

HUMAN RESOURCE POLICY



Mashal
20-C, Pataliputra Colony
P.O. Patna
Bihar
Pin: 800013

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FOREWORD

This 2nd version of Human Resource Policy Manual serves as a valuable guide for all individuals who aspire to offer dedicated service through Mashal, committed to social development and humanitarian outreach.

Mashal is grounded in the mission to uphold the dignity of the poor and marginalized by fostering empowerment and inclusive development.

Those who become part of Mashal are invited to journey toward its Vision: *to help create a just and sustainable social order rooted in the values of love, equality, and peace.*

We extend our sincere gratitude and heartfelt encouragement to all Mashal team who give themselves in service to those most in need. We firmly believe that, together, we can embody and advance the spirit of Mashal in all that we do.

May we move forward with courage and confidence in this shared mission, and may our collective efforts bring meaningful change to society—especially among the communities at the grassroots.



**Sister Mary Alice,
President
Mashal**

Foreword by Secretary

MASHAL is a charitable social organization, registered under Societies Registration Act, 21, 1860 (Reg. No: 708/2000-01) and FCRA, 1976 (Reg.No:031170409).

Our vision is the formation of a just and sustaining social order fostering values of love, equality and peace. We at Mashal would like to welcome you to join us in the journey of fulfilling the vision. You are now entrusted with greater responsibilities and Mashal expects you to do it with your wholehearted dedication and commitment.

We are happy to print the second edition of Human Resource Policy Manual for your reference. This will surely help all of us as we carry on the mission of the organization.

The rules and regulations in this manual need to be followed by every employee of Mashal with loyalty, integrity and responsibility. The management, on its part will strive to be just and understanding in its dealings in a spirit of 'Love'. This is subject to revision by the appropriate authority and when and where required. I hope this will safeguard the transparent process of appointment, retention, quality enhancement and overall strength of the organization with regard to the personnel matters.

May we serve the poor and needy with great sense of commitment!

Chinnamma KC,
Secretary,
Mashal

TERMINOLOGY

- I. The 'Executive Director' shall be the person who is responsible for the day-to-day execution of programs and policies of the Institution, who shall also be responsible to ensure that these conditions are faithfully followed by both employees and management. He/She may, however delegate his/her authority under these rules to any Management Team Member/Officer of the Institution, in writing.
- II. 'Employee' means any person who is employed either on regular/probation/temporary or on contract for the work of the Institution; is issued a letter of Appointment by the Executive Director and/or his/her nominee, specially authorized in this behalf.
- III. 'Family' means the employee's spouse and unmarried children up to the age of 21 and dependent parents of the employee. In the case of unmarried persons, will include brothers and sisters who are not married.
- IV. 'Habitual' means an act committed on 3 or more occasions in one calendar year.
- V. 'Institution' means Mashal
- VI. 'Management' means the Executive Director and/or his/her nominee, who may be so delegated authority, in writing for purposes of these service rules.
- VII. Singular may denote the plural and vice versa
- VIII. Financial Year means the year commencing from 1st April to 31st March.

PREAMBLE

Mashal has been established for humanitarian and development activities in 2000. It is a national organization and registered under the Societies' Registration Act, of 1860 having the Registration No. 708 of 2000-2001 and having its registered office situated at 20-C, Pataliputra Colony, P.O. Patna, Pin;800013, Bihar, India.

Mashal is instrumental in capacitating and promoting grassroots level movements and organizations to attend special needs of the poor in the country. The HR policy envisions the new scenario and concerns of development stakeholders.

Part I

VALUES THAT GUIDE THE HUMAN RESOURCE POLICY

The Human Resource policy of Mashal are guided by the stated vision and mission of the organization. We draw inspiration from the vast experiences of the personnel of Mashal and also the reflections of the members of Mashal through various deliberations. These values are embedded in the Bible and social teachings of the Catholic Church, which we are called to profess and promote being a Catholic Social Organization.

The values set out below are proposed to be the guiding principles in HR for the organization and its members. The Socio- cultural and personal values are cherished with utmost importance. We therefore not only own them and value them but manifest them in all our endeavors to make this world a better place for the poor and the marginalized for whom we have a preferential option. We believe in the dignity of the human beings and their right to rule and manage their own lives by developing their inherent potentials and ensuring optimum use of the opportunities. We become the facilitators in this process.

CULTURAL VALUES

1. The dignity of the human being

Mashal, in all its endeavors will ever strive to protect and promote the dignity of the individuals in its own workplaces, in its dealing with partners and the society at large. We believe in the sacredness and the value of life and the inalienable right to life of every human being. Mashal in all its efforts will promote respect for human lives irrespective of religion, caste, culture etc.

- a. The principle of subsidiarity: Mashal is committed to return the rightful ownership of the programs and the development processes to the local partners.
- b. Scale up capacities of our own personnel and our networking partners so that they become relevant and adaptive to the changing scenario. We strive to emerge as a learning organization through a process of constant transformation.

2. Equity

Mashal believes in an equitable society where equal opportunities are provided to every person to access and control resources in proportion to each one's needs and requirements.

- a. Mashal is aware of the need to be gender sensitive gauging the limitations of the present day society. Our efforts are to ensure indiscriminate participation of women and men. We believe in a society where biases and prejudices do not have a strong hold. We also believe in empowerment of women.
- b. It is also our conviction that we need to reduce vulnerabilities and marginalization through our interventions within the society so that each one has the opportunity to be an enriched human being.

3. **Justice**

Inspired by the social teachings of the Catholic Church, we strive to promote justice and peace in the society. We believe that every human being has the right to express and be heard and treated justly in all situations. We are in the forefront when justice is denied, human rights are violated, and when the vulnerable and the marginalized are oppressed and exploited. We focus our interventions in such a way that we support and network with like-minded individuals and organizations working for the same cause.

4. **Solidarity**

Mashal will strive to enhance solidarity with the poor and those who whole- heartedly share the same concerns. Through solidarity we express a firm determination and commitment to the common good. The vision of solidarity binds us together, establishing a society where all will receive what rightly belongs to us as children of God. Firmly believing in the integrity of creation, we recognize the relationship between natural resources and human development. This calls for concerted effort to protect the nature and its resources through programs that are ecologically sustainable and are in harmony with the local environment.

