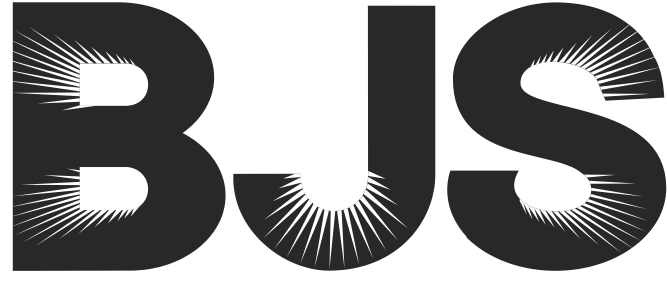


## Human Resources Development Department

### Policy & Standard Operating Procedures

August

2011



**Bharatiya Jain Sanghatana**

## Bharatiya Jain Sanghatana

### Human Resources Development

### Policy & Standard Operating Procedures

## Preface

Bharatiya Jain Sanghatana (BJS) is an NGO founded by Shri. Shantilalji Muttha in 1985. Within a short spell of time it established its name in the field of Social Work, Education & Disaster Management.

Standard Operating Procedure (SOP) & Policies are lifelines in any successful organization. It gives employees right perspective of organizational functioning in detail. It also narrates as to how employees are expected to work in the organization. As this booklet describes all relevant policies & procedures, employees are advised to read this handbook in detail for smooth functioning of the organization and their own tenure in the organization.

This SOPs & policies are applicable to all the employees of BJS irrespective of location of work/ posted. However these are not applicable to guides & related staff of Mulyavardhan operating at outstations.

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## **1. Vision**

**To collectively contribute towards nation building through Holistic Development of Society.**

### **1.1 Mission**

#### **1.1.1 Education Wing**

- Address the needs and create awareness for improving **Quality in educational delivery.**
- Focus on roles and responsibilities of **stake holders.**
- Deliver programs to lead to **Holistic development of children.**

#### **1.1.2 Social Wing**

- **Create awareness** for social issues affecting individuals, families and community
- Leverage existing infrastructure of community to engage them in improving **quality of life.**
- Deliver programs for effecting **transformation.**

#### **1.1.3 Disaster Management Wing**

- Develop **mechanisms** to respond, assist and support during major disasters
- Establish an international **Disaster Management Institute.**
- Prepare comprehensive guidelines and training modules for empowering stakeholders for **better response during crisis.**

## **2. About Bharatiya Jain Sanghatana**

Bharatiya Jain Sanghatana (BJS) is a Pune based NGO with a national footprint completing its Silver Jubilee of sparkling services rendered in three sectors namely, **Social Services, Education and Disaster Management**. BJS is a non-political, non-profit, professional organization working towards the benefit of all. BJS boasts of a rich and diversified heritage.

### **2.1 Long Term Objectives**

BJS works in progressional steps by identifying National Issues; research the needs of the affected population; creates practical solutions based on experiences and then converts them into workable modules. These modules are then implemented in the home ground successfully. After analyzing the results of the pilot run, these modules are taken across the country for roll out and implementation. This has been the tried and tested method of working. This kind of approach has been the Unique Performance Proposition of this organization for three decades now.

#### **National Issues addressed by BJS:**

##### **1.1 Disaster Management:**

Disasters have struck in various forms, different regions, with increased densities and the number of affected people has also always been on the rise since 1990.

1. After disaster has struck the first and most important thing is immediate relief to the affected for two to three months.
  - BJS has developed its systems to activate its large local volunteer groups in the event of any disaster anywhere in the country. Freshly cooked, hygienic food to at least 10,000 people is provided every day. Glaring examples of this are: Earthquakes in Latur, Gujarat, Jabalpur, the floods in Maharashtra and Bihar, the Tsunami of 2004 in South India and the Andaman & Nicobar Islands, the stampede at Mandhardevi, etc.
2. Health and educational services should be restored immediately to soften the impact of the disaster. As is the prevalence, after a disaster it is the children who are most neglected and hurt. Schools and other civil infrastructure come to a standstill and are used for housing the rehabilitated population. Children are unable to communicate their feelings on the devastation and loss weather individual or otherwise. This takes a heavy toll on their psyche and they turn towards unwarranted activities. At a time like this, BJS works to fill the void of such destruction for the children.
  - 1200 affected children from Latur were brought to BJS's Wagholi Educational and Rehabilitation Centre (WERC) at Pune for their education up to graduation.
  - 368 pre-fabricated school structures were constructed within a record period of 90 days and handed over to the then Prime Minister.

- 10 permanent schools and 34 primary Health Centers and sub-centers constructed on various Islands of Andaman & Nicobar and handed over to the government.
- BJS entered into a MoU with the National Disaster Management Authority after the earthquake in Kashmir, to provide pre-fabricated structures with technical know-how and shift it to the valley in a record time of 30 days in specially provided trains for the same. This assignment found a mention even in the Lok Sabha on Monday, November 28, 2005 / Agrahayana 7, 1927 (Saka).
- 500 earthquake affected and orphaned children from Kashmir valley were brought to BJS's Wagholi Educational and Rehabilitation Centre (WERC) at Pune for their education. These children were flagged off from Srinagar by Mrs. Sonia Gandhi on 10th December 2005.

### 1.2 Dowry:

Way back in the mid eighties, the dowry practice was extremely rampant across the country. It was a burning National issue with serious repercussions. BJS understood the issue.

The Founder President of BJS, Shantilalji Muttha went on a 3000 km Padyatra (journey on foot) across Maharashtra to create an awareness campaign and came up with the concept of mass marriages to reduce the impact of the dowry system.

BJS did not stop only at mass marriages, but conducted family counseling to create a harmonious existence for those couples and families who found the initial adjustments too difficult to bring about. **Ultimately the mass marriage concept was converted into a nation-wide movement and is prevalent even in the current times.**

### 1.3 Declining Sex Ratio:

BJS carried out its first Jain community census of 25,000 families in 1990 in Maharashtra and brought out a comparative analysis of its results with the National census. Way back then, BJS predicted that in the times to come there would be whopping 21% males who would not be able to find partners for marriage. This created a stir within the community and an effort to curb the decline in the sex ration was made.

