per candidate and rest of the premium the candidate will have to contribute till the end of the term. Even if a candidate unable to continue depositing of the premium he/she has to wait till the term is complete, so that she can get the benefit of the premium. In case of his/her death the nominee of the candidate will get the benefit.

**IOB-Health Care Plus:** A family floater health insurance policy for SB/CD account holders to take care of the hospital bills for the family (account holder, spouse & two dependent children). The facility is available at Competitive premium. Even parents are covered for additional premium, under Indian Overseas Bank of Rs. 1500/- per year.

## **APPENDIX**

IOB-Health Care Plus scheme and contact details:





## **Chapter-8**



## LEAVE

### OBJECTIVE & APPLICABILITY

The primary objective is to provide for the employees' need for recuperation, after continuous tenure of working and also for timely intermittent genuine needs like sickness/personal exigencies, necessitating the employee to be away from work. Reaffirms confidence in the self-discipline concept and also affirms the employees' commitment to the organisation's assigned duties.

**Applicability:** It shall apply to all staff.

### PROCESS

All employees are eligible to take leave as and when required. This policy aims at treating employees with utmost faith and giving due importance to their comfort and personal needs. However, it is expected that the employees would always keep their Thematic Coordinator and Manager Programme informed of their leave plans, more so, if they want to go on a planned vacation, other than cases of exigency. The planned vacation for the year must be intimated to the HR Coordinator, such that the planned project activities can be aligned better. This data shall be compiled and made available with all Coordinators. It is also expected of the employee to keep the coordinator informed of the leave address and the contact phone number, as the case may be, along with the preferred time that he/she may be contacted. The leave application has to be routed through the project Coordinator to HR coordinator who after providing a note sheets regarding the leave status forward the same to the program manager or Secretary for their necessary action. For a coordinator to avail leave, he/she should seek approval of the program Manager in writing at least two days in advance other than cases of exigency en routed through the HR coordinator who will attach a note sheet regarding the leave status of the staff for reference of the program Manager or secretary before putting the decision.

- Each employee is required to apply for leave using the approved Leave Application Form two days in advance of leave date.
- On joining the office; a joining letter has to be submitted to the Thematic Coordinator stating that he/she has resumed office on the date approved by the Manager Program or Executive Secretary, lest it will be treated as Loss of Pay till the joining letter is submitted.

### Leave registration

- For Field staff, a statement thereof is to be maintained by the coordinator and submitted every month to the Manager HR in the monthly leave registration format. It is the responsibility of the Manager HR to verify the statement against the coordinators monthly monitoring format and report it back to the Finance department if necessary.
- For the Office staff, a register will be maintained by the Manager HR and verify the statement and the credit of leave before validation and to provide the information to the Finance Department every month. Leave for the office staffs will be granted only by the Executive Secretary.
- A Thematic Coordinator can grant leave to his /her project staff for a period of not more than two days. For leave of more than two days, approval will be given by the Executive Secretary on consultation with the Manager Programme and Thematic Coordinator.
- No leave will be allowed for any staff under probation.
- In case of violation of the organisational norms necessary action as deemed fit will be taken by the management committee.
- All leaves will be approved through the 'Approval sheet'.



- A Thematic Coordinator is required to apply for leave using the approved Leave Application form two days in advance to the Manager Programme through the Manager HR. Each field staff is required to apply for leave using the approved Leave Application Form two days in advance of leave date to the Thematic Coordinator who has to submit it to the Manager HR for reference and approval of the Manager Program where required.
- On resuming office, one has to submit the joining letter to Thematic Coordinator else it will be treated as LOP till the application is same is submitted in hardcopy by the staff himself. In case of a Thematic Coordinator, he has to submit the joining letter to the Manager Programme.
- Before leaving for any workshop/training /meeting, a staff has to submit a letter to the Manager HR stating the purpose of visit and on return should submit similar letter of joining.

**Note:** Application is to be hand written or in the 'Leave application format'. No electronic form viz. Printout, Phone, SMS, email, etc is to be used for leave application.

*(Sunday is not considered as a working day; therefore it will not be included in leave calculations.)*

#### **TYPE OF LEAVE**

**Casual Leave (CL) :** All employees engaged by READ are entitled to a maximum of **fifteen days** Casual Leave (CL) to be taken during a calendar year. Unused leave will not be refunded or carried forward to the next calendar year.

#### **Conditions of eligibility:**

- Three months continuous full-time service,
- Any single period of CL can be taken to a maximum of five consecutive days
- The CL must be requested in writing two days in advance.
- Availing leave is not a matter of right. The Executive Secretary has the discretion to refuse, postpone or curtail according to the exigencies of service and the situation. For eg. Audit or monitoring/evaluation by the funding agency, the organization may not approve the CL.
- Casual leave cannot be considered for encashment.
- Casual Leave of more than five consecutive days can only be granted if approved by the Executive Secretary.

