

# Sahbhagi Shikshan Kendra



W.e.f. 2015

## HRM POLICY

Sahbhagi Shikshan Kendra,  
Chhatha Meel, Sahbhagi Road  
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Sitapur Road, Lucknow-226201

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## **INTRODUCTION:**

**T**he human resource is the most significant activity of any Organization. Human resource is considered as the backbone of an Organization. It is through them that all the other resources are acquired and used. When a person is employed in an Organization, the Organization not only includes a person in the Organization with two hands and brain but also his/her characteristics, emotion, past experiences and attitudes are considered. No employee is merely considered as Machines. Employee is considered as asset of an Organization since he/she has his/her own will, free choice and intrinsic value.

Some generally accepted standards in ethics include the continuous effort for the human resources management to maintain confidentiality in the work force. According to the Ethical successful Companies Act four principles are followed. First, in regard to clients and vendors ethical and successful organization adhere to mutual benefits. Second, employee must accept responsibility of the organization. Third organizations have a sense of vision or purpose that the employee values its worth to the organization. The last but not the least is employer decisions should result in the greater good for all areas concerned.

Keeping the organization together as a happy and efficient group of people is a difficult task as it demands for Incessant Coordination, Feedback Management, Performance Analysis and Planning. Human Resource Department plays an effective role in any organization to deal with these tasks of Human Resource Management. Human Resource Management is responsible for how people are treated in an organization. It is also responsible for bringing people in to the organization, helping them to perform their duty, compensating them for labour and solving the problems that arise.

There are seven management functions of a Human Resource Department such as Staffing, Performance Appraisal, Compensation and Benefits, Training and Development, Employees and Labour Relations, Safety and Health and Human Resource Research. HRM is the organizational function that deals with issues related to employees such as Hiring, Performance Management, Organizational Development & Training, Employee Motivation, Communication and Administration.

Human Resource Policies help to make effective, efficient and smooth running of the organization to accomplish organization goals with efficient use of resources.

To ensure a good beginning for the new employee and also in order to enable them to adjust and feel at home, the Orientation or Induction Policy is required.

Performance Appraisal Review system helps to evaluate the employees on the basis of their organizational behavior, by using multiple rates including peer & self assessments, reward accurate appraisers and communicate the results of the evaluation to the employee.

Grievance Redressal Policy helps to solve the problems and complaints of the employees.

In an organization, disciplinary code of conduct helps to provide guidelines and also removes the different obstacles which stop the organization from growing.

Gender policy helps to ensure the gender justice to female employees of the organization.

Service Rules help to determine a set of rules and meet the organization's desired goals.

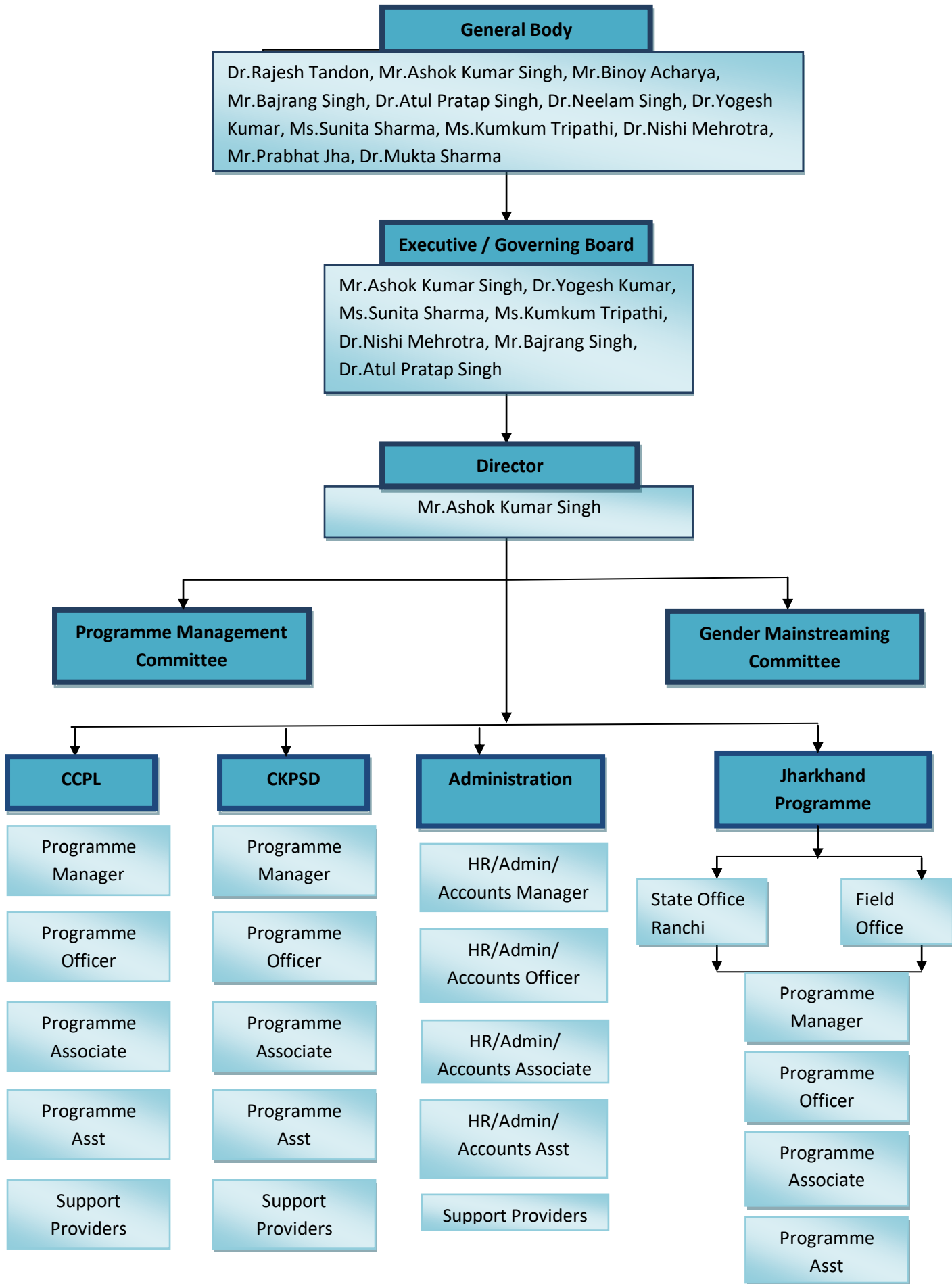
### **Preamble of HRM Policy**

- The HR Policy would proactively contribute towards achieving the overall goals of SSK by laying down principles, guidelines, and rules/norms to ensure smooth functioning of the organisation.
- The HR Policy would encourage building of a shared vision of all the projects among all the staff to ensure that their respective jobs are complementing each other.
- The HR Policy would advocate for outcome based performance by all staff which is aligned with the organisational goal.
- The Policy aims to build a culture of trust, transparency and integrity among all staff.
- The HR Policy would create a learning environment within the organisation where each staff member improves his/her understanding about the Project and enhances skill for delivering outputs as assigned.
- The HR Policy would try to ensure that the best available talent is attracted to work in the organisation, and to ensure that this pool of talent is retained with high motivation and performance levels.
- The HR Policy would provide equal opportunity for all staff across all levels to display performance ability and exercise rights as available within organizational framework.
- The HR Policy would not tolerate any discrimination of staff on grounds of gender, disability or selection.
- The HR Policy would try to establish high levels of accountability towards the organization among staff at all levels.

### **Availability and Circulation of the Policy**

The copy of this organization policy will be made available to and circulated among the people associated directly or indirectly with the organisation, e.g. Board Members, Staffs and Volunteers, Consultants, Donors and Government Agencies. This policy will also be published on our websites.

**CURRENT ORGANOGRAMME OF SSK:**



Support

## **RECRUITMENT POLICY:**

The Human Resource symbolizes the main element of any Organization. Due to which recruitment and selection has prime importance as the vehicle for obtaining the best possible person. Every Organization should give emphasis on the recruitment system and in order to set up the system every Organization frames the policies according to their conveniences.

Purpose of recruitment is to identify and define the requirements. This involves the preparation of job descriptions, job specification and person specifications and placing a right person in a right place at a right time.

SSK also recognizes to meet its strategic objectives; it must have an appropriate Recruitment Policy. A policy, which will demonstrate a high standard of professionalism and provide a systematic and effective recruitment procedure.

### **SSK's Recruitment Policy is based on the following:**

- Fair and consistent procedure.
- No discrimination based on the ground of sex, race, religion or disability.