An action plan was chalked out. Volunteers from various levels of the village, Tehsil, District and region were appointed as Office bearers with required training to take up the responsibility for creating the awareness on this issue amongst the community. Travel plans for all levels were put in place and this schedule was implemented at a continuous pace across the state **over a period of ten years**. In 2009 another census was carried out, the results of which **clearly indicated that the Jain community had succeeded in reducing the imbalance in Maharashtra.**

- 1.4 **Increasing Divorce Ratio:** BJS has been working with issues such as the Dowry system and declining sex ratios since 1985. This long and insightful experience was a clear indication of the fact that there would be a phenomenal increase in the rate of divorce in the near future and may reach a staggering 50%.



Divorce does not only break up two individuals, it reflects on the future of the entire family, culture and development as a whole. BJS lays a major focus and emphasis on this issue and an in-depth study into the many reasons for this was taken up by BJS. A decision to deal with this issue at two levels was taken;

BJS has designed and developed various compact modules and 32 hour Certificate Courses on various aspects of the issue which are being implemented across the country.

**Pre-Marriage Courses:** Generating awareness, Empowerment of Girls, Empowerment of Boys, Match-making sammelans, efforts on - Reducing the Generation Gap and Decision Making processes, and dealing with Educational disparity among boys and girls.

**Post - Marriage Courses:** Generating Awareness, Empowerment of Couples, Family counseling, Family Courts.

### 1.5 Holistic Development of Children from Tribal Areas:

India boasts of a large Tribal belt across many states. The Government is making all efforts for the overall development of these Tribal areas and their people. Special initiatives towards the education of Tribal children are being carried out by introducing various schemes. In spite of all this, the development of the Tribal regions is an area of grave concern.

**BJS's New Experiment:** BJS has established a sprawling education and rehabilitation centre at Wagholi, Pune - **Wagholi Educational and Rehabilitation Centre (WERC)** with the facilities of lodging, boarding and schooling for more than 1,000 children from STD V to Post graduation at a time.

In 1997, BJS brought 350 students from various classes from Melghat (Somalia of India) for their educational rehabilitation until their graduation to WERC - Pune. Most of these children were from higher classes and their educational development was the main focus for BJS.

These students who have graduated and gone out into their respective areas are doing well. This successful experience has given BJS the insight that with some re-structuring, this model could be a potential solution to the development of the Tribal areas in the country.

Therefore after a complete re-structuring of the model since 2009, BJS has brought 75 children from STD V only, to WERC so that it gives BJS and the children a good eight years to work on their overall development be it education or personality. This has been repeated in 2010 also, every year 75 children will be admitted in STD V continuously. Apart from academic education, these children are given extensive inputs on Personality development, vocational skills, Values & Morals, information on the History of Tribals and guidance and support to make them competent to go out into the world and make a future based on their individual aptitudes.

Even after these children have completed their education, BJS will have a constant connect with them through a guidance and support system to track their

progress. BJS believes that, these children will bring about visible changes from 2025 in their Tribal communities and this will continue and increase gradually.

#### **1.6 Quality of Education in Rural Schools:**

The government is making a phenomenal effort to bring about the Improvement in the Quality of Education in the schools across the country. BJS strongly felt the urge to contribute in this direction and support the government in its endeavor.

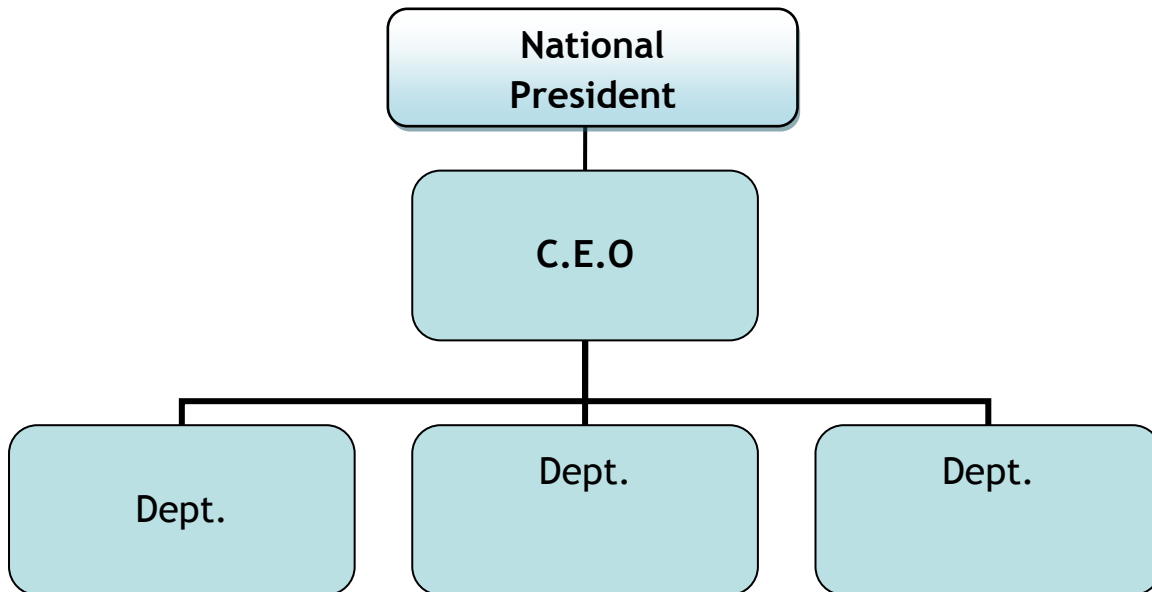
On the basis of the experience generated in the field of education, BJS introduced an Educational Quality Improvement Program (EDUQIP) in 2001. BJS came to the conclusion that in order to accept the challenges related to educational quality improvement, a basket of various programs of EDUQIP to be designed and developed. The programs include: School Accreditation, Students Assessment for STD IV, VIII and X, Measuring of Teachers Effectively, Teachers Training, Principal Empowerment, etc. This was done by introducing practical solutions within the constraints.