**Note:** Any employee taking leave without approval will be deemed to have taken Leave without Pay and be subject to salary deductions for days not worked.

**Medical Leave:** All employees are entitled to **ten working days** of paid Medical Leave within any twelve month period of continuous service.

**Planned Medical Leave:** The leave must be requested in writing at least eight days before the first date of absence and routed through the Thematic Coordinator to Manager HR for decision of the Manager Programme and the Executive Secretary.



**Sick leave:** If the absence is due to sickness for less than two days, the employee must complete a Sickness Absence Self-Certification Form on the first day of their return to work. For more than two continuous days, a **medical certificate is also required**. The Thematic Coordinator should be informed by telephone as early as possible if an employee is not fit to attend work.

Additional sick leave can only be approved at the discretion of the Executive Secretary. Leave in excess of entitled with or without prior approval will be treated as absence from duty. The days of absence will be treated under Loss of Pay (LOP). When LOP is requested by an employee, the Executive Secretary can use discretionary powers to grant/deny LOP and if employee is repeatedly seeking LOP or is seeking LOP for unreasonable number of days, then the Executive Secretary can request employee to submit his resignation and relieve the employee from duties. The Executive Secretary may reconsider him/her as fresh employee if and when required.

Employees should apply for Loss of Pay leave only through leave application in advance to the Executive Secretary for approval. Furnish all details like leave period and valid reason of leave with contact number. The weekly offs and holidays falling in the Leave of Absence period will be considered as part of the leave availed.

**Maternity Leave (ML) :** Employees needs ML should notify their Thematic Coordinator of pregnancy as early as possible. The employee is required to inform READ in writing of:

- The fact that she is pregnant.
- Her expected date of childbirth.
- The date on which she intends to start her maternity leave.
- A doctor's medical certificate confirming the pregnancy.

**Note:** *The weekly offs and holidays falling in this period will be part of the leaves availed.*

**Time off for Antenatal Care:** Once an employee has advised READ that she is pregnant, she will be entitled to take reasonable paid time off work to attend antenatal appointments as advised by her doctor or other medical professional. The employee should endeavour to give her line manager as much notice as possible of antenatal appointments and, wherever possible, try to arrange them at a time to minimise impact on her working day.

In compliance with the Labour Laws of Orissa State Government, a woman is not allowed to work during the six weeks immediately following the date of her delivery, miscarriage or medical termination of pregnancy.

A female employee is entitled to full maternity benefit if she has worked for at least one year prior to the date of expected delivery. Full maternity benefit is 90 days leave (including holidays) of which a maximum of 40 days can be taken prior to her due delivery date.

The maternity leave payment will be calculated at the rate of the employee's monthly basic salary. The leave payment will be made in two stages (before and after the date of birth).

**Paternity Leave :**

- An employee whose wife or partner gives birth to a child is entitled to 7 days paid paternity leave for each of the first two children.



- Paternity leave is granted in addition to an employee's normal annual holiday entitlement. Paternity leave must be taken in a single block immediately after the birth of the child.
- Paternity leave for a period of 7 days during the confinement of his wife for child birth can be allowed to a staff with less than two surviving children. The Executive Secretary will have the final decision after reviewing the leave application form and the comments of the Thematic Coordinator and the Manager Programme.

#### **AUTHORIZATION**

For all types of leave except for Accident at Work Leave, the following conditions of approval shall apply:

- By the Thematic Coordinator/Manager Programme, who will consider the request subject to the individual's leave entitlement and staff availability during requested period of leave.
- Thematic Coordinators and administrative staff should notify the Executive Secretary for authorization.
- Thematic Coordinators can approve up to two days of annual leave for their project staff. Any requests for more than two days leave should be passed to the Executive Secretary for approval.
- If necessary, the Executive Secretary will have the final decision after reviewing the leave application form and any comments made by the Thematic Coordinators. Leave must be agreed before the absence.
- On authorization of leave, the completed leave application form must be submitted to the Manager HR for monitoring and record-keeping in the employee file.
- Excess leave which will result in leave without pay will be calculated once the limit gets exhausted.

#### **UNAUTHORISED LEAVE**

- Any member of staff who exceeds their authorized leave should explain the reason for their absence to the Executive Secretary and submit a leave request form on the first day of their return to work.
- Any member of staff who repeatedly takes unauthorized leave will be subjected to disciplinary action
- Any leave taken without the approval of the Thematic Coordinator or Executive Secretary will be treated as unauthorized leave which may be treated as a breach of the HR policy and may lead to loss of pay unless substantiated by justified reason.