### **SSK's Recruitment System is based on the following:**

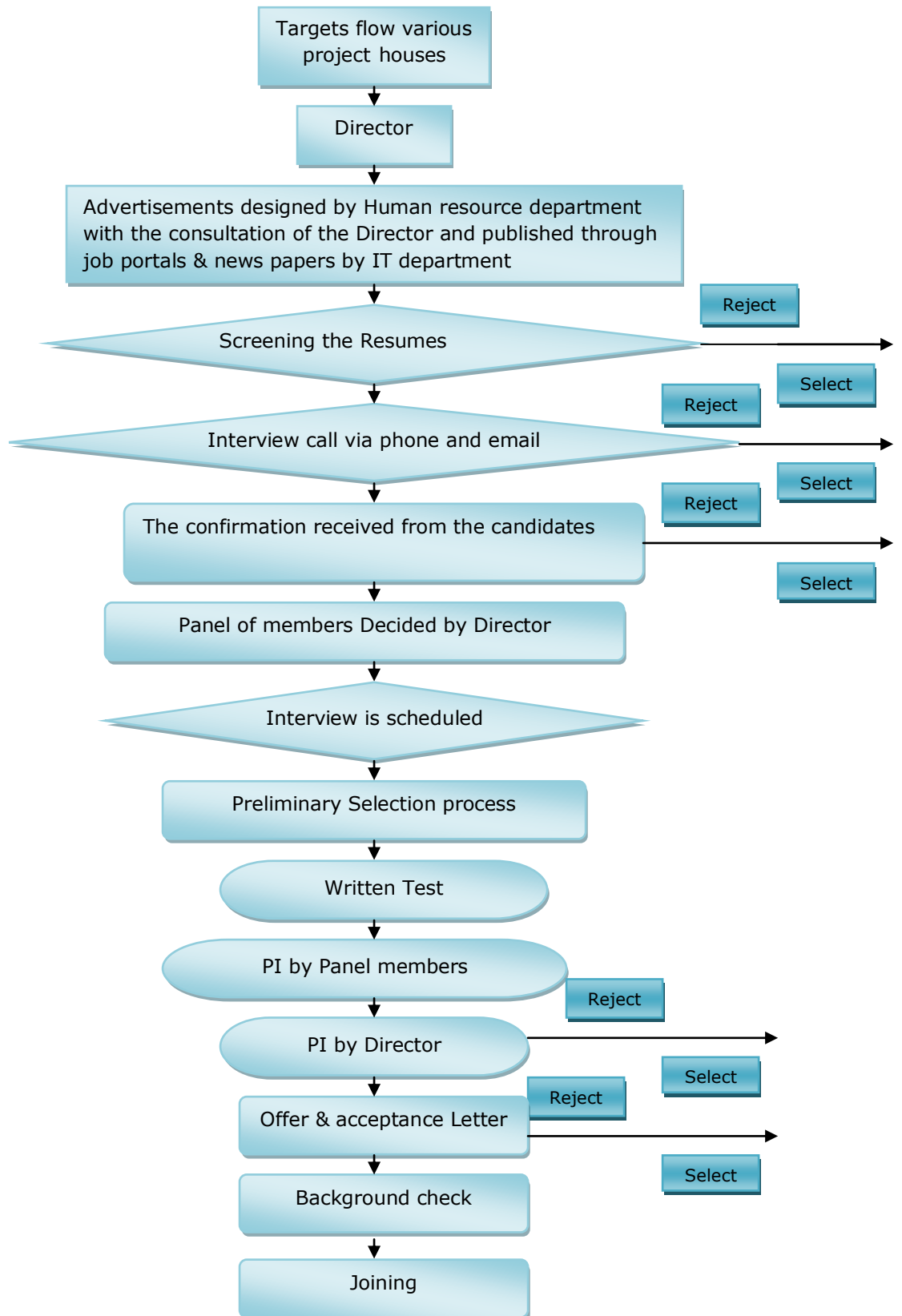
#### **1. External Recruitment System**

- Advertisement published through job portals e.g: Dev net jobs and through print media.

#### **2. Internal Recruitment System**

- Employee referrals in special cases.
- Screening/ short listing the CVs of the candidates applied for the post.
- Telephonic Interview of the shortlisted candidates.
- Formation of Core Committee Members
- Scheduling the Personal interview with shortlisted candidates.
- Selection procedure as per SSK norms as follows:
  - i. Preliminary interview
  - ii. Written test(to check their proficiency in English/Hindi)
  - iii. Psychometric tests.
  - iv. Final interview with the Director.
- Appointment procedure.
- Joining Procedure as per SSK norms as follows:
  - i. Back ground check is done with the help of address proof, testimonials and ID proof of the newly recruited employee.
- Induction procedure.

## FLOW CHART OF THE RECRUITMENT (INTERNAL & EXTERNAL) SYSTEM OF SSK



## **SELECTION PROCEDURE:**

The following recruitment procedure is used for recruiting people based on the approval of the proposed projects.

In SSK, after the approval of the proposed projects, the core committees of members are selected by the Director for the recruitment of appropriate staff for the accomplishment of the approved projects.

SSK gives the prior preference to the internal staff members whose contract period is on a verge to get over and also who are competent enough for requirement of the post.

If the internal staff does not match the requirement then SSK applies external recruitment system for the external candidates to fill the requirement. The first step in this process is that the job profile is decided by the Director with the consultation of Core Committee Members.

### **External Recruitment System:**

- a. Advertisements published through the following:
  - **Print media:** SSK publishes the advertisement through the local & national level newspaper based on the requirement.
  - **Job portals:** SSK Publishes the advertisements through job related websites.

### **Internal Recruitment System:**

- a. **Screening/ short listing of the candidates:** The CVs of the candidates are short listed as per the requirements of the Core Committee Members with the consent of Director. After short listing the CVs, the candidates are called for the interview.
- b. **Interview by the Core Committee of the selected candidates:**
  - Preliminary Interview – HR.
  - Written test in Hindi & English.
  - Three Psychometric tests
  - Interview taken by Panel members.
  - Final Interview taken by the Director.

During the preliminary selection process, the candidates are asked to take the written examination in both Hindi & English in order to judge the writing skills of the candidates. The Panel Members are provided with a set of evaluator sheet which the members fill in while taking the interview and they give their feedback (score) on the different criteria and comments on the basic weakness & strengths of each candidate. The performance of each candidate in the written examination and the personal interview with the Core Committee Members is prepared and submitted to the Director. The final interview of the selected candidates is taken by the Director and the negotiation for the salary is done during the time of interview and the result is declared after 3-4days.



- c. Appointment Procedure:** Appointment Letter is designed and sent to the selected candidates via email with joining date mentioned in the letter. The appointment letter contains the following: a) The Roles and Responsibilities to be undertaken by the candidate. b) Designation c) Scale d) Grade e) Period of probation f) Break up of emoluments. Last but not the least the testimonials are also checked as a part of appointment procedure.
- d. Induction Procedure:** The newly recruited members are formally introduced to other staff members of SSK in the first day of their joining.

## **INDUCTION/ORIENTATION POLICY:**

### **Introduction**

An effective induction ensures a positive start in any organization. It is also an ideal time to identify any personal development needed for the individual to become efficient in the job as quickly as possible. It should be tailored to the needs of a new recruit and the specific areas of responsibility that they will hold.

SSK also has a well defined Orientation procedure. A new recruit has to undergo through Orientation process in 3 phases.

### **Phase – I**

#### **Basic Orientation**

This process takes two days time. On the very first day, the newly joined staff is provided with a service rule copy, and asked to fill up the following forms (1) Service form (2) Employment provident fund (3) Employees Welfare Fund, and also their Testimonials, Address proof, Identity proof, Relationship proof are verified for further Administrative purposes.

He/ She is formally introduced to all the staff members present in the Lucknow Office then he /she is briefed about Mission & Vision of the Organization, the Organization Culture and there after Rules & Regulations pertaining to Administration & Finance.

On the second day he/she is asked to study the following documents and reports in order to know about the Organization in detailed manner.

1. Last three years Annual Report.
2. Evaluation Reports.
3. Important Publications.
4. And other project oriented reports.

### **Phase -- II**

#### **Orientation/Induction on Programme Centre**

After completion of the first phase the second phase starts where the new staff member is taken to different department in head office to know about the different projects and the details of the different DRC Offices located in different parts of the state and detailed information of the programme and activities in different areas are given.

The second phase also includes exposure visit to field by the new staff members and the study materials of the organization is provided for the further help in project and which are as given under:

1. Concept paper of project/programme.
2. Manuals, publications related to Research.
3. The new staff is asked to prepare a detailed report\*.

\*Based on the visit to different DRC Offices the new staff member is asked to prepare a detailed report.

### **Phase – III**

#### **Induction Training and Field visit to partner organizations**

The new staff member is given Orientation training which is coordinated by all the team leaders and the Director. During this training an assignment is given to visit our partner Organizations. Before visiting the Partner organizations new staff member will be required to study the profile of the partner organization and its programmes, activities, and the nature of support extended by SSK. This Process takes minimum 10 to 15 days for the completion. Further the new staff will be asked to understand the norms and working culture of the Organization. After this visit the new staff will be required to submit a consolidated report on the learning, based on the observations done by them.

A Performance Review will be conducted and feedback of the same will be given by those core committee members who will be selected by the Director. Based on which the confirmation will be given and the new staff member will be attached to a particular unit appropriate with an appropriate assignment and the contract of the member will be extended to stipulated time. Keeping in view of the aptitude and output shown by the new staff he/she will be given an opportunity to switch over to the other unit jobs. The staff member will be required to undergo the different training programmes conducted by the Organization such as Training of Trainers (TOT) on Panchayati Raj, PRA, Micro Planning and others from time to time.