BJS successfully implemented the EDUQIP basket in some institutions as a pilot project. Based on the success of this project EDUQIP was delivered in all government schools of Andaman & Nicobar, Goa and Navodaya Vidyalaya Samiti Schools (NVS) at their request, after signing MoU. BJS has appointed its team to implement this basket in the above locations over three years consecutively to bring about visible changes. The Government officers, Education officers and Principals in all these locations have appreciated BJS's work tremendously. In Goa, the government has credited BJS for the betterment in the SSC results in the media.

**Conclusion:** BJS has the advantage of a rich experience spanning three decades, identifying and working with National issues over sustained periods, having a strong Nation-wide Network, strategically planned methodology, a system of designing need based modules, research based professional and technological approach, state-of-the-art infrastructure with a 500 strong staff base and 1000s of dedicated volunteers spread across the country. BJS is a self funded organization.

## 2.2 Organizational Chart

BJS is a non-political, non-profit, NGO & professional organization & therefore, organized as below:-



## 2.3 Hierarchy - Organization Structure

Level	Positions
Top Management	National President
	C.E.O.
Senior Management	Director Cadre, Consultants
Middle Management	Manager Cadre
Officers	Project Leader, Project Coordinator, Project Assistant
Staff	Dispatcher, Driver, Office Boy etc.

### **3. Recruitment & Selection**

#### **3.1 Manpower Requirement**

Departments are requested to project their requirement of manpower to the CEO. The CEO in turn will direct HR dept. to invite applications through

- Available Database
- Print Media Advertisement
- Online Search for Applicants
- Placement Consultants
- & Known References

Format for Requisition for Manpower is attached at (Appx A)

#### **3.2 Selection Procedure**

On receipt of application, the HR dept. will duly scrutinize these applications & forward it to CEO, on suitable remarks from CEO, HR dept will call candidates for interview.

Applications in respect of non shortlisted candidates will be kept in the “Data Bank” maintained by the HR dept. along with Employment application form (Appx B).

In case of shortlisted/ selected candidates, HR dept will accordingly act on the instructions given by the CEO such as Job offered, Compensation, Reporting to, Date of joining, Position.

On receipt of these details HR Dept will issue him an Offer Letter for the employment (Appx C).

*HR Department will also brief the candidate of HR policies and general information about the organization.*

*Head of the department, where the candidate is posted, will also brief the candidate about the working and activities of the department.*

The second interview, if any will be conducted by the President.

#### **3.3 Appointment Letter**

Appointment letter (Appx D) will be given to the selected candidates after acceptance of offer letter and on the day the employee joins the duties. HR must scrutinize and confirm the documentation of the candidate.

Terms and conditions of employment will form part of appointment letter and signed acceptance copy from the employee will be kept in personal file.

A copy of service rules, leave rules etc. will be issued with Appointment letter.

### 3.4 Joining Process

Reception of New Joiner's:

- The employee will be made as comfortable as possible by the person at the reception desk.
- HR department will receive a new employee and escort him/her to the HOD.

Definition:

- An employee: An employee is any person hired by an organization for a specific "job" with specific terms & conditions at a compensation decided mutually between them.
  - Full time employee: Full-time employment is employment in which the employee works the full number of hours defined as such by his/her organization.
  - Part time employee: An employee who is available at workstation for half day, on alternate days or for hours less than 44 hours a week.
- Consultant: A consultant is an experienced individual from specific field that is trained to analyze and advise so as the organization can take best possible decision. He can be from any department or project.
- Advisor: An advisor is an expert person from specific field, having deeper knowledge from specific field.

### **Joining Report (Appx E)**

Copies of the following documents shall be submitted to the HR.

- Highest Graduation/ Post Graduation Degree certificates.
- Two recent passport-sized photographs.
- Certificates of Experience.
- Salary Certificate from previous employer.
- Relieving Order from previous employer.
- Certificates of achievements, Recognition or Reward.
- Bank account Details.
- Any other certificate to substantiate his claim on employment.

### **3.5 Employee Personal Folder**

HR dept will maintain service folder in respect of each employee. This will contain the following:

- CV of the employee.
- Accepted Copy of Offer Letter.
- Copy of Appointment Letter.
- Any Notices / Memos addressed to the employee.
- Any other papers pertaining to the employee such as Confirmation Letter. Increment Letter, Promotion Letter.
- Copy of Educational Certificates.
- Relieving Order from previous employer.
- Experience Letter.

### **3.6 Induction**

Induction is one of the most important events in the career of employee in BJS. It is mandatory for all employees to go through the induction process. Induction event is organized by HR dept. & conducted by the training dept. A typical conduct of induction is as under:-

- Welcome & Joining formalities like documentation.
- Overview of BJS.
- Detailed working Social Wing, Educational Wing including Mulyavardhan, Disaster Management.
- HR Policy.
- Question & Answer session.
- Closing Address.

Induction will be for all newly joined employees. It will be ensured by the HR dept that each employee newly joined / transferred to HO goes through the induction procedure.

On the joining of the employee following actions will be taken:

- Familiarize employee with this handbook.
- Introduce the new employee to immediate supervisor / Manager and other staff.
- Employee shall be provided/shown his / her place of work. He/she will be provided with necessary stationary etc.
- HR dept. shall update appropriate records of education; training, skills and experience account opening forms etc i.e. Update Employee Folder and check up the authenticity of the document submitted.
- Will conduct induction briefing/training along with the respective department heads.
- Initiate process for allocation of email account & I-Card.
- Will explain him/ her electronic system of attendance.
- Will obtain & coordinate induction meeting with the CEO.
- HR dept. will issue a kit containing following.
  - Bank form
  - Note Book
  - Pen & Pencil
  - Eraser & sharpener

#### Job Description

- Job Description will be provided by Head of Department. (Appx F)
- Key roles & responsibilities will be in written format will also be explained by the Head of the department.
- Special task will be defined by CEO or President as per work priorities or importance.

### 3.7 Probation Confirmation and Appraisal Policy.

Newly appointed employees shall be on probation for six months. After six months, there will be interaction, with the CEO for appraisal/ conformation.

The CEO may with the recommendation of the Director/Manager extend the probation period. Probation period can be extended only once.

Upon satisfactory completion of the probation period, HR Dept. shall confirm the services of the employee through a written confirmation letter. In case the services have not been found satisfactory, the service may be result into discontinuation.