#### **PUBLIC HOLIDAYS**

There are five public holidays with a fixed date each year:

New Year	1st January
Republic Day	26th January
Independence Day	15th August
Gandhi Jayanti	2nd October

In addition to these, there are another seven (eleven) festivals holidays throughout the year. The dates are set annually according to the Odisha calendar.

#### **Appendices**

- Application for Annual Leave Form
- Complete List of Public Holidays



## **CHAPTER-9**



## PERFORMANCE MANAGEMENT

### OBJECTIVE

The primary objective is to provide for a system to review the performance of an employee, direction and identify support requirements.

**APPLICABILITY:** It shall apply to all staff.

### PROCESS

The first month of the financial year (timing dependant on the programme assigned), every employee will be appraised on his/her performance by the READ management team through an appraisal format.

- The appraisal must be a constructive meeting which helps in reflection and analysis of the entire period of the past 12 months. The achievement should be recognized and the outputs should be identified through an agreed action plan.
- The appraisal should be a transparent, clear and objective process in order to assess the progress and the skills and aspiration of each employee. It should also enhance the employee's capacity to meet READ's objectives and to ensure feedback to employees on his/her contribution to the organisation.
- The appraisal shall be conducted at 360 degree methods where the performance will be evaluated from top to bottom and vice versa.

## SELF EVALUATION AND PERFORMANCE

### APPRAISAL PROCESS

**Performance Appraisal:** Four areas are assessed through 5 point rating scale (1- excellent, 2- Best, 3 – Good, 4- Fair, 5 – Unsatisfactory):

1. Behavior
2. Job effectiveness
3. Ability to work in a team
4. Self-development and the commitment to work at READ
  - The employee will complete the self-evaluation through the scoring format, analyze success and achievements and identify improvements that s/he needs to make.
  - The Thematic Coordinator will collect the format and add his/her appreciation.
  - The Manager Programme, Manager PME and the Executive Secretary will meet the appraisee and will go through the format together and appraise the performance and determine the support needed for the next year.

### **Self-development action plan:**

- The interview should be done in relation to the job description, the achievements and the performance appraisal.
- The interview should be constructive and will define relevant commonly agreed objective(s) which should be SMART (i.e. Specific, Measurable, Achievable, Realistic and Time-Bound) and the support or training needed accordingly.



***Review of the self-development action plan:*** After 6 months, the self-development action plan should be reviewed by the Programme Manager with the support of the coordinator to analyse the progress, the performance, the constraints at the mid-term point of each objective and make some correction if required.

**APPENDICES:**

- Performance Appraisal Format
- Self development planning and objectives
- Guideline





## **CHAPTER-10**



## TRAINING & DEVELOPMENTS

### OBJECTIVE

The primary objective is to provide guidelines for the development of the employee such that s/he can constantly take upgrade and learn skills for professional/personal development. This initiative on an ongoing manner shall enhance productivity, quality of output, boost employee moral, develop multi skill, growth and develop a situation of unsupervised superior performance in all facets of work environment amongst one and all.

**APPLICABILITY:** It shall apply to all staff.

### PROCESS

#### ***Step 1: Training Need Analysis***

The Training needs analysis process follows on from the Performance Appraisal and the self-development action plan, where training and development needs are discussed in relation to performance. The training needs of each employee (Finance and Programme) are reviewed jointly by the Managers, management committee. A training plan and budget is then developed for each function and approved by Executive Secretary.

#### **Step 2: Training Plan**

The Training Plan covers all forms of training like finance & programme management, which will include self-learning, experience assignments inside and outside the organisation, formal courses (internal & external) and coaching.

Since the nature of work at READ is programme oriented, the training plan will essentially cover programme specific training (Skill/Knowledge) and training for future inputs required by the Staff to undertake a new responsibility.

#### **Step 3: Training courses**

##### ***a) Internal Training courses***

- Self-training is encouraged by READ who provides a computer with internet access as per requirement. For the field staff, the hard copy should be printed out and given as soon as possible.
- For technical skills and specific knowledge, one person can be appointed as a trainer and will teach and share his/her expertise with the person interested in.

##### ***b) External Training Courses***

External training courses include exposure visit, trainings, workshops etc

##### — Pre-Course arrangements

All the arrangements, including course location, travel, accommodation, dates, expenses and other administrative arrangements should be defined according to the budget allocated.

##### — Post-Course Report

All employees upon attending any program shall make a written report and supplement the same with a presentation to the rest of the colleagues in the office. This shall be considered an important part of training. The intent here is to comprehend and multiply newly acquired skills and also action plan use for the inputs. It also serves the dual purpose of providing fuller information on course scope to departmental management and providing a basis for evaluating the course to the Management Committee and Executive Secretary.