5. **Health**

Health is the well being of individual in all aspects of life. Health covers physical, mental, spiritual and social well-being of human life. Mashal will give importance to health in its work place.

- a. Our priority is to provide a safe and hazard free working atmosphere to all our staff.
- b. Where there is a possibility of occupational hazard, Mashal will encourage its staff to follow all possible safety measures.

6. **Environment**

The earth we live is a beautiful place but it turned out to be a threat to human life due to pollution. We at Mashal will strive to protect the nature by all possible means

through its various various environment related Programmes. Mashal will address the issue of climate change and global warming wherever possible and will continue to create awareness among the people it works with.

PERSONAL VALUES

I. Integrity

We give due respect to the integrity of creation. Integrity is a virtue we cherish in our day-to-day life. Integrity is a part and parcel of Mashal and its units/partners. We at Mashal will strive to envisage it in all our activities. Integrity will be our driving force which will guide us in all our endeavors.

II. Transparency & Accountability

We recognize transparency and openness, as fundamental values and preconditions for the growth of our partnership.

- a. We encourage transparency in all decision making processes, utilization of resources, assessing performances and communication.
- b. We believe in sharing the concerns and apprehensions of all those we serve in a spirit of trust and mutual respect.
- c. Team spirit is fundamental to an organization's culture wherein work becomes a process of learning and progressing together. Each person is considered as a unique contributor who is valued and respected.
- d. We believe that every person is accountable for his or her actions. Accountability will be in line with delegated authority and responsibility

We value accountability at all levels in the organization. Each one has been entrusted with certain responsibilities, which should be performed with diligence and are accountable for.

III. Commitment

Organizational commitment is the subset of its staff commitment. It is the acceptance, involvement and dedication of its staff towards the goal of Mashal. Mashal strongly believes in the attitude of attachment towards the organization and encourages its staff and partners to have a committed relationship with the organization.

PART II

RECRUITMENT

OBJECTIVE

Mashal has multi-lingual, multi-cultural and multi-competent staff selected based on the principles and practices of equal opportunities. All recruitment in Mashal would be based on predetermined specific positions and competency. Maximum efforts will be made to maintain gender balance at all levels. Mashal will not permit child labour in any of the Mashal projects.

CLASSIFICATION OF STAFF

Regular: Person appointed in a permanent vacancy and whose appointment has been confirmed in writing by the appointing authority.

Probation means a person who is provisionally employed to fill a permanent vacancy and who has not completed the prescribed period of probation.

An employee will be appointed initially on a probationary period of one year. On satisfactory completion of the probationary period, the employee will be confirmed in service by a letter of confirmation. During the probationary period, the employee's services may be terminated at any time without notice and without assigning any reasons. The probationary period may be extended for a further period not exceeding six months at the discretion of the Executive Director.

A probationer is not entitled to any leave other than Medical Leave and Casual Leave during the period of probation. Staff on probation period shall be entitled to one day leave per month to be availed one day at a time on the completion of each month.

Temporary: Appointed for a fixed period or a specified purpose on a work which is essentially of a temporary nature unless extended for a further specified period by mutual consent.

Contract: The one who is employed due to his/her experience and expertise on a contract on a stipulated time or for a specific task or for a project on the completion of which the contract shall stand terminated. However new contract may be made on the same or such other terms mutually agreed upon depending on the need of the organization.

SCOPE OF THE POLICY

This policy covers all appointments of Mashal other than the Religious Sisters of Notre Dame. This also covers appointments for the project related positions in any part of the country if they are appointed by Mashal.

General Criteria

- I. For any post other than consultant, the person recruited should be below 58 years.
- II. The minimum age for recruitment is 18 years.
- III. The basic minimum educational qualifications should be matriculate for support staff. For others the minimum is graduation.
- IV. Any person recruited should not have had cases of sexual exploitation and abuse (SEA) or criminal background.
- V. The candidates should have sound physical / mental health.

Consultant: The one who is hired for a specific task which requires professional competence and specialization when the organization requires external assistance / guidance such as evaluation, accompaniment, training etc. Mashal will identify a pool of such consultants in advance and review periodically. Appointment of such consultants would follow the set process laid down separately- as specified by TOR.

PROCESS

Ongoing job analysis

As a dynamic organization, the needs have to be analyzed periodically to identify the job requirements. This process would help in identifying the required suitable positions. This analysis should be done every year and documented by the HR department. The concerned departments/ Sections should provide necessary input to the HR department.

Defining Terms of Reference

For each of such positions a “Terms of Reference” (TOR) should be defined. The TOR contains the job description, required educational qualification and experience, defined operational structure etc.

Internal Appointments

The required post in Mashal will be based on the need assessment of the work in the organization. HR will work out the required number of employees in each department.

As per Mashal requirements a vacant position or a new position is advertised/posted within Mashal specifying clear eligibility criteria. Only in the event that there are no suitable internal applications for the post, would the position be advertised externally. Every eligible employee can apply for the position. The short- listing for interviews would be made as per the profile and requirements of the job.

Any interested candidate should forward his/her application for the same in the prescribed format to the appointing authority with a copy to the Department in Charge.

The Department in Charge will give an assessment of the candidate with special reference to the requirements of the job applied for and keeping in mind the performance of the candidate over the previous two years.

Employees competing for Higher Positions shall generally be considered on the following criteria:

- I. Requisite qualification and experience
- II. Job knowledge
- III. Skill requirements/competencies of the job
- IV. Performance history of past 3 - 5 years
- V. Value-based job related behavior in the past.

In order to avoid stagnation of the competent employees and encourage further growth, HR/Management should develop mechanism for creating avenues for growth.

The selection of the candidate from among the internal candidates will follow the process for external appointments as detailed below.

EMPLOYMENT APPLICATION FORM

Mashal would develop a standard format for prospective candidates to apply with relevant details. This form captures the basic information about the candidate.

ADVERTISEMENT

The Human Resource and Administration Unit will be responsible for initiating action such as advertising for the vacancy, use of recruitment consultants, use of panel of past shortlisted candidates as may be appropriate after acquiring requisite approvals.

For Regular and contract posts, it is mandatory to advertise the vacancies in at least 1 national daily, website of Mashal, Devnet.com and Social Media. Information should also be given to units.

For temporary, project related staff and consultants it is not mandatory to follow the advertisement procedures.