#### **Separation**

Employees may separate from the organization for various reasons including unfortunate case of death of employee. In all cases of separation, settlement of all dues should be made fast and fair not only for the sake of appreciation of her/his services to the organisation but also as a matter of financial discipline.

The following procedure and guidelines will guide cases of separation:

##### **1. Separation because of**

- i. Resignation tendered by employee
- ii. Non-renewal of contract
- iii. Dismissal due to compelling reasons

The resignation letter should be addressed to the Director with a copy marked to the reporting authority and HR department. In all cases of separation due to above causes, the employee concerned should take a 'No Dues Certificate' before the last day of his/her duty from all concerned offices/department of the organization. This certificate should be finally signed and approved by Director for payment of all dues. All recoverables must be first settled as per the accounting norms before payment of dues. The employee should then hand over charge to the person decided by the Director.

##### **2. Separation due to death of employee**

In case of unfortunate death of an employee, his/her reporting person will be responsible to prepare a status list of clearance from all offices/ departments of the organization and submit to Director for approval. A condolence message from the organization signed by the Director may be sent to the bereaved family. Recoverables

(in case of advances) may be settled as per the accounting norms and payment of dues made to the nominated member as per organization records as soon as possible.

## **PERFORMANCE APPRAISAL REVIEW SYSTEM**

Performance Appraisal is the process of obtaining, analyzing and recording information about the relative worth of an employee. The focus on the performance appraisal is to measure and improve the actual performance of the employee and also the future potential of the employee. Its main aim is to measure how efficiently an employee performs the duty assigned to him/her.

It is a powerful tool to reward performance of the employee. It helps to analyze the achievements and evaluate the contribution of employees towards the achievements of the overall organizational goals.

By focusing the attention on performance, performance appraisal goes to the heart of personnel management and reflects the management's interest in the progress of the employees.

### **Objectives:**

- To review the performance of the employee over a given period of time.
- To judge the gap between the actual and the desired performance.
- To help the management in exercising Organizational control.
- To help in strengthening the relationship and communication between superior subordinate and management-employees.
- To diagnose the strengths and weaknesses of the individuals so as to identify the training and development needs of the future.
- To provide feedback to the employees regarding their past performance.
- To provide information to assist in the other personal decision in the organization.
- To provide clarity of the expectations and responsibilities of the functions to be performed by the employees.
- To judge the effectiveness of the other human resource functions of the Organization such as Recruitment, Selection, Training, and Development.
- To reduce the grievances of the employees.
- To enhance self esteem by rewarding performance.

### **Define Performance Year**

The period from 1st April of assessment year to 28th Feb of succeeding year is defined as the Performance year in SSK. The lead time between 1st March to 31st March can be the period when all appraisals are completed in the organization and necessary advice be passed on to the finance section for award of performance.

### **Process of Performance Appraisal of SSK**

The first step in the process of performance appraisal is to set up the standards which are used as the base to compare the actual performance of the employees. Certain criteria are taken into consideration to judge the performance of the employees as successful or unsuccessful and the degrees of their contribution to the Organizational goals and objectives.

The appraisal form is distributed among the employees. The appraisal form contains three sets of questionnaires namely self appraisal form, feedback form and the third one is final score sheet. The former is to be filled in by the individual about their work or achievement, the second is to be filled in either by the superior or by colleague or by subordinate (peer group) about that individual concerned, the latter will be filled in by the HR department, it includes scores of both self appraisal and feedback form. The director is the one who is authorized to decide as to who will give feedback about whom and a minimum of four feedback forms are filled in for each individual. The form is designed in such a way that it is easily understandable and clear.

The employees are informed and the procedures are clearly explained which helps them to understand their role and to know what exactly is expected from them. **The feedbacks are not disclosed to other employees and the individual concerned.** It is also clearly mentioned that one should give comments on the basis of professional ground with a positive attitude not on the basis of personal ground where there is chance of bias is filled with.

### **Measuring the actual Performance**

The most difficult part of the performance appraisal process is to measure the actual performance of the employees i.e. work done by the employees during the specified period of time. It is a continuous process which involves monitoring the performance throughout the year. This stage requires the careful selection of the appropriate techniques of measurement, personal bias should not affect the outcome of the process and provide assistance rather than interfering in an employee's work.

After this a final sheet is prepared of every individual and comparisons are done on the basis of rating given by individual and the rating given by others. The actual performances received from both are compared and the result is concluded accordingly. The result includes recalling, evaluating and analysis of data related to the employees' performance.

After that the Director sits with each individual on one by one basis listens to them and analyses the performance in future. The purpose of the meeting is to solve the problem faced and to motivate the employees to perform better. The following decisions are taken as per discussion:-

- Employees are sent for further Training Programme.
- Exposure is given on different fields.
- Change in roles and responsibilities and also additional responsibilities are done.
- Concrete action plan or sometimes a detailed career plan is suggested.

### **Decision Making**

The last step of the process is executed by the Director. The decision is made purely based on the individual's performance and further it is decided that whether he/she should be rewarded, promoted, demoted or any training required for the personal development / improvement in the present work positions required / taking up new challenges other than the responsibilities given. Based on the final results & the discussion held with each employee a list is prepared and informed to everyone.

### **Reward & Incentives**

Each individual is awarded with cash incentives to acknowledge their performance which is released as per the employees' grade. If an employee gets remark as 'Excellent' then the cash reward up to 24 times the annual increment is given. If an employee gets remark as 'good' then the cash reward up to 12 times the annual increment is given and for the satisfactory usual increment is given and for unsatisfactory no increment is given. This is subjected to the availability of funds in SSK.

Performance Appraisal is a future oriented approach and is developmental in nature. This recognizes employees as individuals and focuses on their development. The format of self appraisal, feedback form, final score sheet is attached in the annexure.

## **GRIEVANCE REDRESSAL POLICY**

### **Introduction**

In the present scenario of competition, employees are the whole and sole of the Organization. For efficient working and smooth running of an Organization it is important to see to the problems of the employees and also create a healthy environment with good working culture.

SSK believes not only to recruit more and more staffs but also to retain them for longer duration towards the betterment and success of the Organization. Our Organization has come up with lots of initiatives that are oriented to provide a better complaint redressal mechanism whenever any sort of grievances arises against the Organization or against any staff.

### **Policy:**

Grievance Redressal policy differs between large & small Organizations. A complaint lodged verbally by an employee will be treated as grievances. However, grievance will be regarded as formed when the dissatisfaction is given in writing. Such disputes which are of a reasonable magnitude arising out of ill feeling by an employee or group of employees may be regarded as grievance. The feeling of injustice may be related to wages, mode of its payment, leave, transfer, positions, promotion, and treatment by superiors, interpretation of code of conduct or even the food supplied in the canteen.

The idea of framing the policy in SSK is to solve the problem and the complaints of the staff. In this policy each and every staff has the right to express his/her grievance and there is a procedure to be followed. The policy has been formulated taking the following in to consideration:

- Employees are treated fairly at all times.
- Complaints raised by employees are dealt with courtesy and on time.
- Employees are fully informed of avenues to escalate their complaints/ grievance within the Organization and alternative remedy if they are not fully satisfied with the response to their complaints.
- All complaints are dealt efficiently and fairly.

In order to make the redressal mechanism more meaningful and effective, a structured system has been built. This system would ensure that the redressal is fair and just within the given frame work of rules and regulations so that the employees would be aware of the complaint handling process.

## **Procedure:**

### **First stage**

- When an employee faces any grievance, he/she has to report it to his/her immediate superior. Such immediate superior officer is expected to give reply or find the solution to the grievance within the time stipulated according to the gravity of the grievance made.
- If the matter is not settled or if the settlement made by him/her is not acceptable to the concerned employee, then the employee can directly contact the Director either through verbal communication or by submitting a written application in person or via mail.

### **Second stage**

- In second stage, the employee concerned will be permitted to present his/ her grievance with the help of co-workers to the Director who in turn listens to the grievance and tries to give a solution and constitutes a committee according to the merit of the case or issue put before him.
- The committee is made of two or three members who will act as conciliators under this stage.

### **Third stage**

- The committee investigates on this matter and based on the findings it prepares a report to present before the Director who takes decision with the help of the submitted report.

The above stated mechanism is flexible depending upon the situation. In each stage, the way of presentation by the employer and the employee is transparent. If there is any ambiguity in the case a detailed investigation and proceeding for expert opinion would be considered. **Grieved employee can also directly write their complaint to the Director in any case.**

## **DISCIPLINE AND CODE OF CONDUCT**

In any social system, irrespective of its nature, it is important to determine a set of rules that will regulate the conduct of its members and should be observed in order to function successfully. Similarly it is important in the workplace to determine a set of rules to regulate the relationship between the employees and the employer in the form of a disciplinary procedure. The disciplinary procedure is regarded as a guideline and its interpretation is adequately flexible in order to adjust to various circumstances.

SSK follows its own **Disciplinary rules and code of Conduct** and no one is allowed to abuse the system while they are on duty. If any employee is found violating the system then he/she shall be liable for disciplinary action.