**Note:** Every external course shall be documented and save in the central servers accessible to all.



## **Chapter-11**



## TRAVEL

### OBJECTIVE

The primary objective is to guidelines for on the job employee travel (i.e. official tours). This facility aims at ensuring that the travelling employee arrives at the place of activity safely and has the appropriate and adequate standards of lodging to ensure maximum work productivity, under the prevailing circumstances.

**APPLICABILITY:** It shall apply to all staff.

### PROCESS

All tours amounting to a night stay out of station of posting shall be deemed as tour. All travel shall be by the shortest route to the place of destination.

For any arrangement regarding transportation, accommodation or any kind of logistic, the Manager HR shall be advised at least two days in advance. He/She will be responsible for the booking.

### HOTEL ACCOMMODATION

#### AND TRANSPORTATION

**Health security:** For overnight stay, the risk of safety shall be predicted to minimize the health problem. The Manager HR should be informed in advance and should authorize the employee in checking the accommodation conditions before departure.

**Official Trip:** All employees, while leaving station from their respective place of work for official trips, are supposed to furnish information as per an appropriate format with due approval of the respective Thematic Coordinator/ Manager Program. A copy of the format, complete in all respects and duly approved, must reach the Finance Accounts department before the trip/journey is undertaken. While on tours, the employees are entitled to boarding, lodging and incidental expenses. These are as per norms fixed by the Finance policy and changes in the limits/conditions are to be duly notified.

**Re imbursement of travelling expenses:** Anyone going for any official duty will be reimbursed the travelling expenses. Similarly, anyone travelling from one office/site to another will also be reimbursed the travelling expenses.

Generally, no categories of employees are allowed travelling allowances or reimbursements for going to their usual place of duty from residence or from their usual place of duty back to residence. However, anyone going from residence to another office which is not his/her place of duty will be allowed reasonable reimbursement if this place of duty is distant from his/her normal office/place of duty. Similar reimbursement will be allowed on return journey to residence.

The food and accommodation for local area shall be up to Rs.500 (food per day) and Rs.1000 (accommodation) and incase of outstation tour the maximum cost Rs.1000 (food per day) and Rs.2500 (accommodation) shall be incurred.

There may be occasions where projects may be conducted in areas where the above rates for TA/DA may not be sufficient. In that case, a special office order would be required for allowing the higher rate to be allowed as per approved budgets in the projects

Appendices: Form



## CHAPTER-12



## **SEPARATION**

### **OBJECTIVE**

The primary objective is to this section provides the guidelines to be followed when an employee leaves the organisation either due to termination or resignation. Such a process should ensure that both the parties have all the issues tied up to the mutual satisfaction of one another in a fair manner.

**APPLICABILITY:** It shall apply to all staff.

### **TYPE OF SEPARATION**

The terminations of employment can occur in three cases:

- End of contract (non-performance during the probation period, project period and programme closing)
- End of the Project
- Resignation
- Dismissal (resulting of disciplinary action)

### **PROCESS**

- Any kind of termination shall be notified in writing,
- In the case of closing a project, READ will respect a one month advance notice
- In the case of dismissal, the interview will be conducted strictly straight after taking the decision for the settlement.
- The exact date of resignation shall be decided mutually between the employee and the Manager Programme /Executive Secretary.

The final clearance settlement will be initiated by the Finance department who will prepare the due grants.

The Executive Secretary and Manager Programme will administer the final payment, the release letter and the service certificate.

After checking details of the handing over have been done in terms of all status of work in progress and READ owned items by returning the properties (including books, material, office ID card, assets, cell phones, password or any confidential access etc.).

### **EXIT INTERVIEW**

An employee who leaves READ voluntarily will give his/her feedback regarding the organisation and his/her experience (its strength and needs for improvement, the concerns, the satisfactions and suggestions).

The completion of the exit interview form and the conduct of interview by the Thematic Coordinator is an imperative pre-requisite for the disbursal of settlement.

### **APPENDICES:**

Exit questionnaire

Clearance settlement format



## **CHAPTER-13**



## **LENGTH OF CONTRACT**

### **OBJECTIVE**

The primary objective is to this policy spells out the length of contract of all staff employed with READ and the process of renewal/termination of this contract.

**APPLICABILITY:** It shall apply to all staff.

### **SALIENT FEATURES**

Contract of all staff employed READ will be linked to the programme assigned. Any further term will be negotiated & mutually agreed by both parties and will be dependent on the needs of the organisation at that time.

Contracts can be for a shorter period under special circumstances, as may be required by the nature and exigencies of work for which the staff is employed.