Every applicant should apply in the specified format provided by Mashal with a minimum of two references.

There should be at least a minimum of 15 days gap between the date of publication of the advertisement and interview.

Due to the critical nature of some posts, application time for all Internal or External positions, in general, may be shortened to accommodate immediate closure of position and such application time may be different for different positions. HR shall determine this with intimation to and approval from ED.

SHORT LISTING

Mashal being an equal opportunities employer, positions to be recruited are advertised both internally and externally. Sourcing of CVs can also be done through existing data bank, employee referrals and consultants. CVs are short-listed as per job description and position description and call letters for interview are sent thereafter.

Wherever appropriate during the short listing process another staff member of that unit/ region / department may be asked to screen the CVs. Interview call letter shall mention the cherished values of Mashal.

For a single post, from the suitable applications received, an appropriate number should be called for the interview process. The call letter for interview should be sent to the candidates both by mail and email at least 7 days in advance from the date of interview.

THE INTERVIEW

The interview panel must meet in advance in order to prepare and agree questions, tests etc. to be asked to candidates and to ensure that similar questions and the same range of topics will be covered for each candidate for the same position. It is also the responsibility of the above team to

review the position-description sheet and make it available as a part of the interview documentation.

The interview process should have three levels one is written test, group discussion and final interview. At every level, short listing is to be done so that only the right candidates come for the interview. For a single post the minimum three and maximum number is five.

THE INTERVIEW PANEL

For the test, group discussion and interview the appropriate panel must be constituted which should have subject specialists. The final interview panel will comprise of the appointment committee and subject specialists. There should be sufficient gender balance in the panel.

THE INTERVIEW RATING FORM

The Interviewer's rating form is aimed to achieve two things

- I. To map the process through which the candidate passes and
- II. To create a comprehensive document, with all the interviewers' ratings along with the comments substantiating the ratings there of.

This format is very crucial and needs to be filled immediately after the interview. The interview panel then gives its recommendations in the form.

CHECKING OF REFERENCES

The HR & Admin Unit shall make reference checks with the referees given/ obtained from the candidate. As a policy Mashal should contact the existing employer as a part of reference check. Reference check should have special mention regarding whether the candidate has had any cases of child abuse or sexual exploitation or abuse.

THE OFFER LETTER

Upon finding the references to be satisfactory, the Offer Letter for selected candidate is generated by HR and sent to the selected candidate. Candidates should confirm their acceptance in writing. A regret letter is sent to candidates not found suitable during the interview.

MEDICAL EXAMINATION

Before issuance of offer letter selected candidates at their own cost have to undergo a pre-employment medical examination according to prescribed medical standards by the organization. The medical examination centre will be decided by the Organization.

LETTER OF APPOINTMENT

An appointment letter is issued to the candidate subject to the results of reference checks and pre-employment medical examination. The candidate is required to sign this letter and return a copy to the organization.

INDUCTION PROCESS

A comprehensive orientation to Mashal is an important first step for new employees.

All newly joined employees shall upon completion of the formalities undergo an induction program, intended to familiarize them especially with the agency policies, procedures, mission, vision, strategy, values, policies, functions and operations. The methodology would be that of spending formal time with selected employees to understand them and their roles. The newly inducted employees should also use this time to understand their role, as expected by Organization.

The Administrative Manager in consultation with the HR shall decide the appropriate time limit for this purpose.

In recognition of their experience and expertise, senior staff members will often be asked to participate as facilitators in the Induction Program, on a need basis.

Administration is responsible for ensuring that all new employees participate in an orientation program within two weeks of their joining.

To facilitate the development of an agency-wide induction system, following guidelines and checklist are given below for perusal. An “Induction Pack” must be made available to facilitate awareness about the organization and its activities. The guidelines are meant to be concise and practical.

The coverage of such a program shall be:

1. Welcome the new employees on the first day and introduce them to everyone in the office.

2. An induction pack prepared by HR consisting of code of conduct, service rules, samples of vouchers, claim forms, reimbursements forms and other relevant documents to be handed over to the new recruit.
3. Explain the mission and Guiding Principles of Mashal.
4. Describe briefly and in the culturally appropriate manner, the key ideas of Catholic Social Teaching and the Development Strategy.
5. Provide access for the new employee to read the policy documents such as Gender, PSEA, Human Resource, Child Protection, Environment Policies and Strategic Plan.
6. Employee should study the PSEA policy in detail and sign the Code of Conduct agreeing to Zero-tolerance toward any form of SEA.
7. Describe key office norms and policies.

PROBATION AND CONFIRMATION

All new staff will initially be on a probation period. It will be one year for regular staff and 1-6 months for contract staff according to the project. During this period the services may be terminated from either side by giving one month's notice (wages in lieu of notice period) or forfeit one month's salary.

A monthly review on work plan will be done regularly and at the end of probation period. A final review on the basis of monthly reviews shall be carried out and if the performance is found to be up to the expectations of the organization then the staff member's services are confirmed in writing before which HR will initiate the probation review form a fortnight before the 6 months of probation. Managers to share duly filled Probation review forms with the employees, before sending it to HR.

In exceptional circumstances, the probation may be extended for one more time depending upon the indications of likely improvement of the staff member. If however after this period the staff member's performance is still not considered satisfactory, then his/her employment will stand terminated. A notice given to the staff member shall outline reason for non-confirmation, and or extension of probation period.

Staff on probation period shall be entitled to one-day leave per month to be availed one day at a time on completion of each month. In the event of change of probationary period, such staff shall be entitled to pro-rated leave on the basis of above limits.

A personnel file shall be opened for all employees. The personnel file shall contain the following:

1. Application of the candidate
2. Bio-data
3. Certificates of birth, education and medical fitness
4. Written comments of reference
5. Interviewer's rating form, completed preliminary tests etc.
6. Appointment/Contract letter
7. Joining Report
8. Job Description, Performance & Development Plan
9. Letters of annual salary revisions & copies of performance appraisal, Form 16 from previous employer
10. One colored passport size photograph
11. Any other personal memos
12. Resignation/Contract termination letter
13. No Claim Certificate
14. Any other information deemed appropriate by the agency

The HR will maintain personnel Files at the Head office for all staff/employees. They would have to inform HR in writing when there are changes.