During probation period employees will not be entitled for any leave.

## **Appraisal**

It is the process of looking how well the employee in his/her job and how much potential the employee has for future responsibilities. Also to personal attribute, work habits, attitude towards self and others, ability to get along with the team, leadership qualities, and personal contribution to the success of the organization determines his / her competence for promotion/ compensation.

At the time of joining every employee will be given a copy of the Job Description by HOD /Director. This will make him/her aware of the expectations of the organization. Appraisal will be done once in a year on the task bases given to the employee. All tasks have to be listed in appraisal form by the employee.

Self appraisal will be made by the employee himself and then HOD/ Director Will endorse his views on the same. After such endorsement appraisal form will be sent to CEO for his remarks. Final appraisal will be done by CEO. Increment or privilege will be provided to an individual by CEO.

## **Acknowledgement of Service**

The organization appreciates those employee who have completed five, ten and fifteen years of service with the organization, suitable act of appreciation will be intimated later, however employees, who desires to offer suggestions in this regards are welcome to do so.



## **4. Employment Policy**

### **4.1 Employment Governance Philosophy**

BJS strives to balance organizational needs & results thereof. We try to rely on good judgment, common sense, creativity, and the real-time ability to solve problem to foster a pleasant and harmonious workplace. We recognize that good human resource management respects the dignity and rights of all staff members. Therefore, working conditions, privileges, and benefits promoting both individual well-being and program achievement will be maintained within practical limits.

Employees are requested to abide by rules & regulations given to him time to time by the organization.

### **4.2 Employment Posting**

Every employee shall serve the organization at his place as he may, from time to time, be directed to do by the management.

The team work is the essence of BJS, mutual respect & sharing of responsibility of colleagues as required by the unforeseen contingencies will be kept in mind by all employees.

### **4.3 Short Term Assignment**

Employees are expected to accept short term assignment in any section / department or function raised due to requirement of organizational interest.

### **4.4 Transfer**

Employee is liable to be transferred to any other department / branch of establishment / sister institute in the interest of BJS. In such event he will be governed by rules including remuneration, hours of work, leaves operative in that dept. etc. Non compliance with such transfers will be considered disobedience of lawful order, & may be subjected to disciplinary action including termination.

However an employee when transferred and not willing to report to new location is entitled for one month notice from the date he /she have been communicated and on expiry of notice period he/she has choice of resignation.

### **4.5 Personal Business & Outside Assignment**

All employees other than part-time are advised not to indulge in personal business other than the organization. They are also advised not to accept any alternate employment while in service with BJS. If found such employees will be dealt with disciplinary actions including termination.

#### 4.6 Attendance

The service of the employee will be considered from the working day on which employee joins. Every employee is expected to mark his/her attendance with the electronic device attendance system. In case of its failure the employee will contact the member from the HR dept & ensure his/her attendance. Late coming will be dealt as under:

- All employees are expected to report at 9.30 am or the time decided by the management without fail. At any stage no late coming is allowed.
- HR department will debit ½ day *salary* if an employee is late, thrice a month.
- In spite of above employees late coming is not improved warning letter may be issued to employee and thereafter suitable action will be taken.
- If employee is away on official duty then should fill the Movement request and submitted in HR dept. on same day after taking approval from reporting authority.
- *An employee shall report to work on return from an outstation duty of more than 8/12 hours as per the chart below.*

SN	Time of Return from duty	Permitted to report late next day by
1	2000 hrs to 0600 hrs	2 hrs
2	0600 hrs to 1400 hrs	4 hrs
3	1400 hrs to 2000 hrs	No office on the day of return

- *Delay in arrival of bus/train/Flight - Certificate from Station manager/Station master/Airlines must be produced.*

#### 4.7 Absence during working hours

- An employee may be permitted to attend personal work with prior approval of her/his Director. This could be any time during the working hours, It is mandatory to obtain sanction on the movement request.*

*e.g. an employee may have to report late to work, leave early or go out during working hours to attend to personal work. The procedure for sanction on the movement request must be completed.*

- A minimum absence of half an hour or multiples thereof shall be recorded for sanctioned absence as in Sr no. 1. above.*
- There will be no deduction from leave account if the total number of hours of absence during the month, add up to 3 hours or part thereof..*

- iv. *EL/ Unpaid Leave of half a day shall be recorded for every 4 hrs of absence during the month.*
- v. Employee need to take prior written approval of his/ her HOD in case they need to leave early by filling up movement request and submitting the same to the HR dept. & the same will be recorded in movement request. In case of late coming, the employee needs to inform the reporting authority & HR well in time.  
Both these movements, mentioned above, will be substantiated through the electronic attendance system.
- vi. Any employee who is found absent from his work place during office hours without permission or without sufficient reason shall be treated as absent. For the period of absence disciplinary action may be taken.

## 4.8 Leave Policy

### Leave and Holidays

Types of leave:

- Declared Holidays.
- Paid Leave / Earned Leave.
- Casual Leave.
- Sick Leave (will be approved on occurrence only).
- Maternity Leave.
- Voting Leave.
- Compensatory off.
- **Declared Holidays**
  - The head office shall declare **12 paid holidays** per year. The list shall be prepared every year taking into account the National and festival days etc.
  - Branch offices should seek changes if any with the CEO.
- **Paid Leave / Earned Leave & Casual / Sick leave**
  - i. *Earned leave is granted subsequent to the period of earning.*
  - ii. *The leave calendar is from January to December of a year.*
  - iii. *The employee is eligible for twelve days of EL in a year, one leave day for each month earned.*
  - iv. *EL shall be credited to the leave account of the employee at the end of six months. The employee is expected to avail of EL by the end of the subsequent six months.*

*e.g. on July 01, six days of leave which has been earned for the previous January to June period, will be credited to the leave account of an employee. The employee is expected to avail of this leave by December 31. Similarly, on January 01, six days of leave which has been earned for the previous July to December period, will be*

*credited to the leave account of an employee. The employee is expected to avail of this leave by June 30.*