### **GROUND FOR NON-RENEWAL/ TERMINATION OF CONTRACT**

The contract of an employee may not be renewed for any of the following reasons:

- Unreasonable refusal by the staff to take transfer to another post within the organisation at similar grade.
- Unsatisfactory work and failure to promote the best interest of READ at all times. This will be assessed during the regular reviews with the Management Committee, Manager Programme and Executive Secretary.
- Proved misconduct and unprofessional behavior towards other staff.
- Proved fraud and financial mismanagement.
- Disclosure of any confidential information or documents to parties or processes not in the interest of READ.
- Redundancy due to closure or restructuring of department or programme.
- Any act or behavior which may cause harm to READ's name, work or interest.
- Poor performance as indicated through the performance review process by the line manager.

The above is only an indicative list and is not intended to be exhaustive.

### **NOTICE**

The employment with READ may be terminated by either party upon giving prior one month written notice as per contract letters, or by payment of salary in lieu thereof. These notice periods may be shortened by mutual agreement, with the approval of the Executive Secretary.

### **CONTRACT RENEWAL**

Wherever possible, staff contracts will be reviewed by the Secretary in consultation with the Manager Programme /Management team at least three months in advance. Where it has been decided to renew the contract with a staff, the Manager HR will start the contract renewal process.





## **CHAPTER-14**



## **MANAGEMENT COMMITTEE**

### **OBJECTIVE**

The primary objective is to provide overall support the organization for effective management of program and office administration.

**APPLICABILITY:** It shall apply to all staff.

### **PROCESS**

The management committee will consist of 5 members of which 2 are from the governing body and other 3 are representatives of staffs. President, secretary of READ and manager program of READ is ex officio member of the committee and one governing body member is to be nominated by executive secretary from among the governing body members. Rest 4 members are to be nominated by secretary from among the staffs of READ. One of the members is to be from accounts; at least 50% members have to be female (if possible and available).

Executive Secretary will be the convenor of the committee and will preside over the meeting the management committee will meet at least once in a quarter to discuss about over all progress of the organization. Executive Secretary can convene an emergency meeting of the committee whenever necessary

### **TERM**

The term of management committee is three years from the date of formation. In event of any post remains vacant due to resignation, death or separation from organization for any reason, president will elect a new member in his/her place. The same committee may be re nominated by executive secretary for another term of there year.

## **FUNCTIONS OF THE COMMITTEE**

### ***Monitoring-***

The management committee with the support PME Unit will be responsible for monitoring of the activities periodically and detail guidelines for monitoring of the activities will be developed. The manger program of READ will be accountable to ensure that the monitoring is being conducted on regular basis and report to Executive Secretary of READ. The management committee of the organization will review the findings of monitoring team at regular intervals.

### ***Management-***

The committee will be responsible to monitor the leave, recruitment, attendance, termination, exit interview, financial document (books of records) and other tasks as and when necessary and assigned by the Executive Secretary, detail guidelines to be developed to report the findings of the monitoring and other task assigned to the committee.



## **CHAPTER-15**



## **CHILD PROTECTION POLICY**

### **OBJECTIVE**

The primary objective is to prevent or punish any child abuse, child labour or any kind of child rights violations.

**Definition:** READ has been working directly with community especially among among Adivasi, Dalit and other marginalized communities, the gender inclusion and gender respect is one of the major component and value added while working with the community hence the Child protection policy should be strictly followed and refreshed to all staff and associates (any person, group from outside involved in the READ).

Child rights are defined under the UNCRC (United Nations Child Rights Convention) as right to survival, right to development, right to protection and right to participation.

In India, two programs are available:

- ICPS
- Childline: 1098
- Street Children Scheme

The Juvenile Justice Act (particularly chapters 23-24-25-26), which was enacted in 1986 and has been amended in 2000 and 2006, has three key chapters:

- CL: Child in Conflict with Law
- CNCP: Child Need of Care and Protection
- Social Integration

The CWC (Child Welfare Committee), composed of five people including at least two women, is nominated by the State Government and has the power to facilitate the rescue of any child with the cooperation of the police who will investigate the case, and can condemn any violation of child rights.

The CWC is to be contacted for implementation of procedures to remove and/or protect the child and is authorised to send the child to a fit institution (child home or shelter home) or a fit person registered and recognized by the Government.

### **PROCESS**

In the case of any child abuse, child labour or any kind of child rights violations, READ should contact Childline, the CWC or any CCI nearby according to the Child Protection Process.

It is the responsibility of every employee of READ to bring to the attention of the Line Manager or the President any suspected case of child rights violation who can register the case with the appropriate agencies.

All cases are confidential and private in order to ensure the protection of the child.

### **AWARENESS**

Every employee of READ will read and agree the Child Protection Policy, its rules and regulations as defined by READ before signing the employment contract.



All meetings and training and workshop sessions at field level should start with sensitization on the Child Protection Policy as all employees and associates are in frequent contact with children and must comply with the principle of ZERO TOLERANCE.