MEDICAL EXAMINATION

Before issuance of offer letter, selected candidates at their own cost have to undergo a pre-employment medical examination according to prescribed medical standards by the organization. Details of Diseases covered to be obtained from HR.

LETTER OF CONFIRMATION

A confirmation letter is issued to the candidate, subject to the results of reference checks and pre-employment medical examination. The candidate is required to sign this letter and return a copy to the organization as a token of acceptance of appointment.

PART III

TRAINING AND DEVELOPMENT

OBJECTIVE

Mashal is committed to the professional development and skill updating of all employees so that job performances, work efficiency and effectiveness are improved to contribute to the overall vision and mission of the organisation, at the same time respecting the rights of the individual to scale up capacities. Outstanding personnel will have the opportunity to become trainers in specific areas of interest.

APPLICABILITY: All staff

PROCESS: A Training Need Analysis (which is also followed by a performance appraisal) will be conducted internally at regular intervals with an external expert specifically looking into the job requirements of each individual, scope of the job in the future as well as the capacity of the individual in various levels of scale up. This should provide opportunity to move up in the hierarchy vertically and laterally across various departments, if need be, without man-made restrictions or prejudices. It is advisable that this process is guided by an HR consultant in close collaboration with the management duly taking into consideration the desire and capacity of the individual.

PRECONDITIONS: The management is committed to such a process and specific resource allocation will be made available in each year's budget and the number of trainings or programs available specified accordingly. Those in charge of the departments will take the initiative to identify appropriate opportunities within the country and recommend those under them to avail such trainings. They will also ensure that opportunities are given to all.

TRAINING PLAN: There are two ways of providing such training. One can be in house training with the help of external resource persons or international agencies/standards for a larger group of personnel. These will be planned from time to time depending on the requirement. On the basis of a need analysis an yearly plan of action will be prepared, approved and strictly followed up.

The second type of training is an individual availing training provided by external organisations. The same process of need analysis as well as inputs from the performance appraisal will be followed.

TRAINING OF TRAINERS (TOT): The existing TOT will be strengthened by infusing new skills and adding more members as well as streamlining the same at various levels.

Each individual within the organisation will get a chance to attend at least one internal training a year. External trainings (within or outside India) will be based on the need of the organization and the aptitude and performance of the candidate.

The Organisational Training Plan covers all forms of training, which will include OJT (On the Job Training), experience assignments inside and outside the organisation, formal courses (internal & external) and coaching.

- a) Programme Specific Training (Skill / Knowledge)
- b) Training on Generic Behaviour (attitudinal training)
- c) Training for future inputs
- d) Training on PSEA policy of Mashal and how to prevent and respond to SEA cases

TRAINING BUDGET

A training budget is developed each year based on the Training Plan and is intended to predict and control all internal/external training expenditure. The administrative manager, or those entrusted with the task will be responsible for the same.

POST-COURSE REPORT AND PRESENTATION

All employees upon attending any program will make a written report and supplement the same with a presentation to the rest of the colleagues in the office. This will be considered an important part of each training. The intent here is to comprehend and multiply newly acquired skills and also plan use for the inputs. Those attending the program, especially outside programs will ensure that the resource materials procured as part of the training are made available to the documentation section to be later availed by those interested.

IV

LEAVES

In order to be an effective organization Mashal needs to have a robust set of employees who are physically and mentally fresh and alert. “All work and no play make Jack a dull boy”. Similarly if the personnel work without any break, it would deteriorate their mental faculties and physical capabilities and they will not be able to give their best to the organization. Leave and vacation help to rejuvenate and refresh the personnel. Being an organization wedded to upholding the dignity of the human persons, we are also required to provide for eventualities, which happen in the normal life of a human being such as birth, marriage, and death.

Mashal therefore, provides different kinds of leave to meet with the various eventualities. Leave as a matter of policy, we encourage all employees to take appropriate and admissible leave and we discourage en-cashing of leave.

Availing of leave should be with advance notice so that the work of the organization does not suffer. The procedures required to be followed in applying and granting of leave are set out in the following paragraphs:

KINDS OF LEAVE

Casual Leave

All employees are entitled to 10 days casual leave in a financial year to meet the unforeseen contingencies. Unutilized leave will lapse at the end of the year and are not en-cashable. All requests for casual leave should be made in writing and prior approval from the department in-charge or the one nominated by him/her be obtained. However, under sudden or unforeseen circumstances, if an employee is unable to take prior approval he/she is expected to communicate either telephonically or in writing on the same day. Every employee can avail 3 days of casual leave at a stretch with prior permission. Casual leave will not be combined with any other leave.

Sick leave

- i. All employees are entitled to 5 days sick leave in a financial year to meet the medical attention needed. In the normal course, it is expected that the application reaches the office on the day one wants to avail of it. The delay in submitting the application after three days of joining duty will not be condoned. A certificate from a competent medical practitioner is to be produced if the employee avails the leave for 3 days and above.
- ii. Any employee suffering from any type of contagious or infectious diseases shall on the advice of the doctor be sent on compulsory leave. This will be treated as special leave if the employee is falling short of her/his own leave. Similarly, in the case of long illnesses, the absence from duty will be treated in the same manner as in the case of those suffering from contagious/infectious diseases. However, the discretionary power on granting of such leave rests exclusively with the Executive Director and the decision is purely based on the merit of the case.
- iii. Unused sick leave, in the event of resignation/non-renewal of contract/termination of contract/in the case of long illnesses, can be availed but cannot be set off against the notice period.
- iv. Taking of sick leave on false grounds with or without medical certificate becomes an act of misconduct and will be called for appropriate disciplinary action.

Study Leave

All employees aspiring to pursue their studies related to the kind of work the organization is involved could be granted a maximum of one week (continuous) study leave in a financial year for the preparation of their exams provided written request is made and permission for the course of study is granted in writing by the Executive Director prior to the start of the course process.

Annual progress of study and the result should be submitted to the Executive Director, failing which, the leave will be treated as Casual Leave.

Maternity Leave

- i. All expectant women will be eligible for 90 days maternity leave with full pay and allowances. This is applicable to both permanent and long-term contract employees.
- ii. In case of miscarriage/ or other gynae-related medical conditions an employee shall be entitled to 45 days leave. The request for such leave must be supported by medical certificate from the qualified medical practitioner.
- iii. Maternity leave can be prefixed or suffixed by earned leave or medical leave.
- iv. In case of legal adoption for employees without children whereby the adopted child is less than 3 years, the employee is entitled to 15 days leave. On the basis of each case the duration of the leave could vary.