1. Office time of the Organization starts from 9:30 am to 5:30 pm with half an hour lunch break. There is a weekly off on Sunday and second Saturday. Management expects the Employees to maintain punctuality. If in case they

are not able to maintain the punctuality they must inform to their reporting authority. Absence without information will be considered as a serious offence as it affects the activities of the organization.

2. Any employee reports the office after 10:00am continuously for 2 days would be countable as leave.
3. Every employee must follow the organization's movement register where the employee should mark login time and logout time while they move out of the office premises during working hours.
4. Management will take strict actions against those employees who are engaged in playing computer games, playing music, singing etc or any other unproductive activities during office hours.
5. Employees can receive their personal calls but it should not disturb the others who are present in the Organization. Management will not tolerate any misuse of the facility provided or wasting time on it which is otherwise purely meant for official work. The management may allow the usage but subject to the limit (15min to 20 min maximum). Employees are not allowed to waste productive time on personal phone calls for longer duration.
6. Employees should keep their cell/ mobile phones on Vibration mode while they are on duty.
7. Any employee is eligible to avail an hour for their personal work twice in a month, during the time they can go out of office after informing to the authority concerned, they are required to mark an entry of their login and logout time in the movement register.
8. Friends/ relatives are allowed to visit the office but it should not disturb other employees, and their visit should be brief.
9. No employee will use Organization's telephone and fax facilities for private purposes except with prior permission from his/ her supervisors/ Reporting authority/ management. In case of emergency, such use is permitted.
10. Management will not tolerate if any employee found consuming Pan Masala, Gutka and Smoking Cigarettes or Spitting in the office premises or indulging in any such activities. Smoking is allowed only at the designated place inside the campus.
11. Further, an employee coming late to work or found absent from his work station/ place of work during working hours, without any sufficient reason or without getting any prior authorization from his/her supervisor, shall be treated absent and for that duration he/she shall not be entitled to wages. In addition the competent authority may, at its discretion, also take suitable disciplinary action against the employee concerned.

12. Negligence of work by any employee will not be tolerable by the management. Management shall render an employee liable for disciplinary action.
13. Every employee is required to make the entry if they are taking any official belongings to their respective homes (i.e., books/magazine/laptop/pen drive etc.) and in case of any damage/ loss, then that particular employee is liable towards it.
14. No employee shall share information about SSK with any person whatsoever except in the interest of SSK's work or with written permission of the Director.
15. Every employee of SSK is provided with an employee I-D card. It is mandatory for the employees to carry the I-D card while they are on duty.
16. Organizational conflicts should be raised and resolved within the organizational procedures. The issues of conflict should not be discussed with other Organization/News/Media without prior approval of Director.
17. Every employee shall go according to the service conditions laid down in the service rule of SSK.
18. All the employees are supposed to behave in a well manner with fellow staff. Any kind of physical violence, verbal abuse or harassment by any employee shall not be tolerated by SSK. This will be considered as serious offence and the person may be expelled immediately from the service. Difference and disputes can be raised in an appropriate forum with proper decency and decorum.
19. Daily diary has to be maintained by all staff of SSK .The daily diary writing is compulsory for all including field animators. It is a subjective audit.

Each staff of SSK carries out the instructions given to them by the management and superiors, in connection with the organization diligently and faithfully.

**Disciplinary code and procedure** is to regulate discipline in the workplace with key principle that the employer and the employees should treat each other with mutual respect. In the first instance the purpose of disciplinary action is to bring change in the behavior in positive manner rather than to terminate services.

Before a problem becomes a disciplinary issue, the head of the team concern should guide, inform or remind the employees informally on the applicable rule or performance situation. Such counseling is not viewed to form part of formal disciplinary action but is rather a part of day-to-day communication within the organization. Formal procedures do not have to be invoked every time a rule is broken or standard is not met. Informal advice and correction is accepted as the best and most effective way to deal with minor violations of work discipline.

Repeated misconduct according to degree as severity may call for final warning or other action short of dismissal. Dismissal would be reserved for cases of serious misconduct or repeated offences. The seriousness of the offence will determine the



action to be taken and not necessarily, the number of occasions the misconduct was committed. The procedure is as follows:

1. If any employee is found creating problems in the work place an immediate disciplinary action will be taken against him/her. The Director deposes a committee of two or three members of the organization or even he may depute any one from external source or any other partner organization in the committee.
2. The committee members will do a detailed investigation on the matter and will prepare a report on the issue taken and submit the same to the Director.
3. The Director makes the required decision on the findings of the investigations done.
4. During this period of enquiry the accused employee will remain under suspension.
5. The above stated procedure is flexible depending upon the situation.

### **SSK'S GENDER POLICY:**

For many decades, women have been deprived of the social and cultural discrimination done on various ground just due to gender differences. Women are discriminated against exercising their basic rights not only at the household level but also in society at large. The responsibility for bringing about a change in differential treatment of women and men lies with both. The empowerment of women in society needs to be helped by them.

SSK believes that people from all sections of society should be able to participate equally in development process. For achieving political, social, economical cultural and environmental security among all people gender equality and empowerment of women is required. The gender equality is embedded in the institutional culture of SSK. Its objectives and strategies are based on gender. The flow of gender related information in this regard is strengthening of institutional and programme levels. The gender policy helps to eliminate the gender imbalances in order to achieve sustainable development.

This policy is made to have a favorable frame work for making better and well articulated choices while addressing its programme and enhancing the identity and coherence to its mission and also creating a conducive environment. The core part of all the organizations, policies programmes and projects are based on gender policy.

#### **Objectives**

1. To help in achieving the mission of the organization.
2. To help in making equal representation and participation of women in decision making at professional, programmatic and administrative level.
3. To strive towards establishment of an equalitarian society.
4. To provide a safe and friendly atmosphere especially for women.

5. To provide a framework that would enable the staffs of SSK appreciating and make deliberate efforts to address gender disparities in all aspects of its programme.
6. To integrate and balance gender perspectives in the composition of it is a team.
7. To provide reference for our partners to develop a gender policy for their respective organization.

SSK believes that people from all sections of society should be able to participate equally in development process. The key features of SSK with regards to gender mainstreaming are as follows:

1. SSK is having an equal gender opportunity giving organization.
2. Women professionals with equal qualification and competencies are encouraged.
3. At least 1/3 of the staff members of SSK are women.
4. SSK gives equal status and scope of work for women.
5. Even in strategic decision making equal opportunity is given to women staff participation.
6. In programmatic framework one of the main targets is women staff particularly of marginalized, minority, socially excluded communities.

The projects undertaken under the category are:

- Muslims & Dalit girl child at cholapur block and women empowerment preview.
  - Capacity building of women elected representative in Ghazipur, Jaunpur, Mirzapur, Sonebhadra districts.
  - Women literacy program (Tara Akashar)
7. SSK ensures participation of both men & women in its programmes through providing training and awareness education on gender.
  8. SSK has linkage with similar minded organizations which would assist in the area of accessing credit and other productive resources.

The objectives of gender policy can be achieved through defined evaluation which is done on two levels institutional and programme level.

#### **At the institutional level**

SSK has incorporated gender in the personnel policy, service rules and regulations of the organization and its evaluation is done periodically for gender justice. Adequate additional facilities will always be given to the female staff in the personnel policy and service rule envisages on the women upliftment. The following arrangements are being created as a part of gender policy of the organization.

#### **1. Maternity leave**

- a) Every female employee is entitled to avail Maternity leave for a period 3 months which is applicable up to 2 children.
- b) Maternity Leave with pay shall be provided only for first two successful pregnancies, however every female shall be entitled for Maternity Leave even for second onward child but that shall be leave

without pay. In such situation her contract will not be affected if the project period is still going on.

- c) Paternity leave is allowed to male employees for a period of 12 days up to 2 children. This can be availed between the period of 3 months before or 3 months after the delivery. The same can be availed in one installment /2 installments of 12 days/6 days each.
- d) Leave will also be admissible in case of miscarriage or medical termination of pregnancy (MTP) where considered necessary by a competent medical practitioner for a period up to 15 calendar days immediately following the day of miscarriage or MTP. No such leave will be admissible after the birth of two living children.
- e) A certificate from a registered medical practitioner or a government hospital should support the application for maternity leave.

## **2. Travel**

Any women staff traveling alone during night time after 7 pm to 7am can travel up to IIIAC or can avail full reserved auto/Taxi without prior permission from the Director/Team Leader. Female staff is encouraged not to travel during night time

## **3. Time**

- a) Flexi-time arrangements will be available for the women staffs who have completed a minimum of two years service in SSK. Shorter flexi timings will be solely on Director's approval. The salary will be restructured accordingly for this facility.
- b) Woman employee who is in the advanced stage of pregnancy (6-9 months) can avail this facility on submission of the medical Certificate. This facility can be extended till one year after the birth of the baby.
- c) Short leave for two hours in a day will be given to the women staff for feeding the new born baby up to a period of six months after the delivery.

**CASH Committee (Committee against Sexual Harassment) or Gender mainstreaming committee:** There will be four to five members in this committee. Existing CASH committee will suggest new name with the approval from Director.