It is the responsibility of the Line Manager to organise and refresh the training on child protection policy and process to the staff and associates, sponsorship workers particularly. Trainings should be conducted to all the communities and children to create the awareness of all.

Appendix:

- READ child protection policy



## **CHAPTER-16**



## **COMMITTEE AGAINST SEXUAL HARASSMENT (CASH)**

### **OBJECTIVE & DEFINITION**

To work in a safe work environment free from all forms of sexual or gender discrimination and conduct which can be considered harassing, coercive, or disruptive.

As recognized as an Universal Human Rights by international Conventions and instruments such as Convention on the Elimination of all forms of Discrimination Against Women, which has been ratified by the Government of India, READ will act as per the Guidelines done by the Court in Vishakha vs. State of Rajasthan [1997(7)SCC.323.

Sexual harassment includes such unwelcome sexually determined behaviour (whether directly or by implication) as:

- a. physical contact and advances
- b. a demand or request for sexual favours
- c. sexually coloured remarks
- d. showing pornography
- e. any other unwelcome physical, verbal or non-verbal conduct of sexual nature.

In the work context

- Where any of these acts is committed in circumstances where the complainant of such conduct has a reasonable apprehension that in relation to the victim's employment or work whether she is drawing salary, or honorarium or voluntary, such conduct can be humiliating and may constitute a health and safety problem.
- It is discriminatory for instance when the woman has reasonable grounds to believe that her objection would disadvantage her in connection with her employment or work including recruiting or promotion or when it creates a hostile work environment. Adverse consequences might be visited if the victim does not consent to the conduct in question or raises any objection.
- In such case, READ will take preventive steps by conducting training and educate the staff members (both men and women) about the acts of sexual harassment and also display in all its places of work about the acts and behaviour which amounts to sexual harassment.

### **THE CASH MEMBERS**

They are nominated by the GB members for two years and shall constitute:

- 2 women staff members
- 2 men staff members
- A woman from another NGO who will act as the Chairperson Committee

The number of women should not be less than one-half of the total members of the CASH.

The role of the CASH is:

- To act in mediation in the case of sexual harassment or sexual assault occurring to all staff of READ and associates,
- To organise training programmes to staff and associates to create awareness on sexual harassment,



- To adjudicate in sexual harassment cases and assist the aggrieved parties,
- To support the complainant in the event of an incident being reported to the legal authorities.

### **THE PROCEDURES**

- In the event of the absence of the nominated chairperson, another outside woman shall act as the chairperson with related authority and powers.
- Committee members shall be replaced in the case of influence or relation with the parties related to the complaint.
- A member can resign at any moment from the CASH
- CASH should not be less than three people, with two woman minimum
- In the case of two successive absence of a CASH member, the GB will ask for the resignation of the member and will nominate a new member
- CASH will uphold the principles of natural justice and maintain the norms of gender sensitivity
- The complainant may withdraw the complaint at any stage in writing, provided such a withdrawal is made independently and freely. The inquiry may be terminated on receipt on the request of such withdrawal.
- The CASH members, witnesses and the parties must keep all information relative to the case confidential.
- In the case of false accusation or negative insufficient or unconvincing explanation or evidence, CASH shall inform the President and they will take an appropriate penalty in order to exclude the possibility of recurrence of the complaint.

### **PROCESS**

- The entire process should be completed between six weeks to three months.
- The case will be treated under the same process as the Disciplinary and Grievance.
- The CASH will submit the finding report to the concern authority who will take disciplinary action against the accused person.





# Annexure **1**

## APPLICATION FOR ANNUAL LEAVE FORM

Employee's Name \_\_\_\_\_

Start date if employment commenced  
during this calendar year \_\_\_\_\_

I would like to apply for \_\_\_\_\_ days' annual leave

First day of leave \_\_\_\_\_

Last day of leave \_\_\_\_\_

Date of return to work \_\_\_\_\_

Remaining holiday entitlement \_\_\_\_\_

Employee's signature \_\_\_\_\_ Date \_\_\_\_\_

Authorisation

Approved by immediate manager \_\_\_\_\_ Date \_\_\_\_\_

Authorised by Secretary \_\_\_\_\_ Date \_\_\_\_\_



## Annexure 2

### COMPLETE LIST OF PUBLIC HOLIDAYS

Name of the Occasion	Date
Happy New year	1st January
Makar Sankranti	
Republic Day	26th January
Holi	
Utkal Divas	1st April
Rathyatra (Car Festival)	
Independence Day	15th August
Id-Ul-Fitr	
Gandhi Jayanti	2nd October
Dussehra - 3days (astami, navami and dasami)	
Diwali	
Christmas Day	25th December
Chaita Parab <sup>1</sup> (01 day)	



# Annexure 3

## SICKNESS ABSENCE SELF-CERTIFICATION FORM

Please read the rules and procedures set out in our medical absence policy before completing and returning this form to your line manager.