Paternity Leave

The spouse, of the expectant wife will be eligible to 10 days paternity leave at the time of the birth of the child with full pay and allowances. This is applicable to both regular and long term contract employee.

Compensatory Leave

Assistants and Attendants are required to attend office on holidays to complete the work of the organization to meet the deadline on the advice of the In-charge of the department, prior approval is to be obtained in writing from the Administrative Manager or his/her nominee. A compensatory leave in lieu of may be availed within a month.

Compassionate Leave

A maximum of 5 days leave with pay and allowances per occasion is permissible to attend the funeral of a member of the employee's family as defined below:

Parents of self or spouse

Spouse

Children (including legally adopted children) Siblings of self

Employees are expected to return from Compassionate Leave as scheduled, unless approval of casual leave has been granted in advance to extend the leave.

PART V

PERFORMANCE MANAGEMENT SYSTEM AND PROMOTION

INTRODUCTION

Mashal's mandate is to effectively appraise the performance of an employee to determine and recognize individual performance in contributing to the growth of the organization and reward the deserving employees.

Mashal's performance management system comprises of performance planning, capacity enhancement mechanism, feedback system, assessment and recognition in concurrence with its Vision and Mission. In totality it measures performance against set objectives and value based behavior in job management.

Performance appraisal methodology and tools should be communicated to the employees time to time with the expectations of the Organization from the employees.

This system will be based on four principles

1. Link plans to the Short- term goals which is in line with the overall vision and Mission of the Organization
2. Focus on priority results, not routine activities and make it simple.
3. Ensure continuous feedback from colleagues and partners.
4. Link merit increases to performance appraisals.

The system includes

- a. Job description
- b. Performance planning (selecting achievable, results-based objectives from the short term organizational plan)
- c. Capacity Enhancement (training, learning and skills development of employees)
- d. Feedback system (At least twice per year employee performance review and feedback provided)
- e. Assessment (performance review at the end of the financial year)
- f. Rewards, Recognition and Penalty (incentives for achievement and penalty for not performing)

JOB DESCRIPTION

Guidelines

The management should give clear job description to each employee according to the designation/title. The job description should be in line with the designation/title.

Clear mention should be made regarding line of commands in terms of taking responsibilities in the absence of the higher up, which should be based on seniority capability and experience.

The job description should be developed in consultation with the management, concerned department manager and the employee. It is a prerogative of the Management to finalize it. The same can be given to the new recruitee within the first month of joining her/his duty.

PERFORMANCE PLANNING

Guidelines

During April each year, each employee should set a target (5 objectives- related to his/her job description) to be achieved during the financial year. This will be done in consultation with the department manager. Simultaneously the required knowledge and skills to achieve the set objectives should be worked out.

The set objectives along with the requirements should be submitted to the management for their approval. The approved performance plan should be signed by the employee and the department manager and the copy must be retained by the management in the employee file and the same be given to the department manager and the concerned employee.

HR will look into the training and capacity requirements suggested, and the monitoring system required for complying with the performance management. Orientation and training on the performance management system should be provided to each new employee so that they will understand the system and each staff member will be held accountable for its smooth implementation.

CAPACITY ENHANCEMENT PROGRAM

Guidelines

1. Identification of needs for skills and development, based on the interest of the employee, related to the job description and the findings of the 360-degree assessment.
2. In consensus with the department manager and the employee, the identified needs for capacity enhancement should be submitted to the management.

3. HR will ensure the identification of opportunities and its implementation.

FEEDBACK SYSTEM

Guidelines

1. Managers will review the progress of the set objectives quarterly and give feed back to the employee by encouraging, motivating, and assisting in identifying the weaknesses and strengths, which will enable the employees to improve their performance.
2. Concrete findings of the review along with the suggestions made for improvement should be recorded in the employee file to assess the growth in the performance of each employee.

ASSESSMENT

Guidelines

1. Yearly assessment will be conducted in March of each financial year, using 360 degree assessment systems
2. The assessment will be based on the set objectives and the findings of the quarterly and half yearly reviews
3. There will be a platform for interaction, discussion and sharing of the ratings/findings of the employee with the management.

REWARD, RECOGNITION

Guidelines

1. The rewards, recognition and penalty will be based on the 360 degree yearly assessment, quarterly and personal interview at the end of the financial year. The employee's job related behavior that is in line with the value system of the organisation will be considered

PROCEDURES

Performance appraisals are strictly confidential. Hence, only the management/HR, managers and the concerned employee will have access to the results.

All staff members employed in Mashal for six months or more shall be evaluated during the month of March, just prior to the end of the financial year. A signed copy of the appraisal will be available for the individual employee after approval by the HR/Management.

IMPLEMENTATION OF THE MASHAL PERFORMANCE MANAGEMENT SYSTEM

1. HR/Management will develop the 360-degree appraisal system/format for assessment.
2. HR/Management are responsible for ensuring that each employee's yearly plan has been developed and finalized and provided to the concerned employee by April 30th. This will include all the requirements that have been identified by the concerned employee and the manager of the department and approved by the HR/Management.
3. Managers/Coordinators will be responsible for conducting quarterly reviews in the month of July, October and January for each employee in their concerned department, for continued encouragement and feedback for improvement. The report will be submitted to the HR/Management.
4. HR/Management in collaboration with department managers will be responsible for ensuring the Half-yearly review of each employee in the month of July.
5. HR/Management will initiate the yearly assessment review process from the 2nd week of March.
6. By March 25th all the employees should have completed their yearly assessment review.
7. In the first week of April the HR/Management should share the results of the review with the concerned employees.

The above set time frame is also applicable to the units. The concerned managers/officers will be responsible for quarterly review of the unit office staff.

In case of transfer during that financial year, the concerned supervisor must complete a performance appraisal for the staff who has been under his/her supervision for a period of 3 months or more and who is transferred to a new position within Mashal (unit/head office)

Those employees who join during the year shall be eligible for participating in the performance appraisal in the year following the completion of their one-year contract with Mashal. However, for such employees their entire employment period since joining would be considered at their first performance appraisal.