## **Roles & Responsibilities:**

1. The committee holds quarterly meetings.
2. The committee is responsible for main gender sensitive work attitude.
3. The committee deals with pro-active initiative problems of related topic.
4. Field visits are done to see if the gender policies are implemented in spirit.
5. A register is maintained regarding its meeting and other activities.
6. Gender sensitive training programmes are organized.
7. If any problem related to misbehavior or sexual harassment occurs then the victim should either inform to CASH committee or should give a complaint in writing and put in the complaint box provided.
8. Action on the problem would be taken by the Director after receiving the report from the CASH committee regarding the issue.

## **Discipline and Code of Conduct**

- a) All male staff members in the Organization should treat the female staff members with dignity and respect. In similar manner the female staff members should also treat the male staff members.
- b) Committee against Sexual Harassment (CASH) is formed to safeguard the staff members which fairly represents male and female as their members (2 male and 2-3 female).
- c) Every employee should generally conduct himself/herself in such manner that is consistent with office discipline of SSK and should reflect the respect for the female staffs.

## **At the programme level**

1. The programmes of SSK will create a pool of trainers capable of training and educating others on gender issues.
2. SSK will encourage the intensive programme partners to encourage gender equality where these do not exist.
3. SSK facilitates documentation and dissemination of information on gender equality and good gender practice.
4. SSK will have partnership with such organizations and groups which are working for gender equality, recognizes women's equal right to articulate their needs and interest.
5. The programme strategies and systems are gender responsive which will be supportive to set the task.
6. SSK will also encourage its partner organizations in the process of development of policies and procedures that promote gender equality among their organization where these do not exist.

## **Governance level**

1. SSK has a Governing board which is highly supportive of the integration of gender issues in all aspects of governance and programme activity.
2. Minimum two members of the board will always be females.
3. Programmes on orientation of the new team member will always have gender consideration.
4. The SSK staffs should acquire knowledge and skills on gender-related issues and should give their commitment to SSK's mission.
5. The policy should be reviewed every year to incorporate new changes will be adjusted where it is necessary.

## **SERVICE RULE OF SSK:**

The rules and service regulations have been prepared to provide the organization a permanent establishment, institutionalizing the commitment to nurture and develop clear environment. The objective of these rules is to lay down a uniform policy for all the employees of the organization with a view to minimize use of discretionary powers & procedural delays and hold-ups. All the employees are expected to acquaint themselves with these rules regulations for most effective results. These rules shall apply to employees of all categories, posts and status.

These service rules shall be read in conjunction with the HR policies of the organizations.

**Category of Employees:**

<b>Executive Director- Chief Functionary</b>			
<b>Departments of SSK</b>			
<b>Administration Staff</b>	<b>Programme Staff</b>		
<b>Designation</b>	<b>Designation</b>	<b>Grade</b>	<b>Level</b>
Adm/Fin Manager	Programme Manager	G1	Manager
Adm/Fin Asst.Manager	Programme Coordinator	G2	Coordinator
Adm/Fin Officer	Programme Officer	G3	Officer
Adm/Fin Associate	Programme Associate	G4	Associate
Adm/Fin Assistant	Programme Assistant	G5	Assistant
Junior Adm/Fin Assistant	Junior Prog Assistant	G6	Junior Assistant
<b>Grade</b>	<b>Scale</b>		
G1	19000-eb1000-23000-seb1500-30500		
G2	16000-eb800-19000-seb1200-25000		
G3	13000-eb600-15000-seb800-19000		
G4	9000-eb400-11000-seb600-14000		
G5	6000-eb250-7250-seb350-9000		
G6	3500-eb200-4500-seb300-6000		

**Tenure of employment:** All employees shall fall in either of the categories regular or on contract for a fixed tenure/job and is subjected to the terms and conditions specified in the appointment letter.

**Terms & Conditions of Employment:** The management reserves the right to assign appropriate work commensurate with the qualification and experience of the employee. He/she shall abide by and follow the rules & regulations of the organization and the instructions issued from time to time by the management.

**DETAILED DESCRIPTION OF THE DIFFERENT CATEGORIES OF SSK EMPLOYEES:**

**1. Executive Director – Chief Functionary**

**Job Description:**

- To be the head and chief executive representing the governing board of the organization.
- To independently perform functions with enumerated and delegate powers, responsibilities of the governing board.
- To set strategic direction for the organization and lead its planning and implementation.

- To interact effectively with stakeholders organization.

**Qualification:**

- I. Should have done Master in Social Work.
- II. Should have experience of minimum 25 years in development sector on management level.

## **2. Programme Manager - G1**

**Job Description:**

- To implement the proposed project & direct the team members to achieve the desired goal.
- To be accountable for the timely implementation proper execution and proper utilization of financial resources avail for the project
- To keep the Executive Director informed about the development & process of work of the different project proposed.
- To be accountable for new proposals & initiate discussions with donor agencies.
- Liaisoning & networking with various stakeholders particularly government officers, media & academics.
- To have regular coordination & communication with funding organizations.
- To be accountable for ensuring proper handling, management and implementation of the project.

**Qualification:**

- I. Should be Master in Social Work/Rural Management/ Social Sciences.
- II. Should have a minimum of six years experience as a coordinator.

## **3. Programme Coordinator - G2**

**Job Description:**

- To coordinate, support and give inputs to the team members of the projects.
- To support design, document and manage the development and implementation of programme work plan, budget selected, training modules for training need assessment, learning , references materials (posters, pamphlets folders etc)for the programmes of the organization.
- To document, develop, edit publications manual booklets, report, broacher etc.
- To give support to the partner organization by field visit monitoring, assessing and capacity building of the partner organization.

**Qualification**

- I. Four years experience with P.G. level education and Professional degree or diploma.

## **4. Programme Officer-G3**

**Job Description:**

- To monitor, assist, supervise and timely implementing the project activities with the help of the other team members in the District.
- To formulate, coordinate, strengthen the networking and Liasioning with different stakeholders and voluntary organization of the district.
- To document and report reviews of the activities at district level with head office, other CSO's and stakeholders.
- To take responsibility as a team leader of a particular project.
- To organize various seminars, workshops, meetings interface at various district level.
- To assist, support, and monitor the activities and a support hand to the partner organization.
- To make financial plan report writing and also intervening the programme plan in the district level.

#### **Qualification**

- I. Three years experience with P.G. level education.

### **5. Programme Associate -G4**

#### **Job Description:**

- To implement the activities of the project and assist in daily activities and draft new work plans to organize and keep track of work group progress.
- To collaborate and coordinate with team members to identify and document potential technical issues and possible solution to complete the project.
- To entail work as part of the team with potential and evaluate and analyze the project progress.
- To prepare report on periodical narrative and over progress or specific direction
  
- To document the programme achievements and research through papers, articles and presentations in proper way.

#### **Qualification**

- I. Two years experience with P.G. level education.
- II. Technical experience with degree or diploma.
- III. Fresher with technical experience/PG Dip in rural management/Social work.

### **6. Programme Assistant/ Project Supervisor -G5**

#### **Job Description-**

- To be a supportive hand for all the superiors in the programme activities of a particular project.
- To type & maintain documents of the ongoing projects.
- To make file list of all different projects in hand.
- To take care of all the correspondence leave and other work relate to superiors of the particular project.

#### **Qualification**

- I. Fresher with Minimum graduation level.
- II. Minimum experience of 2 years in technical & relevant field.

### **7. Junior Administrative Assistant -G6**

### **Job Description-**

- To maintain the office furniture, fixtures and other items.
- To be responsible for the security of our entire office premises.
- To be responsible for cleaning & keeping the entire office environment friendly.

### **Qualification**

- I. Minimum qualification- High school passed.

**NOTE:** An employee may be assigned any other duty, in addition to normal duty, falling within the organization, which he/she is capable of performing and which is necessary to be performed.

### **ALLOWANCES**

The employees of the Kendra are eligible for the following allowances.

<b>S. no</b>	<b>ALLOWANCES</b>	<b>PERCENTAGE</b>
<b>1</b>	<b>HRA (House Rent Allowances)</b>	<b>30% of Basic Salary</b>
<b>2</b>	<b>Conveyance Allowance</b>	<b>30% of Basic Salary</b>
<b>3</b>	<b>Medical Allowance</b>	<b>20% of Basic Salary</b>
<b>4</b>	<b>Employer's Contribution in EPF</b>	<b>12% of Basic Salary</b>
<b>5</b>	<b>Telephone Allowance</b>	<b>3% of basic salary</b>
	<b>Total Allowance</b>	<b>95% of Basic Salary</b>

(The above mentioned telephone allowance is applicable to all the staff members irrespective of their job profile)

Any special allowance at the discretion of the Director may be considered for specific category of employees. Total 24% EPF contribution shall be deducted from Basic Salary per month.