Name		
Department		
First day I was unfit for work (including weekends)		
First day I was absent from work		
Date on which I was fit to return to work (including weekends)		
Date on which I returned to work		
My absence was caused by the following illness/injury		
If an injury, specify how it occurred, e.g. motor accident		
I have sought medical advice	Yes	No
I have consulted my doctor	Yes	No
I have visited a hospital or clinic	Yes	No
Employee's signature		
Manager's signature		
Date		



# Annexure 4

## EXIT QUESTIONNAIRE

<b>Employee's details</b>	
Name	Job role
Line manager	Location
Start date	Termination date
Date of exit interview	Exit interviewer
<b>Job description and duties</b>	
1. What first attracted you to work for READ?	
2. Were your expectations met?	
3. What did you like most about your job and why?	
4. What did you like least about your job and why?	
5. If you could change something within READ what would it be?	
<b>Reason for leaving</b>	
6. Why are you leaving READ?	
7. If you are moving to another job, for which organisation will you be working?	
8. What will your new job involve?	
9. In what ways do you consider that the new organisation and/or job will be better for you?	
10. Please use this space for any further comments on your decision to leave READ.	



<b>Interviewer's comments and suggested further action</b>	
Interviewer's signature	
<b>Notes</b>	

Gathering information about employees' reasons for leaving can provide an employer with invaluable data about its employment practices, management style and any treatment perceived by employees as being unsatisfactory or unfair. Provided that an exit interview is conducted in a sensitive, fair and non-threatening way, many employees will reveal the truth about their reasons for leaving.

The person conducting the exit interview should, ideally, not be the employee's line manager. The interviewer should take care to distinguish between the employee's 'given' reason for moving to another job (e.g. the new job offers more pay, opportunities for promotion, etc) and their true reason for seeking to leave READ in the first place (i.e. what, if any, factors were causing the employee dissatisfaction).



## **Annexure 5**

### **EMPLOYMENT TERMINATION FORM**

Notify the Accounts Manager

#### **Notify Accounts & Administration:**

As soon as you are aware of and/or receive a letter from an employee that notifies you of the employee's intention to terminate employment, notify the Accounts Manager.

#### **Official Notice:**

If an employee tells you of their intention to leave your employment, ask them to write a resignation letter that states they are leaving and their termination date.

Return of Property

#### **Return of Organisation property:**

Exiting employees are required to return all Organisation books and materials, keys, computers, cell phones and any other READ-owned items.

Status of Benefits

#### **Benefits status letter:**

Following termination, former employees receive a letter from the Accounts Manager that outlines the status of their benefits upon termination.

#### **Repayment of advances:**

Any unpaid payroll advances will be subtracted from the employee's final salary payment.

#### **Payment of money owed to the employee:**

Any unpaid expenses for READ's activity purposes (turned in on an expense report), unpaid commission and bonuses will be paid in the final pay check.

Exit Interview

#### **Confidential exit interview:**

Exiting employees are encouraged to participate in a confidential exit interview with the line manager.



Exit interviews are an important process you can use to gather information regarding the working environment in READ. When notified that an employee is terminating employment, the line manager will schedule an exit interview. All information gathered is confidential and is reported periodically in summary form.

**Written permission for reference checking:**

Exiting employees, who plan to seek employment, must sign a form giving the Organisation permission to provide reference information when potential employers call.



# Annexure 6

## READ'S CODE OF CONDUCT

- a. Every employee of the organisation must at all times:
  - i. Maintain absolute integrity.
  - ii. Maintain devotion of duty.
  - iii. Conduct them in a manner which will enhance the reputation of the organisation.
- b. Every employee will be provided with their individual role and responsibilities from the beginning of the contract period, which they will carry out honestly and sincerely and to the best of their ability.
- c. Every year, a personal appraisal will be done in a participatory way basing on the role and responsibilities assigned during the contract period.
- d. All employees must carry out the work for which they are employed and obey the reasonable orders of their superiors in the organisation.
- e. No employee shall engage themselves, neither directly nor indirectly in any other business, profession, personal travel during working hours except with the prior permission of the Secretary
- f. Each employee shall in the performance of their official duties act on their best judgment except where they are acting under the direction of an official superior.

### Misconduct

Without prejudice to the general of the term 'misconduct', the following acts shall be treated as misconduct:

- a. Theft, fraud or dishonesty in connection with the business or the property of the organisation.
- b. Taking or giving bribes or any illegal gratification.
- c. Furnishing false information regarding name, age, qualifications or previous service or any other matter connected to the employment at the time of employment or during the course of employment.
- d. Wilful insubordination or disobedience, whether or not in combination with others of any lawful and reasonable order of their superiors.
- e. Absence without leave or overstaying sanctioned leave days without sufficient grounds or proper satisfactory explanation.
- f. Habitual late attendance or habitual absence without prior permission for leave.
- g. Neglect of work or negligence in the performance of duty.