If an employee fails to perform as per her/his performance plan, the managers shall draw up a Performance Improvement Plan for the concerned employee for a period of six months in consultation with HR/Management and the employee. During this period the employee is expected to improve their performance along the defined parameters.

At the end of six months of Performance Improvement period, if the employee fails to meet the expected level of performance, the contract of the employee on contract may be terminated. In

case of the permanent employees a memo will be given for a fixed period of time within which the employee needs to show her/his improvement, failing which HR/Management will make the ultimate decisions.

PROMOTION

The required post in Mashal will be based on the need assessment of the work in the organization. HR will work out the required number of employees in each department.

Vertical movement of person from one category to the next will be only through internal appointment as detailed in the section on Recruitment.

There shall be a Committee comprising of the Executive Director, Assistant Executive Director, Administrative Manager and at least one member of the Appointment Committee.

The Committee shall meet as and when required to analyses and interview.

Modality of Salary Fixation on the skill and experience of the person within the specified band.

PART VI

COMPENSATION

1. ALLOWANCES

1.1. Dearness Allowance

A Dearness Allowance of 25% minimum of the Basic per month will be given to all employees. Variable DA as per the existing practice will continue.

1.2. House Rent Allowance

- a) An allowance equivalent to 10% minimum of the basic salary will be given to all categories of staff by way of a House Rent Allowance.
- b) When two persons from a family happen to be employed in the Institution, only one of them will be entitled to get benefits of House Rent.

1.3. Other Allowances

Other allowances will be decided during the time of appointment.

2. LOAN

An employee may avail of a loan subject to its acceptance by the management. It is a facility extended to Regular employee only. It is not a right vested in the employee to demand it.

Loans can be availed as specified hereunder subject to the condition that after all deductions are calculated, the employee takes home at least fifty percent of the gross salary.

Normally an employee is eligible to get only one loan at a time. However, he/she is eligible to get another only with a special approval.

Under no circumstances, organization will be party to any loan taken by the staff from any financial institutions/individuals.

2.1. Petty Loan

An employee is eligible to take a loan of up to 60% of Gross Annual Salary is given as petty loan to be paid back within 12 months. However, such a loan can be taken only once in 12 months and has to be returned in the same financial year.

2.2. Housing Loan

An employee is eligible to get a Housing Loan as per existing rules and regulations which are available separately.

2.3. Rate of Interest

No Interest is charged on any loans paid to staff.

3. TRAVEL

- a. All local travel requires permission from the appropriate authority.
- b. All outstation travel/tour programme has to be submitted to the Executive Director/ his designate for prior approval.
- c. All are strongly recommended to make use of an economic means of transport in view of the spirit of option and service to the poor and oppressed.

3.1. Local Travel

- a. Employees at the Head Office will be allowed the use of the office vehicle with the prior permission of the Executive Director.
- b. In the event of such vehicle not being available, employees will be entitled to the following mode of conveyance.
Support Staff: Bus fare or Scooter fare;
- c. Claims for reimbursement of local transport should be submitted to the Executive Director in the approved form.

3.2. Outstation Travel

In pursuance of official duties, the following travel facilities are permitted:

1. All are permitted to travel by maximum of III AC or luxury bus.
2. In special circumstances, the Executive Director may sanction Air Travel by Approved fares or other concessional / promotional fares for staff subject to exigencies and for reasons provided, in writing.
3. In all cases of above travel, the actual railway/ bus ticket/ Boarding pass and ticket will have to be produced in support of claim. In case of non-production of railway ticket only 2nd class railway fare shall be reimbursed.

3.3. Record of Attendance

All Project Officers/Field Staff will submit a daily report in respect of project sites while on tour. A copy of such tour itinerary should be submitted to the Executive Director regularly by Project Officers/Field Staff together with their claims of reimbursement of travel expenses in the prescribed forms.

4. HOLIDAYS

- a. The following days will be observed as holidays: It May be amended as required.
 - i. New Year's Day, Maker Sankranti, Republic Day, Holi, Good Friday, Eater Monday, Eid-UI- Fitar, Eid-UI-Adha, Raksha Bandhan, Independence Day, Gandhi Jayanti, Durga Puja, Deepawali, Chatt, Christmas, Christmas following day.
- b. Holidays for the staff of Head Office will confirm to the official approved list unless otherwise altered. The list will be circulated in the beginning of the calendar year.
- c. The Unit Offices may suitably modify the list, taking into consideration the local holidays and submit the list by the end of each calendar year for the approval of the Executive Director. However, in no case will the total number of holidays exceed 15 days.
- d. Any extra holiday declared other than listed above and election holiday, shall be compensated by working on the preceding/following Saturday.

5. REVIEW /REVISION OF SALARY/ SERVICE CONDITONS

The salary fixation, other allowances and perks will be reviewed after a period of 5 years based on the financial health of the organization.

PART VII

CONVENTIONS

1. APPOINTMENT OF STAFF

1.1.

- a. Appointment of Sisters to Mashal will be made by the Provincial of the Sisters of Notre Dame, Patna.
- b. Appointment for the post of Assistants, Attendants and Partner/Program Support Officers for specific projects will be made by the Unit- In-Charges in Consultation with the Appointment Committee.
- c. Appointment of employees in Officers & Managers category will be made by the Appointment Committee.
- d. Appointment of temporary/ contract / project staff will be made by the Executive Director in consultation with the Assistant Executive Director and the Administrator.

1.2. A copy of the HR Policy manual for Employees of Mashal shall be given to the employees along with their letter of appointment.

Employment of persons from one family: - Ordinarily, only one person from a family will be employed in the Organization.

2. GRIEVANCE PROCEDURE

- a. Any employee who feels that he/she is unjustly treated, in the discharge of his/her duties either by the Management or by a colleague or a subordinate may submit such grievance in writing to the nominee of the Executive Director. Such grievance shall be duly considered by the Grievance Committee which would include the nominee of the Executive Director and a senior member of the staff.
- b. The first step in grievance redressal shall be, a verbal report by the grieved employee to his/her immediate superior. He/she should listen to the employee, collect the relevant facts and try to settle the grievance. He/she should also seek a verbal explanation from the person against whom the complaint is directed. Thereafter, he/she should in all cases submit a report in writing, particularly where the alleged grievance is not settled. The same is forwarded to the Management.