- v. *At the end of the probation period and on confirmation, the employee is deemed to have earned one day of leave for each month of probation. The employee is expected to avail of the EL by the end of the subsequent six month period (by the next June or December).*
- e.g. if an employee is confirmed in November of the current year after probation period of 6 months, 6 days of EL will be credited to her/his leave account in November. On January 01, one more day of EL will be credited (for December) The employee shall avail of this leave by end of coming June.*
- vi. *EL which is not availed of by June/December will lapse and will not be carried over to the next leave period.*
- vii. *In case leave requested for is not granted due to exigencies of service and cannot be availed of by end of June/December the leave must be availed of within the next three months following June/December.*
- viii. *EL may be combined with Compensatory off and not more than a total 6 days may be availed at one time.*
- ix. *An employee is entitled to 3 days of Sick Leave (SL)/Casual Leave (CL) in a year. This leave may be taken anytime during the year and cannot be combined with EL and Compensatory offs due. An exception may be made only by the CEO.*
- x. *Leave without pay will be granted only as an exception, solely at the discretion of the CEO and will require his sanction. It may be requested for only if there is no balance of EL. Any holidays during the period of leave without pay will not be paid for.*
- xi. *Leave without prior sanction shall be regarded as 'Absent from duty' and salary equivalent of 2 days shall be deducted for every one day of absence.*
- xii. *Only in case of an emergency a verbal sanction or a telephonic sanction may be obtained from the leave sanctioning authority. On return to duty, the procedure for sanction of leave must be completed.*

*What constitutes an emergency?*

- a. Bereavement in the immediate family or neighborhood.*
- b. Medical emergency of self or family member – Medical certificate must be produced.*

These are applicable to all employees who are working full time (i.e. 48 hours a week).

All those who are working part time (Less than 48 hours a week) proportionate leave is applicable.

ALL leaves must be sanctioned. Employees must submit the leave request duly approved by his/her HOD to HR dept.

The Leave request will be maintained by the employee.

- **Maternity Leave**

A woman employee, who has completed 2 years of employment after the probation period, is eligible 90 days of paid leave for maternity reasons. Paid maternity leave is granted for the first child only.

To be eligible for the benefit of the paid maternity leave of 90 days, the employee must rejoin and work with the organization for 180 days, thereafter. These 180 days include holidays and any entitled leave during this period and do not include leave without pay.

However, if the employee is advised to extend the maternity leave beyond 90 days, for medical or health reasons, it must be applied for and the duration of the extended leave shall be treated as leave without pay. To be eligible for paid maternity leave of 90 days, the employee must rejoin and work thereafter, as stated in above paragraph.

The payment for the 90 days of maternity leave shall be held in a security fund with the organization and shall be disbursed to the salary account of the employee after 180 days, subsequent to rejoining.

If an employee is unable to rejoin, her last working day, prior to the first day of the maternity leave period, shall be treated as the date of her separation from the organization and shall not be entitled for any payment for the period after separation and thereby shall also not be entitled to paid maternity leave.

- **Voting Leave**

½ day voting leave can be availed of for Constitutional duties.

- **Compensatory off**

- In case any employee was specifically asked to work on Sundays or any other Holiday, he/she is entitled for compensatory off. Such leave may be availed only by prior permission of the HOD and entirely on his/her discretion.
- In any case no monetary compensation shall be given.
- Compensatory off has to be applied within 3 days of working on the holiday - through mail, message or the application.
- The Compensatory off(s) earned as per the HR manual for the week in which, employee has worked on holidays, has to be availed within 30 days from the date of approval of the compensatory off.
- Compensatory off will be lapsed after 30 days of approval..

#### **4.9 Absenteeism**

- **NO leave is allowed to be taken by any employee without prior permission.** Otherwise it shall be considered as 'absenteeism' and as such shall be considered for pro-rata salary deduction.
- Similarly if an employee avails an extra day or more leave granted to him and does not inform his HOD well in advance, this will be considered as absenteeism & as such shall be considered absent & is eligible for pro-rata salary deduction.
- Leave without pay

Employees, who have availed all the types of leaves available & have valid reason, may take leave having recommendations from their manager/ director & sanctioned by the CEO/ Director HR & Admin will be considered Leave without pay.

#### **4.10 Hours of work**

The working days at BJS Head Office shall be for 6 days a week. However, the first and third Saturday of the month shall be a holiday. The duration of the work day is of eight hours. Sunday will be observed as weekly off. Office timings: 9.30 am to 6.00 p.m.

Lunch break between 1:30 p.m. to 2:00 p.m. (For 30 min only)

Attendance Cycle: 1<sup>st</sup> to till end of the calendar month.

*The third Saturday of a month shall be a working day for all field staff, i.e. Tehsil Heads, Block Heads, Training personnel and Administrative Officers, employed for the Mulyavardhan Project.*

## **Code of Conduct**

Taking into consideration vision & mission of the organization all employees are expected to abide by the rules, regulations, instructions issued time to time so that the behavior & conduct of the employees confirms the objectives for the betterment of the organizational image.

All employees must act ethically & with integrity, so as to ensure BJS's good reputation & success.

### **5.1 Identity Card**

On joining all personnel details will be provided to HR dept. through Employment application form. Each employee will be given the Employee code number which should be retained, used and referred for all official purposes. This is prerequisite for workstation allocation, identity card, email & all other facilities.

In case of loss of identity card, an amount of Rs. 150 will be charged for issue of duplicate I card.

### **5.2 Visiting Card**

This will be provided to all those employees of Managers cadre & above. Visiting cards are printed with following details; requisition for the same will be forwarded to HR dept. duly recommended by the HOD / Director.

- Name of the employee as specified by the individual
- Designation
- Registered address of BJS
- Office telephone no. & official email id
- Website

Note: No personal cell phone no or personal email id will be printed on visiting card front side. However may be printed on the reverse side of the card.

### **5.3 Work station Allocation**

Allocation of workstation is done by HR & Admin department based on the availability of space and the role of the employee.

- Desktop PC/ Laptop allotment: This allotment is based on the nature of the job of the employee.
- Email Facility: This will be provided to the employee by the tech support dept. Necessary authorization will be provided by the HR dept.

## 5.4 Moral Values

All employees are expected to exhibit high standard of professionalism & decent behavior. They are also expected to demonstrate courtesy to co-workers & members of general public.