- 1) Minimum Balance of PL (Planned Leave):** Every permanent employee is entitled to this facility. **Every employee is liable to maintain minimum balance of 30 days.** PL may be accumulated up to maximum of 90 days beyond which it will lapse. Planned leave will be carried forward to the next financial year. Any member leaving the organization can avail the planned leave.
- 2) Travel Allowance:** Travel allowance is payable at the rates as prescribed in these regulations to all the employees/members who proceed on tour for official work in order to cover the expenses incurred in traveling. No T.A. is payable for journeys undertaken without the authority of the Director. Claims for T.A. will have to be made and admitted on realistic and genuine lines.



- 3) **Tour Advance:** An employee who is required to proceed on official work may draw an advance to meet his/her traveling expenses but providing a tour plan estimating the expenses to the immediate superior and after getting approved submit to the accounts department three days before.

Detail of the allowances for food / Lodging and mode of travel which the employees are entitled for according to category they lie in.

**Payment of Lodging Charges:**

Grade	Metro Cities	State Capitals/KAVAL cities	Other Cities
G1	3000	2500	2000
G2/G3	2500	2000	1600
G4/G5	2000	1500	1200
Others	1800	1500	1000

**Reimbursement of Travel Expenses:**

Grade	Mode of Traveling
G1	By Train II AC and local travels by taxi or full reserved auto. By budget Air with prior approval for travelling more than 1000 KM.
G2/G3	By Train IIIAC and local travels by taxi or full reserved auto.
G4/G5	By Train sleeper and local travels by shared taxi/auto.
Others	By Train up to three tiers sleeper class and local travel by share auto & any other mode of public transport

**Note:** In extreme conditions when the ticket for III AC is not available then the II AC is allowed with prior permission of the Director. Further the staff members may travel in III AC irrespective of their grades during extreme weather conditions both in summer season (20<sup>th</sup> June-20<sup>th</sup> July) and winter season (25<sup>th</sup> Dec-25<sup>th</sup> Jan). The staff members other than G1 grade may be allowed to travel by air with prior approval of the Director. Any women employee traveling alone during night (between 7pm to

7am) can avail full reserved auto and can travel in III AC even without the prior approval.

All Grades	Metro Cities/NCR		State Capital/KAVAL Towns		Other Cities	
	Break Fast	80	Break Fast	40	Break Fast	30
	Lunch	150	Lunch	100	Lunch	80
	Dinner	150	Dinner	100	Dinner	80
	<b>Total</b>	<b>380</b>	<b>Total</b>	<b>240</b>	<b>Total</b>	<b>190</b>

0-6 hrs	No Reimbursement
6-11hrs	Rs.100/- only
11-24 hrs	Full Reimbursement as per approved norms

### **ALLOWANCE FOR FOOD EXPENSES:**

**Note:** Allowance for food expenses is common for every employee irrespective to the Grade and Designation. This will be applicable only when the travel is planned outside the project area or outside the project district. In case food is provided by SSK /other organizations then Rs.50/-per day will be admissible as allowance.

**Note:** Kindly further note that for the Director the reimbursement will be on actual basis or @ 1000/- per day.

### **LEAVE**

Leave is to be regarded as a privilege, and not as a right. It is allowed both in the interest of the employee and that of the organization. The employee cannot claim leave as an unqualified right. All leave is granted subject to exigency of services and leave already granted can be curtailed or cancelled at any time by the authority granting the leave. An employee when on leave shall not take up any paid service/employment elsewhere unless approved by the Director.

A standard policy has been made by SSK for administrating and granting staff leaves. Every staff member is eligible for the leaves without any consideration of race, color, nationality, sex, religion, age or disability. The leave is calculated on the date of

financial year from 1<sup>st</sup> of April to 31<sup>st</sup> March. The following are the leave which the employees of SSK are entitled for.

### **1. Weekly off**

All employees are entitled for one day weekly off i.e. on Sunday and **Third** Saturday of each month. Management may opt additional weekly holidays in the interest of the organization. For some specific reason, weekly offs may be adjusted/ shifted to other day.

### **2. Festival leaves or holidays**

Every employee whether permanent or on contract or on probation is entitled to take the festival leave as per the list prepared i.e. **minimum eleven days in a financial year.**

### **3. Casual leave**

CL is catered to meet emergent/unforeseen requirements of an employee. An employee is entitled for one CL every month. CL can be even availed for half a day. This leave can be availed without getting prior approval but one should inform the person concern or the immediate superior. CL can be clubbed with weekly off and festival leaves. The leave application form should be filled in with appropriate reason mentioned and approved by the Director **within three days of the leave taken.** An employee can avail 12 days of casual leave (CL) in a year. This will also be applicable to those employees who are on probation and training. CL will not be carried forward from one financial year to next financial year.

### **4. Planned Leave**

Planned leave means the leave availed by an employee for the services rendered during the calendar year. Sunday and other holidays falling within the leave period shall be counted towards leave. **PL cannot be clubbed with CL in continuation. PL must be approved in advance. Only permanent employee is entitled to take 12 days PL per financial year (1 PL per month) in which sick leave is also included.** If the leave is not utilized then it can be carried over to next year. PL can be accumulated only up to 90 days.

### **5. Special leave**

Special leave will be allowed only to those employees who are on probation and Training. This leave may be granted by the sole discretion of the Director and the same may be allowed if he finds the case to be genuine. As a special consideration special leave upto 10days can be given by the Director to other employee also.

### **6. Maternity leave**

Any permanent woman employee is entitled to get maternity benefits during her pregnancy, for a period of 3 months with leave on pay up to 2 children only. She is entitled to take one and half months before delivery and one and half months after delivery if the employee requires. Sunday and other holidays falling within the leave period shall be counted towards Maternity leave.

Maternity Leave with pay shall be provided only for first two successful pregnancies, however every female shall be entitled for Maternity Leave even for second onward

child but that shall be leave without pay. In such situation her contract will not be affected if the project period is still going on.

Leave will also be admissible in case of miscarriage or medical termination of pregnancy (MTP) where considered necessary by a competent medical practitioner for a period up to 15 calendar days immediately following the day of miscarriage or MTP. No such leave will be admissible after the birth of two living children. A certificate from a registered medical practitioner or a government hospital should support the application for maternity leave.

### **7. Paternity Leave**

In the case of male employee, he is entitled for the paternity leave for the period of 12 days leave up to 2 children. It can be taken on any period between 3 months before or after the delivery in one or two installments of 12 days /6 days. Sunday and other holidays falling within the leave period shall be counted towards Paternity leave.

### **8. Leave without Pay (LWP)**

In case of genuine necessity when all accumulated paid leaves are exhausted the LWP may be granted by the Director who shall be the sanctioning authority subject to the conditions to be specified at the time of granting the leave. **If any staff member (permanent/probation/on contractual basis) proceeds on leave and not reporting to the duty on the stipulated date and extends the leave will be deemed as LWP and the same may also result as break in service.**

## **OTHER FACILITIES**

### **Group Insurance**

Facility of insurance against accident up to Rs.2Lakhs will be provided to all the employees of SSK under the group insurance scheme of oriental insurance company, which covers the risk. This facility will be provided to all those employees who will join the organisation from the date of their joining. In case, the person resigns or is terminated by the organisation, before completing 6 months in the organisation, then Group Insurance premium amount will be deducted from his/her salary. In case, the employee has completed 6 months in the organisation, the premium amount will not be deducted.

### **Use of own Vehicle**

Reimbursement of local travel for the use of own vehicle for official work will be as follows:

**Two-wheeler @ Rs.3/ per K.M.**

**Four-wheeler @ Rs.7/- per K.M.**

Use of personal vehicles requires prior permission from the Director and also Kilometre reading may be required (to be verified).

### **Special Facilities for women staff**

#### Flexi-time and short leave arrangement-

- 1) Flexi-time arrangement will be available to women staffs depending on the need. Only Director can approve the flexi timings request. This will be adjusted against PL/Salary.
- 2) Women staffs who are in the advanced stage of pregnancy (6-9 months) can avail this facility on submission of the medical report supporting the need for such rest time.
- 3) This facility can be availed by the women staffs till one year after the birth of the baby.
- 4) Short leave for two hours in a day will be granted to women staffs for feeding the new born baby till one year of age. This leave will be adjusted against CL/PL/Salary.

#### **Performance Appraisal**

The performance appraisal will be done after the completion of first three months/six month for the newly joined employee with our performance appraisal tool. The same is applicable for the confirmed employees.

#### **Increment & Promotion**

Depending upon the performance of individuals & based on the performance appraisal held every six months accordingly continuation of the services, increment & promotions are decided on.

#### **Transfer**

Every employee is liable to be transferred from one project place to another and from one department to another, whether operative at the same place or elsewhere, whether at the same station or anywhere in India. A staff on transfer shall join the new location of duty within 7 working days of the issue of transfer letter/ order.

Transfer to other RSOs who are members of NCRSOs can also be considered by SSK management, depending upon the availability of vacancy at RSO concerned.

#### **Hours of work**

Working hours of employees will be regulated in accordance with the rules in force, and may be notified from time to time. Presently this period will be minimum 48 hours a week or six days in a week (unless otherwise specified/notified)

#### **Retirement**

- 1) An employee shall retire on attaining the age of 60 years, or any time thereafter at the discretion of the appointing authority. Working period may be extended for another 2 years as per Director's discretion where the medical fitness of an employee and the employee's engagement in any important project/assignment are taken in to consideration.