- c. If the employee who has lodged the grievance is not satisfied with the decision of the Committee; thereafter he/she may approach the Executive Director for redressal. It is only on exhausting this procedure, that an employee may appeal to the President of Mashal who may consult the Governing Body if she deems fit.
- d. This procedure has been specifically provided so that disputes and differences, if any, are mutually and amicably resolved and settled as a family within the Institution.

3. **PROTECTION FROM SEXUAL HARASSMENT AT WORK PLACE**

It shall be the duty of the management to prevent or deter the commission of acts of sexual harassment and to provide the procedure for the resolution, settlement or prosecution for acts of sexual harassment by taking all steps required.

Definition

- a. For this purpose, sexual harassment includes such unwelcome sexually determined behavior (whether directly or by implication) as:
 - b. Physical contact and advances;
 - c. A demand or request for sexual favors ;
 - d. Sexually colored remarks;
 - e. Showing pornography;
 - f. any other unwelcome physical, verbal or non-verbal conduct of sexual nature.

Where any of these acts is committed in circumstances where under the victim of such conduct has a reasonable apprehension that in relation to the victim's employment or work whether he/she is drawing salary, or honorarium or voluntary, whether in government, public or private enterprise, such conduct can be humiliating and may constitute a health and safety problem. It is discriminatory for instance when the victim has reasonable grounds to believe that his/her objection would disadvantage him/her in connection with his/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 thereto.

Preventive Steps

The employer or person in charge of the work place should take the following steps:

- a. Prohibition of sexual harassment as defined above at the work place should be notified, published and circulated in appropriate Rules.
- b. If anyone is found guilty of the above act, the same may be taken into account and the penalty imposed on the offender as per Conduct Rules.
- c. Where such conduct amounts to a specific offence under the Indian Penal Code or under any other law, the management shall initiate appropriate action in accordance with the law by making a complaint with the appropriate authority.

Complaints Committee

The Complaints Committee consists of 5 persons. It is the Standing Committee and any staff may directly approach the said Committee. The name of the Chairperson and its members are available with the Executive Director.

4. MISCONDUCT

The following acts of misconduct are illustrative and not exhaustive and is to be considered as misconduct for which the employee will be liable for disciplinary action as per rules.

Any violation of the Rules & Regulations of the Institution is a misconduct which needs to be corrected through disciplinary action by the management. Misconduct enumerated as follows are:

- a. Wilful insubordination or disobedience, whether alone or in combination with others, to any lawful and reasonable order of a superior.
- b. Theft, fraud or dishonesty in connection with the Institution's work or property.
- c. Refusal to go on transfer or deputation.
- d. Wilful damage to or loss of Institution's goods or property
- e. Taking, or giving bribes, or any illegal gratification.
- f. Habitual absence without leave, or absence without leave for more than three days.
- g. Habitual breach of any law applicable to the Institution. Habitual late attendance/Early leaving.
- h. Riotous or disorderly behavior during working hours at the Institution.

- i. Habitual negligence or neglect of work.
- j. Striking work, or inciting others to strike work.
- k. Any person convicted in any court of law for criminal offence.
- l. Any act subversive of discipline or good behavior either on the premises of the Institution or elsewhere, including at residential premises if provided by the management.

CONSEQUENCES OF MISCONDUCT

A. SUSPENSION

- a) On receipt of a report in writing the appointing authority may suspend an employee for any act of alleged misconduct, pending enquiry.
- b) The order of suspension shall take effect immediately on its communication to the employee. Charge sheet should be given within seven days.
- c) Leave will not be granted to an employee under suspension.
- d) During the period of suspension, the employee shall not leave station except with the written permission of the management.
- e) The suspended employee will be required to mark attendance at the place and time mentioned in the suspension order.
- f) A suspended employee will get subsistence allowance subject to the conditions that he/she does not take up any employment during the suspension period.

B. SUBSISTENCE ALLOWANCE

- a) Where the enquiry contemplated or pending is departmental, the subsistence allowance shall for the first ninety days from the day of suspension, be equal to 25% of the basic wages, dearness allowance and other compensatory allowances to which the employee would have been entitled if he/she were on leave with wages.
- b) If the departmental enquiry is prolonged and the employee continues to be under suspension for a period exceeding ninety days, the subsistence allowance shall for such period be equal to 50% of such basic wages, dearness allowance and other compensatory allowances.

- c) Provided that where such enquiry is prolonged beyond a period of ninety days for reasons directly attributable to the employee, the subsistence allowance shall for the period exceeding ninety days, be reduced to 25% of such basic wages, dearness allowance and other compensatory allowances.
- d) On the conclusion of the domestic enquiry if the employee is found guilty of the charges framed against him/her and an order of dismissal is passed, he/she will be deemed to have been absent from duty during the period of suspension and shall not be entitled to any remuneration for such period and the subsistence allowance already paid to him/her shall not be recovered.
- e) The management may proceed to institute a domestic enquiry in respect of alleged misconduct as set out here in above or in respect of any alleged criminal misconduct committed by the employee. The management shall not be stopped from proceeding with the domestic enquiry even if criminal proceedings have been initiated against such an employee.
- f) During the pending of the criminal proceeding the domestic enquiry shall proceed as the test of evidence before a criminal court is different and distinct to that, before a domestic tribunal (domestic enquiry). If on conclusion of the domestic enquiry, the employee has been found to be not guilty of any of the charges framed against him/her, he/she shall be deemed to have been on duty during the period of suspension and shall be entitled to the same wages as he/she would have received if he/she had not been placed under suspension, after deducting the subsistence allowance paid to him/her for such period.

C. PENALTIES

- a. Warning or censure
- b. Fine
- c. Suspension without pay and allowances for a maximum period of seven days.
- d. Withholding of annual increment
- e. Demotion
- f. Dismissal

Note:

1. No punishment shall be made unless the employee concerned has been informed in writing of the alleged misconduct and given an opportunity to explain.
2. No order of punishment shall be made except after holding an enquiry against the employee concerned in respect of the alleged misconduct. An employee may be dismissed if convicted by a court of law for any criminal offence involving moral turpitude.