Employees are advised not to indulge following:

- Soliciting for political causes.
- Harassment (Sexual, Physical or Otherwise).
- Discriminatory and/or Threatening Behavior.
- Physical violence of any sort.
- Illegal activities of any kind.
- Possession, sale, use or provision of alcohol or illegal drugs or other substances
- Reporting for work under the influence of alcohol or illegal drugs.
- Improper or illicit use of BJS's technologies, equipment, facilities or resources.
- Payment or receipt of bribes or gifts, whether or not intended to influence BJS program or fiscal activities.
- Failure to report the receipt of a gift (of value more than Rs. 250) or honorarium.
- Theft or misappropriation of BJS property; or serving as an accessory to same.
- Unauthorized use of BJS materials.
- Unauthorized use of BJS vehicles.
- Neglect of duty; employee's deliberate failure to perform assigned duties.
- Habitual late coming.
- Unauthorized absence for more than 15 days.
- Assault.
- Use of filthy and/or unparliamentarily language.
- Smoking within the office premises.
- Failure to immediately report a personal injury that occurs during work hours, or any accident involving BJS property or employees.
- Insubordination.
- Gambling, betting or participation in lotteries during work hours or on premises.

Disciplinary action will be taken against the defaulters.

## 5.5 Dress Regulation

All employees are expected to dress appropriately to present themselves clean, neat & should give a professional appearance.

## 5.6 Care of Assets & Resources

Employees shall take care of BJS's money, property and/or equipment that may be entrusted to them and shall be responsible for any damage to and/or shortage or loss



of such money, property or equipment caused by personal negligence or disregard of BJS policies and procedures.

### **5.7 Gifts**

Employees shall not accept or borrow money from any person, firm or project connected or associated with the project whether as an employee or dealer or customer, actual or potential, nor shall they accept any presents / gifts from any such person, firm or company as mentioned earlier. Donor regulations prohibit employees from giving gifts procured with grant funds to colleagues, partners or affiliates of any kind. (Provision of BJS training materials and tools does not constitute gifting, though must be pre-authorized via HOD).

### **5.8 Loan**

As it is mentioned in earlier paragraphs BJS is non profit, non-governmental organization which is registered under Society act 1860, 1950. It is also working in the field of Social Service, Education & Disaster Management. As such being an NGO and nonprofit organization funds are public. Therefore loan will not be granted to anyone for whatsoever reasons may be.

### **5.9 Use of Materials & Resources**

All education materials, curriculum products, media, video, pictures, drawings or designs developed while in the employment of BJS are the sole property of BJS. Upon termination of BJS employment, these materials must be handed over to the Head Admin. Current and former employees must secure written permission from the CEO to use these materials for any activities not directly tied to their BJS responsibilities.

### **5.10 Use of Communications Technologies & Equipment**

All use of BJS equipment (including computers, phones, copiers, printers, FAX machines, etc.) whether hired or owned, as well as telephone, Intranet and Internet communications, must be consistent with conventional standards of ethical and proper professional conduct. Technologies may not be used to create, forward or display messages or images that would commonly be deemed offensive or disruptive, including political, commercial, ideological, religious or philanthropic communications as well as sexual and sex-related photographs, graphics, audio and video materials.

All communication undertaken electronically is of a public nature, and an appropriate business-like tone should be used at all times. Use of BJS computers, email, internet access, phones, FAX and copiers is intended for work-related purposes.

Back up will be taken of computer hard drives on at least a quarterly basis, and prior to separation of any employee, to safeguard BJS data and documents. This will be coordinated by the Admin branch.

Personal mobile phones should be maintained on “**silent/vibrator**” mode at workplace.

### **5.11 Disciplinary Actions**

Violation of standards and policies by any employee, regardless of their position, will lead to appropriate disciplinary action based upon the gravity of the infraction and its impact on the activities, employees and reputation of BJS. “Appropriate” action will be determined by the HOD in consultation with senior management, based upon the gravity of the infraction and the performance history of the employee. As Per the seriousness of the case and the nature of the employee’s conduct and performance to date, a disciplinary action may entail an oral or written reprimand, suspension from duty with or without pay, or separation following domestic enquiry, grave offenses may be cause for legal action. Generally, an employee must be given the opportunity to provide an oral or written explanation or justification before the disciplinary action is taken. Only the Chief Executive Officer (CEO) may authorize the suspension or termination of an employee, or the engagement of law enforcement.

### **5.12 Separation & Reliving**

Separation is the resignation or termination of an employee from the services of the organization. Separation may be due to any reason.

Forfeiture of Security Fund:

If the employee elects to leave without 30 days notice, s/he forfeits the salary for that portion of those 30 days s/he fails to complete. Final settlements will be made only after BJS assets such as computer, keys, manuals, Office, library books and any other material that may belong to the organization are duly returned. The clearance sheet will have to be countersigned by the employee before the settlement is made.

The copy of clearance sheet is attached at (Appx K)

### **5.13 Exit Interview**

Exit interview will be with the CEO/President of organization.

Necessary documents for exit formality will be made by HR dept. It will help to find out the effectiveness of organization, any grievances etc. Exit interview form is attached at (Appx L)

### **5.14 Termination of Services**

- **Probationers**

As noted in the staff appointment letter, BJS shall be entitled to terminate the services of any probationary employee without assigning any reason.

- **Confirmed Employee for a Reason**

The dismissal / termination of a confirmed (post-probation) employee will be undertaken for the reasons mentioned below:

- Absenteeism more than seven working days or more.
- Misconduct.
- Loss of confidence.
- Inefficiency.
- Disloyalty.
- Commission of act of involving turpitude.

The employment is terminated either side, by giving one month's notice or payment of remuneration in lieu thereof.

### **5.15 Communicating with Press & Media**

No employee is permitted to communicate with print & electronic media to communicate information about BJS & its activities. In case such organizations from media meet a BJS employee they will politely direct these representative to CEO.

## **6. Grievances Resolution**

Following procedure will be adhered to in case of grievances of the employee with aim to resolve the problem at the earliest stage.

Step 1: The grieved employee should first approach the person they are reporting to. The person concerned should try & resolve the issue.