- 2) An employee is liable to be retired even earlier on medical grounds if he/she becomes physically or mentally unfit to discharge his/her duties efficiently to the entire satisfaction of SSK.
- 3) A person above 60 years of age may be employed by Director for specific tasks on condition that he/she produces a medical fitness certificate every year. He/She will be entitled to all allowances except EPF.
- 4) The extension or retirement of the Director will be decided only by the executive board.

### **Termination /Resignation**

- 1) Normally the requisite period for terminating a permanent employee is one month (30 days) by giving prior notice, while the same is fifteen days (15 days) in case of a probationer. SSK / employee may terminate/resign the job without giving prior notice also, but in such a situation one month's salary will be paid to the employee in lieu of the notice and vice versa. Shortage of notice period in both the cases should be adjusted with salary.
- 2) Services of an employee may be terminated if he/she rates unsatisfactory for two consecutive years.
- 3) An employee is liable to be terminated if he/she has been issued up to three show cause notices on different occasions.
- 4) Any employee who is working on a particular project may be terminated if the project gets over/not renewed by the donor. For this, no one month notice is required. Similarly, in the case of tenure of services getting over, no notice is required to be served by the organization.

### **Amendment**

Any amendment in the rules/norms will be carried out only on approval of the board of SSK.

### **Authority**

Any variation in any provisions mentioned in the HRM policy will only be approved by the Director or to whom he deems fit to be the passing authority.

### **Development Trainees:**

This facility has been specially designed for the candidates who are fresh pass outs from the college so that they can improve their skills and serve the Organisation. Trainees are appointed purely for the purpose of on the job training.

### **Period of training:**

The candidate whosoever has been selected as development trainee (DT) will serve the Organisation for the period of three and half months. During this period the DT will be carefully assessed.

### **Assignment:**

The Development Trainee will be attached to various ongoing project of the Organisation and will be assessed according to their contribution to their assignment as well as to the Organisation.

#### Permanency:

Development trainees are not the permanent employees of the Organisation. After the training a detailed review of performance will be done and accordingly if found suitable they will be absorbed in SSK. During the period of training the skills and contribution to the Organisation by the DT are tested. SSK will not assure a guaranteed permanent job the DTs.

#### Termination:

If the trainee wishes to discontinue his/her work then he/she is free to do the same with the notice period of Seven (7) days. If the management wishes to terminate the services of the trainee for any valid reason the Management is fully authorized to do so with notice period of Seven (7) days.

#### Stipend and Perks:

The development trainees/trainees will be provided with a fixed stipend per month which will be decided only by the sole discretion of the Director. They are not eligible for the perks and other monetary facilities. No Provident fund will be deducted from their salary. DT will be eligible for weekly off/ festival holidays and one (1) Casual Leave per month only. No other leaves will be available to the DT. In case of emergency/ important situation they can apply for special leave with the Director.

### **CHILD PROTECTION POLICY OF SSK**

Any organization that works with children has a fundamental duty of care towards them, a duty of care to protect their rights and safeguard them from all forms of abuse and exploitation. Organisation should ensure that all staff, volunteers, observers and contributors of the organizations shall protect the child from all forms of physical or mental violence, injury or abuse, neglect, maltreatment or exploitation, including sexual abuse. Further they must find ways to let children and youth express their opinions and give them a voice to actively participate in addressing challenges that they face all over the world.

Children have the right to be protected from all exploitative and vulnerable situations. All employees of the organization must learn to deal with issues but that is possible only if they are aware of the real problems and risks that children face and of the remedies that are available in law and policy to change the situations in the best interests of the children.

#### **Objectives**

- To ensure the practice of the highest levels of child protection standards in the organization.
- To ensure assessment and management of child protection risk in the organization.
- To create consciousness and awareness about child protection and child rights.

### **Statement of Commitment**

SSK is committed to create child safe environments both internally and externally where children are respected, protected, empowered and active in their protection and where staff are skilled, confident, competent and well supported in meeting their protection responsibilities.

### **Def. of Child**

For the purposes of this policy, a “child” is defined as anyone under the age of 18, in line with the UN Convention on the Rights of the Child.

### **Why do Children need Special Attention**

1. Children are more vulnerable than adults, to the conditions under which they live.
2. Hence, they are more affected than any other age group by the actions and inaction of governments and society.
3. In most societies, including ours, views persist that children are their parents’ property or are adults in to making or are not yet ready to contribute to society.
4. Children have no votes or political influence and little economic power. Too often their voices are not heard.
5. Children are particularly vulnerable to exploitation and abuse.

### **What is Child Abuse**

**Child abuse** is the physical, sexual or emotional mistreatment or neglect of a child or children

**Physical abuse** involves physical aggression directed at a child by an adult Physical abuse is the intentional or non-accidental production of a physical injury. Bruises, scratches, burns, broken bones, lacerations, as well as repeated “mishaps,” and rough treatment that could cause physical injury, are the results of physical abuse

### **Child sexual abuse**

Child sexual abuse (CSA) is a form of child abuse in which an adult or older adolescent abuses a child for sexual stimulation. Sexual abuse refers to the participation of a child in a sexual act aimed toward the physical gratification or the financial profit of the person committing the act.

**Emotional abuse** is defined as the production of psychological and social deficits in the growth of a child as a result of behavior such as loud yelling, coarse and rude



attitude, inattention, harsh criticism, and denigration of the child's personality. Other examples include name-calling, ridicule, degradation, destruction of personal belongings, torture or killing of a pet, excessive criticism, inappropriate or excessive demands, withholding communication, and routine labeling or humiliation.

### **Scope of Child Protection Policy**

The scope of this particular policy is concerned only with child protection within organizations – i.e. recruitment, management, behaviour of staff and children, the physical environment of facilities, etc. Child Protection policy applies to everyone working for SSK. It includes our, programme staff, administrative, Accounts and finance staff.

The toolkit does not address issues of child protection outside the contexts of organisations. For example, it does not look at issues of violence against children in the family, school, streets and community. These types of child protection concerns outside the organisation should be dealt with through the organisation's programme and project work.

As employee of SSK, we must ensure that all children in our community are protected from all forms of

1. Exploitation
2. Abuse
3. Inhuman or degrading treatment
4. Neglect

While all children need protection, because of their social, economic, or even geographical location, some children are more vulnerable than others. They need your special attention

These children are

- Homeless children (pavement dwellers, displaced/evicted, refugees)
- Migrant children
- Street children
- Orphaned or abandoned children
- Working children
- Children of prostitutes
- Child prostitutes
- Trafficked children
- Children affected by conflict
- Children affected by natural disasters
- Children affected by HIV/AIDS
- Children suffering from terminal diseases
- Disabled children
- Children belonging to the Scheduled Castes & Scheduled Tribes.

The girl child within all the categories is even more vulnerable.

## **RESPONSIBILITIES UNDER THE CHILD PROTECTION POLICY/ CHILD PROTECTION CODE OF CONDUCT**

### **FOR ALL SSK STAFF**

1. Never abuse and /or exploit a child or act / behave in any way that places a child at risk of harm.
2. Personnel including staff, volunteers, interns and consultants will establish an atmosphere conducive for the development of children through their word, deed and demeanor. This includes listening to children and showing respect to them.
3. Staff will not employ children as domestic workers in their homes.
4. Personnel including staff, interns, volunteers, consultants and visitors are always responsible for the interaction between an adult and a child even when it appears that a child is acting in a provocative manner.
5. Our staff whether permanent or temporary has to ensure educating his/ her own child at least upto class 10<sup>th</sup>.
6. If the ward of SSK's employee dropped out from school before Class 10<sup>th</sup>, then that employee may be expelled from services of Kendra.
7. Employees of SSK strictly avoid Sex Selective Abortion and Infanticide.
8. Girl Child must not be less fed, less encouraged to explore the world and more likely to be handed jobs to do and given less health care and medical treatment.
9. Every employee of SSK considers Child Marriage as a serious offence. Staff of SSK will not marry his/her child before the age prescribed under the law.
10. Strict action will be taken against the employee who treats his/ her own child badly. He/She may be expelled immediately from the service

### **At Programme Level**

1. Contribute to an environment where children are respected and encouraged to discuss their concerns and rights.
2. Ensure that all communication material on children in the form of pictures/captions are decent, dignified and respectful, and will not present children as victims, nor will exaggerate/glamorize poverty at the cost of the child
3. Enhance capacities of staff working with children in projects, to effectively deal with issues of child rights and advocacy, to promote rights of children and to provide protection from exploitation, neglect and abuse.
4. All programmes of SSK related to children emphasize on compulsory education of children.
5. Regular Awareness programmes on Child Rights.
6. Ensure child personal and physical information that could be used to identify the location of child in the projects should not be used on SSK's websites or in any other form of communication about a child.

### **During Recruitment Process**

1. Recruit staff, both permanent and contract, only after obtaining adequate background verification from references and SSK's own sources for any history of child exploitation neglect and abuse.
2. In recruitment process, while flashing job openings we give the line of disclaimer that we believe in protection of child and want employees having same spirit.