DISCIPLINARY ACTION

No order of punishment shall be made without the employees having been given an opportunity of explaining to the satisfaction of the management the circumstances alleged against him/her. Accordingly, a charge sheet will be issued calling for the explanation of the delinquent employee. In the event, the management is not satisfied with such an explanation, and action is contemplated, an enquiry officer will be appointed who will be required to conduct the domestic enquiry.

PROCEDURE OF DOMESTIC ENQUIRY

- a) If an order of suspension is rescinded the employee shall be deemed to be on duty during the period of suspension and will be entitled to the same remuneration as he/she would have received if he/she had not been suspended.
- b) In the case of a major misconduct, there shall be a recorded enquiry, provided however, that no such enquiry will be necessary if the employee concerned admits the charges in writing. The employee concerned shall be issued a charge sheet (or show cause notice) clearly setting forth the charge(s) alleged against him/her, by the management within seven days of suspension or the establishment of a prima facie case.
- c) If an employee refuses to accept a charge sheet or any other communication, then he/she may be verbally informed about the charges in the presence of two witnesses.
- d) The management shall appoint an enquiry officer if it decides to proceed with the enquiry.
- e) If an employee refuses to accept any communication issued by the enquiry officer, then he/she may be verbally informed in the presence of two witnesses and the enquiry officer may then proceed ex parte against the employee.
- f) The employee shall be permitted to be assisted by a co-worker during the enquiry.
- g) The employee shall be permitted to produce witnesses for his/her defense and to cross-examine witnesses against him/her.
- h) The enquiry officer shall submit his/her findings to the management along with a record of the evidence led on either side.
- i) After the receipt of the findings of the enquiry officer, the management may drop the case or issue a show cause notice to the employee along with the findings of the enquiry officer and indicate the proposed disciplinary action and ask the employee to explain why the proposed action should not be taken.
- j) After considering the employee's reply, the management may take such disciplinary action as it thinks fit.

- k) In the interest of justice all enquiries shall ordinarily be completed within a period of three months from the date of issue of the charge sheet.

Right of Appeal

Any employee aggrieved by the decision of the management may file an appeal in writing to the President of Mashal within fifteen days of the date of the decision. The decision of the President of Mashal shall be final.

5. TERMINATION

- a) Either party i.e. employee or management may terminate the service/contract of employment by giving thirty days notice in writing or on payment of one month's salary in lieu of notice to the opposite party.
- b) Any employee found to be medically unfit for further service shall be liable to termination/discharge from service on the recommendation of a medical board constituted by the Management.
- c) An employee may tender his/her resignation from the service of the Institution by giving a notice in writing as is stipulated above. The appointing authority on receipt of such notice may in its discretion accept the notice of resignation forthwith and pay such employee for the notice period. In the alternative, such an employee would be required to work during the entire period of notice.

6. RETIREMENT/SUPERANNUATION

Every employee shall retire on the date he/she attains the age of 58 years which shall be the age of superannuating.

7. SERVICE CERTIFICATE

An employee who was employed by the Institution may be provided with a Service Certificate at the time of his/her leaving by the Executive Director, should he/she make a request for the same.

8. AMENDMENTS

These rules and regulations may be amended, altered or rescinded at any time by the Governing Body and shall be superseded by such amendments. Amendments if any shall be communicated to all employees by a notice issued by the Executive Director in this regard.

9. SEPARATION FROM MASHAL

Objective: Provides the guidelines to be followed when an employee leaves the organisation either due to termination or resignation or due to attainment of the age of superannuating i.e. 58 years. Such a process would ensure that both the parties have all the issues tied up to the mutual satisfaction of one another in a fair manner.

A staff may separate from Mashal in any of the following grounds:

A. RETIREMENT

Age: The retirement age for employees is 58 years. This would mean that an employee would retire on completion of 58 years. His/ Her last working day would be the last day of the 58th year.

B) VOLUNTARY SEPARATION

Resignation: An employee can resign from his/her post by giving required notice, as specified in the contract letter/appointment letter. The resignation becomes effective as soon as it is accepted in written by the management. An employee may not be permitted to withdraw his resignation after it is accepted. All payment of dues will be made with the approval of Management. The resigned employee shall submit a 'No Claim Certificate' and a relieving order will be then issued to them by the management.

Termination of Services

Medical Grounds: During the on-going employment period, management retains the right to terminate the services of an employee by giving three month's notice in writing or three month's pay in lieu, on medical grounds. (e.g. continuous illness of an employee for more than six months in a year or due to physical or mental disability as certified by a medical practitioner appointed by the Organisation).

Termination on Disciplinary Grounds: During the on-going employment period, management retains the right to terminate the services of an employee without notice on disciplinary grounds. The matter of terminal benefits shall be decided keeping in view the gravity of the charges proven against the employee.

Death: In the event of an employee's death, the final pay settlement will include their Total Monthly Compensation for that month, payment for unused earned leave; PF, Gratuity and any other payment due will be made to the employee's designated nominee after deduction of the applicable income tax.

In the event of separation from Mashal the following documents are required:

1. To be received from staff -
 - a. In case of resignation, Letter of resignation.
 - b. 'No Claim Certificate'
 - c. I D Card
 - d. Details of documents kept in the custody of the person both hard and soft copies and list of the pending work as on the date.

- e. Other Properties of Mashal in the possession of the individual.
2. Mashal provides the following documents to staff as appropriate
- a. One month notice in the form of a letter in the event of non-renewal of contract / termination/continuation of contract.
 - b. Form 16
 - c. Experience Certificate/ Service Certificate

However, Mashal retains the right for withholding certificates in situations including, but not limited to: failure on the part of staff to return Mashal property or reconcile all outstanding payments, failure of the staff to sign the 'No claim Certificate', if the staff has initiated legal action against Mashal, etc.

10. JURISDICTION

The Institution can sue and be sued only within the jurisdiction of Courts of Patna. All disputes arising from the Rules & Regulations as outlined in this policy manual will be settled only within Bihar.

AGREEMENT FORM

I have received a copy of the Human Resource Policy Manual of Mashal.

I hereby confirm that I have read and understood the Human Resource Policy of Mashal, I do accept it as an integral part of my employment contract with Mashal and agree to abide by the same.

Signature of Staff

Date

Name: _____

Address: _____

Phone_

(Original duly signed to be returned to Mashal)

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Chinnamma

Chinnamma KC,

Secretary,

Mashal