Step 2: If the grievance has not been resolved to the satisfaction of employee then the matter could be taken to the CEO.

Step 3: Even after step 2, if the employee is not satisfied he/she is free to take it up to the President for discussion with prior appointment.

After discussions with President whatsoever the decision is taken by him will be gracefully accepted & if found guilty of wrong doings appropriate disciplinary action will be taken against the employee concerned.

## **7. Salary Administration**

BJS strives to ensure that salary & benefits provided to their employees with prevailing compensation practices of similar organization, and sufficient to ensure at recruitment and retention of valued staff. The salary scale for a given position is based on the duties and responsibilities of the scope of work, as well as the breadth and depth of required skills, education and expertise, and the extent of available candidates for such a position. The organization strives to ensure equity between staff members with similar background and experience who undertake similar scopes of work.

BJS believes in the principle of 'Total Cost to the Company' (CTC) basis.

### **7.1 Salary Break up**

The Gross salary break up is as follows:

- Consolidated Basic (includes DA component)
- House rent allowance (20 % of Consolidated Basic)
- Conveyance allowance (fixed Rs. 800/- for all employees)
- Special Allowances
- Reimbursable allowances (Fixed Rs. 1,250/- for all employees)
- Allowances types if any
- Arrears if any
- Perks if any

#### **Deductions**

- PF contribution
- Professional Tax
- Income Tax
- Other deductions if any

All the above will be included in the salary slip to be issued.

### **7.2 Salary & Compensation**

Salary shall mean the salary payable in accordance with the employee's respective grade, either at the commencement of his employment by virtue of increments or promotions granted to him from time to time and dearness allowance, if any payable at a given time.

Salary will be deposited in the individual salary account in the bank nominated by the organization. A salary slip will also be issued to all employees.

For working out of Monthly salary a month will be counted 1<sup>st</sup> to till end of the calendar month. Salary will be credited to respective employees in their bank account on 7<sup>th</sup> of each month.

### 7.3 Scale of Pay

The scale of pay if any of a new entrant for a permanent vacancy shall be determined either on appointment or at a time of confirmation of employment on successful completion of the probationary period, if any.

Following cadres of management with level are given below:

Cadre	Starting level	Max level
Directors -	35,000	50,000
Manager-	20,000	35,000
Project Leaders	12,000	20,000
Project Coordinators	8,000	12,000
Project Assistants	5,000	8,000

Salary account will be opened in the Bank decided by the management and accordingly the salary will be credited into the account of the respective employee.

It must be borne in mind that the responsibility of individual Income tax matters is solely that of the employee concerned. The organization is duty bound to deduct Income Tax as per the prevalent Government rules.

### 7.4 Increments

Increment, whether normal or special, may be granted to employees on merit at the discretion of the President and taking into account the evaluation of the individual appraisals by dept. Head & after consideration of CEO.

### 7.5 Promotions

Normal annual increments within the respective grades will ordinarily be granted to all employees and all trainees or apprentices whose terms of appointment prescribe a grade, at the appropriate time. The management may however withhold normal increment of an employee, provided that there were normal increment has been withheld the employee concerned will be informed of the reason therefore.

Special increments and crossing of efficiency bars may be granted in cases where merited, only at the discretion of the management, and subject to existences of suitable vacancies.

Increments, promotions and crossing of efficiency bars cannot be claimed as right.

## 7.6 Provident Fund

- At present Provident Fund is applicable to Employees having Consolidated Basic (Basic + DA) of up to Rs. 6500/- p.m.
- 12% of the Consolidated Basic contribution from Employees and 12 % from Employer is deposited with PF office.

## **8. Travel Policy**

BJS is an NGO - a nonprofit & non political organization working in the field of Education, Social & Disaster Management.

It is therefore, be remembered by all employees to optimize the expenditure with maximum results. We may have to avail facilities of our social network spread all over the country in terms of lodging & boarding. However, in some of the locations such facilities may not be available in such eventuality employees are advised to take reasonably comfortable lodging & boarding facilities keeping in mind tenets of the organization.

### **8.1 Definition:**

- **Tour:**

Any tour is defined as an authorized journey undertaken for official work to a destination outside the office involving overnight stay or return on the same day.

- **Outstation Tour:**

A tour where the employee stays outstation for the night.

- **Same Day Return Tour:**

A tour where the employee returns the same day.

- **Local Travel:**

An employee may have to travel within the city or nearby areas for official work and accordingly they will have to travel using their own vehicles/public transport.

### **Explanatory Note:**

- The journey starts from the date and time the employee leaves his/her home or office, for the journey either by bus or train or any other means decided by the appropriate authority and finishes when he reaches home.
- All claims of reimbursement will be made only on the basis of reasonable expenses incurred within specified limits towards lodging, boarding, conveyance and other necessary expenses.
- Official telephone calls during the journey will be reimbursed.
- Tour expenses will be claimed within three (3) working days of return from the tour. Vouchers/receipts must support expenses. Management will sanction all genuine and valid traveling expenses.
- Employee may draw travel advance for the budgeted amount of expenditure as approved by the CEO.
- No fresh tour advances will be sanctioned unless all previous advances have been settled.



- A written feedback/report is expected to be submitted within three days of return.

### For Local Travel

- An employee should claim the amount by getting the vouchers signed by the Reporting authority and countersigned by the Dept. Head.
- Amount Reimbursed:

Transport used	Amount to be reimbursed
Two wheeler	@2.50/- per km
Four wheeler	@ 5/- per km.

## 8.2 Procedure

- Step 1 : once the tour is planned, the Employee must fill in the 'Travel authorization' form duly signed by his manager/ director and duly sanctioned by CEO (as per the sample copy of travel requisition / authorization form - (Appex M)
- Step 2: on obtaining the sanction and for travel reservation purpose the employee will inform the time, date & mode of departure from the office/ home and reaching the outstation destinations and details of onward or return journey on the prescribed format as early as possible.
- Step 3: The admin department (on obtaining travel request form) shall then get the bookings and reservations as per the general sanction levels permissible. In case of deviation necessary noting can be obtained on the same request from CEO if not mentioned specifically.
- Step 4: In case arrangements are required for stay at night at the outstation the admin will be informed for making necessary arrangements for accommodation purposes.
- Requirement of funds i.e. tour advance - employee can obtain tour advance duly with due approvals by his immediate superior and authorization by CEO at least one week in advance.