- h. Consumption of alcohol during the course of duty
- i. Drunkenness, riotous, disorderly or indecent behaviour in the premises of the organisation or outside such premises where such behaviour is related to or connected with the employment.
- j. Sleeping while on duty.
- k. Committing any act which amounts to a criminal offence involving moral turpitude.
- l. Purchasing or selling properties such as machinery or stores to or from the organisation without express permission in writing from the Secretary.
- m. Any form of bullying, victimization or harassment of colleagues or other people connected with the work, project or organisation.
- n. Causing damage to office property.

*Note: The above list is not exhaustive.*

### **DECLARATION**

It is binding on all staff and whosoever acting as a representative of READ. If an employee breaks the code, READ may take disciplinary action including dismissal. In some cases the matter may be so serious that READ may choose and in some cases be obliged to report the matter to any relevant professional or legal organisations or authorities. It could lead to criminal prosecution.

I have hereby read and understood the above said rules and regulations and acknowledge abiding by them.

(Signature of staff)

Date:

Place:

### **Code of Conduct formulated by the Organisation.....**

#### **I will respect others.....**

- I will respect the basic rights of all humans – regardless of gender and equal treatment of women, disability, ethnicity, religion, caste, language. HIV status and other aspects of identity.
- I am aware of READ's values and will act for creating awareness and empower the target groups regarding their rights in a sustainability approach.
- I will act fairly, honestly, tactfully and treat people with dignity,
- I will respect the national law and local culture, traditions, customs and practices that constitution.

#### **Therefore**

- I will not take part in any form of discrimination, harassment or abuse, particularly against women and children, scheduled castes, scheduled tribes, fisher people or members of any other marginalized groups, and will challenge the discriminatory behavior of any colleague.

#### **I will work actively to protect children.....**



- By carrying out my special responsibility for children to whom READ has a duty of protection, and creating a safe environment for children to prevent their physical sexual or emotional abuse or neglect.
- By giving regular training to create awareness about the child rights in the local language to the communities and children.

### **Therefore**

- I will not act in a way that breaches READ children protection policy and procedures or in any way places children at risk of harm.
- I will not withhold information about any current criminal convictions, charges or civil proceedings relating to child abuse, either when I join READ or arising during the time of my employment.

### **I will maintain high standards of personal and professional conduct.....**

- By striving for high standards in my work, taking responsibility for my actions and not abusing my position of power as a READ representative.
- By being punctual and registering my attendance.
- By informing my manager of my absence as soon as possible and following the leave process when I will return.
- By being a team-worker ensuring collaboration and good relationship with my others.

### **Therefore**

- I will not behave in a way that undermines my ability to do my job or is likely to bring READ into disrepute.
- I will not engage in sexual relations with anyone or abuse or exploit a child in any way.
- I will not drink alcohol or use any other substances in a way that affects my ability to do my job or affects the reputation of the organization and will not smoke at the office,
- I will not be in possession of, nor profit from the sale of illegal goods or substances,
- I will not ask for or invite any personal payment, service or favour from others, especially beneficiaries, in return for our help, support, goods or services of any kind.
- I will not accept bribes or significant gifts from governments, beneficiaries, donors, suppliers or others which have been offered as a result of my employment.
- I will not enter into any sort of business relationship on behalf of READ with family, friends or other personal/professional contacts for the supply of any goods or service to READ or any employment related matters without authorization.
- I will not take membership of any political party or engage in extremist activities considered as detrimental to READ, its programme population or national interest,
- I will not accept any other employment or receive financial earnings from other services rendered without the prior knowledge and written consent of READ,
- I will not use the organization's computer or other equipment to view, download, create or inappropriate behavior such as pornography etc.

### **I will seek to protect the safety and well-being of myself and others**

- By being aware of the health and safety basics practices and highlighting to management any areas of concern.

### **Therefore**

- I will not behave in a way that creates unnecessary risk to my security or the security of others.



**I will protect READ's assets and resources.....**

- By handling our financial and other resources carefully and confidentially.
- By keeping safe the material and the immovable assets supplied by READ.

**Therefore**

- I will ensure READ's resources are not misused and protect them from theft, fraud or other damage.

**I will report any incident or concern relating to this Code of Conduct**

- In order to make this Code of Conduct come alive within READ we must not only apply it individually but be ready to bring to the attention of relevant management within READ any potential incident, abuse or concern that we witness or are made aware of

**Therefore**

- I will raise through appropriate channels any matter that appears to break the standards contained in the Code of Conduct.