## 8.3 Travel Bookings

For travel by rail or bus the concerned employee will fill in the Travel requisition form with all required details, duly approved by a Director. Directors are required to forward self-application for their own travel arrangements to administration dept.

The implementation teams shall submit their tour program on 15<sup>th</sup> of every month for preceding month. This ensures confirmed reservation to avoid cancellations.

#### **8.4 Travel Authorization**

- a. Director cadre, Managers cadre & Consultants are entitled to travel in AC 3 sleeper & AC bus.
- b. All Other categories of employees are entitled by 2<sup>nd</sup> class sleeper & Non AC bus.

#### **Lodging**

Employees working on various projects such as SAP, Career Guidance program, social wing activities & required to go out of station are advised to liaison with respective office bearers & tie up for local logistics requirement.

However for Hotel accommodation, if required, special permission will be given by the concerned Director of the dept. Due consideration will be given for a reasonable cost.

#### **8.5 Other Miscellaneous Expenses**

While employee travels for local conveyance auto rickshaw, public transport utilities charges shall be reimbursed as actual.

Telephone, telex, fax, photocopying expenditure incurred for official purpose shall also be reimbursed at actual.

## **9. Staff Development**

BJS is interested in ongoing professional development of its staff and encourages staff members to identify conferences, seminars, training programs, workshops or other avenues of upgrading or updating their professional knowledge relevant to the work that they do for BJS. Based on the availability of resources, staff members may be supported to attend conferences, trainings or workshops on prior approval from their reporting authority. BJS will not sponsor any staff member for a professional degree or diploma. Sponsorship would be on a case-to-case basis, based on the funds involved & approval of CEO. However following in-house activities are conducted by the organization for development of the staff:-

- **In- house Training:** BJS will conduct in-house training programs on various subjects for duration of 4 days for employees. Whereas 2 days training program will be carried out for directors cadre during the year. Some of the examples are appended below:

Category	Cadre	Skill Set
A	Directors	<ul style="list-style-type: none"> <li>• Decision making,</li> <li>• Strategy Planning,</li> <li>• Leadership,</li> <li>• Motivation,</li> <li>• Policy making</li> </ul>
B	Managers	<ul style="list-style-type: none"> <li>• Team Building,</li> <li>• Leadership,</li> <li>• Motivation,</li> <li>• Execution,</li> <li>• Planning,</li> <li>• Presentation</li> </ul>
C	Project Leaders	<ul style="list-style-type: none"> <li>• Delegation of work,</li> <li>• presentation skill,</li> <li>• communication,</li> <li>• handling a team,</li> <li>• distribution of work,</li> <li>• Report writing</li> </ul>
D	Project Coordinators/Assistants	<ul style="list-style-type: none"> <li>• Email writing,</li> <li>• office etiquettes,</li> <li>• Communication - Written &amp; Oral,</li> <li>• Letter drafting,</li> <li>• Basics of Computer- internet search</li> </ul>

However these are the examples suitable changes may be made time to time.

Calendar of such activities will be issued by the HR in consultation with training department well in advance.

### **9.1 Competency Development for selection of right person for right jobs**

BJS believes in imparting training to their employees which will benefit them in performing their job assigned to them effectively & efficiently.

Some of the topics as communication skill etc will also help them in to their day to day life.

## 9.2. Recreational Activities

BJS also believes not only work but some social get together to weld healthy relationship amongst the employees. This will provide a platform to exhibit their hidden talents.

- **Annual day**

Annual day will be celebrated during month of April of every year. Cultural activities will be conducted by the employees so as to enable them to showcase their talents. This will be followed by dinner.

- **Picnic**

Another event will take place during the month of October. A one day picnic will be organized for employees & their families to come close & know each other's members of the family for healthy relationship.

- **Drop Box for suggestions**

Valuable suggestions are always welcomed. A "Drop Box" for suggestions is kept at the reception. Employees are requested to drop their suggestion papers whenever they are desirous of giving some suggestion which will improve organizational working.

This box will be opened up periodically by HR Department; such points may be discussed during monthly meeting.

## **10. Reporting**

In order to have accountability of each employee of his work, conduct, discipline & welfare verticals of all departments are attached at (Appx N) wherein HOD. Regular review meetings to understand progress made, issues and difficulties, and to take necessary actions.

HODs shall report to the CEO.

HODs are responsible for the welfare, discipline & conduct for the members of the team. Employees are expected to report to respective HODs for the same.

### **10.1 Meetings :**

Following meetings are conducted in BJS for better communication & coordination. These are the instruments to disseminate information, policies, future plans, decisions & status etc for various levels.

- |                          |  |
|--------------------------|--|
| a. Board of Directors    | Every 1 <sup>st</sup> Monday of each month presided by President |
| b. Meeting with CEO      | Every last Saturday of the month presided by CEO                 |
| c. Monthly Staff Meeting | Last day of the month presided by CEO                            |

HR Dept. is responsible for recording minutes of the meeting.

## **11. Conclusion**

It is important for employees to have thorough knowledge of the organization & its functioning so that the organization as well as employees is prospered & there is better coordination of understanding as regards the policies.

This document of policy & standard operating procedures (SOPs) is an evolving document & may be revised as & when required for efficient functioning of the organization. These policies shall be effective from immediate effect.

## HR Forms and Formats

The forms and formats are listed below. The forms are in the folder:  
HR Forms and Formats

1. Requisition for Manpower
2. Employment Application Form
3. Letter - Offer of Employment
4. Letter –Appointment
5. Letter – Consultancy Services with BJS
6. Employee Joining Report
7. Job Description Form
8. Performance Appraisal Form for Confirmation
9. Confirmation of Appointment
10. Letter - Extension of Probation
11. Performance Appraisal Form
12. Letter- Promotion
13. Letter – Increment
14. Leave Request Form
15. Movement Request Form
16. Compensatory Off Claim Form
17. Separation Response Form
18. Employee Clearance Form
19. Letter – Experience
20. Letter – Relieve