### **For Training Centre**

1. Our training centre is child friendly by way that it has got ample space for playing games both indoor and outdoor.
2. We organize training while keeping the safety of a child in mind.
3. Children of trainers and trainees should be handled with great care and sensitivity.

### **Special facilities For Women staff**

1. We provide flexibility to women staff having child.
2. Any women staff having child below 5yrs. and no one to look after her/his own child at home then that employee can bring his/her child to office provided decorum and discipline of the organization is not disturbed.
3. Every female employee is entitled to avail Maternity leave for a period 3 months which is applicable up to 2 children.

### **Incident Management Plan**

All witnessed, suspected or alleged violations of this Policy will be immediately reported to the Director of the organization, who will record and act on these in a confidential manner in accordance with the best interests of the child. For this, Director will form a committee of 2-3 persons within organization for investigation of the reported matter. Based on the report submitted by this committee, final decision will be taken by the Director accordingly.

In cases of sexual abuse, SSK will not take any disciplinary action and will allow the person to take legal action. However, SSK will sever contract immediately from that person.

### **ICT Policy - SSK**

ICT Unit is an important part of SSK. In order to promote usage & enhance productivity of user, an organizational & Employee friendly policy for ICT is being implemented -

1. For every user, ICT unit shall provide an official email along with password. It is mandatory to use official emails for office work. Password can be changed by employee at any time.
2. The data/files/folder and all official work should be stored in their respective folder on Local Server. The ICT unit in charge is authorized to format/delete the data or change laptop/desktop without prior information of the user.
3. No personal data in official laptops/desktops or download of such types are permitted.

4. The password of the email and local folder access can be changed at any time by the user.
5. In order to use pen drive, external hard disk CDs/DVDs, the system kept at ICT unit should be used with consent from IT In charge. Also smart phones should also not be connected with official electronics equipments.
6. No employee is permitted to carry official electronics equipments outside the office campus. If required to do so (On Urgency basis), it should be approved by ICT Unit In charge & in such a case, all the responsibility of electronic items will be of the user. In case of miss handling, loss or theft, the user will be accountable for the same.
7. It is not encouraged to use social websites, online shopping website, job portals, YouTube, Torrents, Videos downloading sites and other Unproductive websites during office hours, as it is considered as Time Killing & Unproductive.
8. In field office, each user should have their respective folder in desktop/laptops, and should save all the work in their respective folder. All the files found other than so, can be deleted without prior information.
9. SSK's Wifi Services are for guest of SSK and hence your desktops/laptops are fully equipped with internet services required at office.
10. In case of change in electronic item's location, the same should be reflected in SSK's Asset register.
11. Kindly consider the environment before printing documents. It is recommended to print only those documents that are required including Color prints.

Reference -

- **User** – Employee or Intern or Volunteer
- **Electronic equipments/ Items** - Laptops, Desktops, Handy Cam, Digital/Still Cameras, Pen drives, Memory card, External Hard Disk, etc

# ANNEXURE I



## SAHBHAGI SHIKSHAN KENDRA

### INTERVIEW SHEET (HR)

Date \_\_\_\_\_

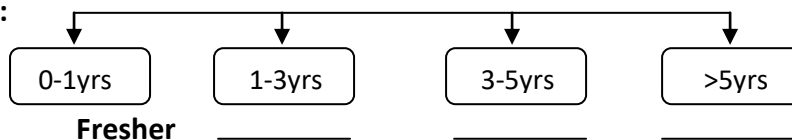
NAME: \_\_\_\_\_

AGE : \_\_\_\_\_ SEX: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

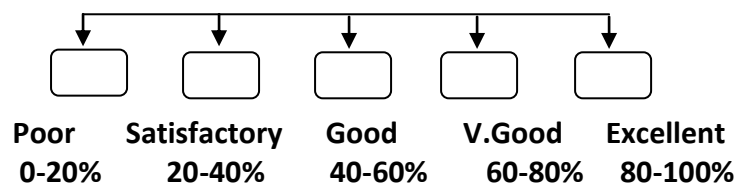
QUALIFICATION: \_\_\_\_\_

EXPERIENCE:

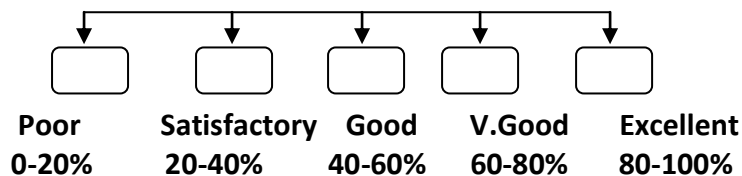


LANGUAGE PROFICIENCY: \_\_\_\_\_

HINDI:

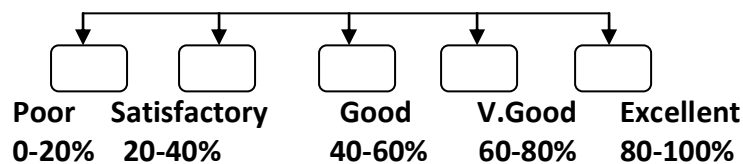


ENGLISH:



COMPUTER SKILLS: \_\_\_\_\_

REMARK:



NAME OF THE EVALUATOR: \_\_\_\_\_



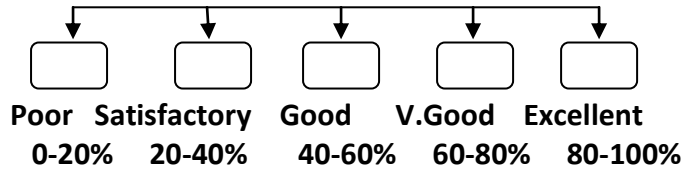
**SAHBHAGI SHIKSHAN KENDRA**

**INTERVIEW SHEET (EVALUATOR)**

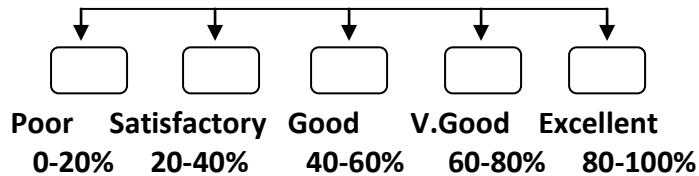
DATE: \_\_\_\_\_

NAME: \_\_\_\_\_

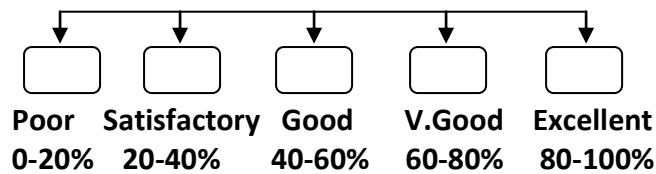
**ABILITY TO EXPRESS HIS/HER THINKING:**



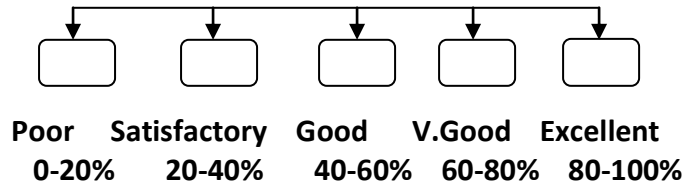
**MATURITY LEVEL:**



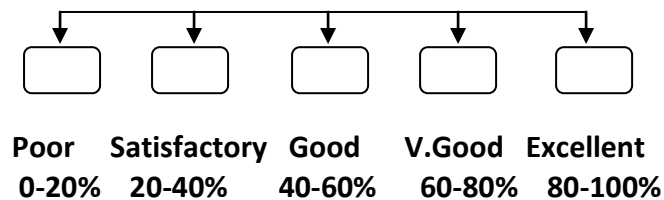
**CONVINCING CAPABILITY:**



**CONFIDENCE LEVEL:**



**READINESS TO UNDERTAKE TOURS/TRANSFERS TO ANY AREAS:**

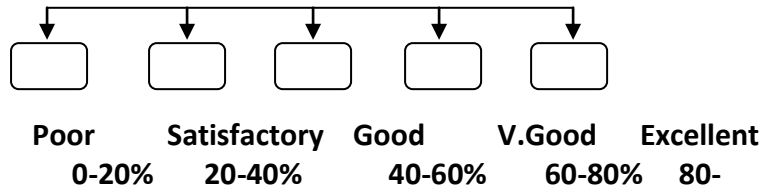


**CAPACITY TO ADJUST ACCORDING TO THE SITUATION:**



**SKILLS:**

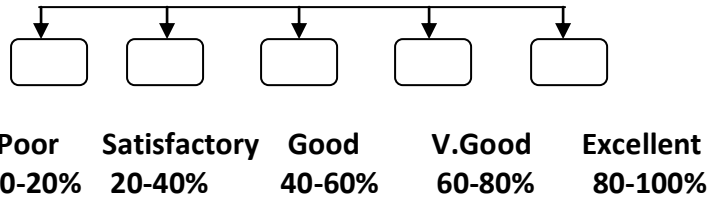
**1. COMMUNICATION:**



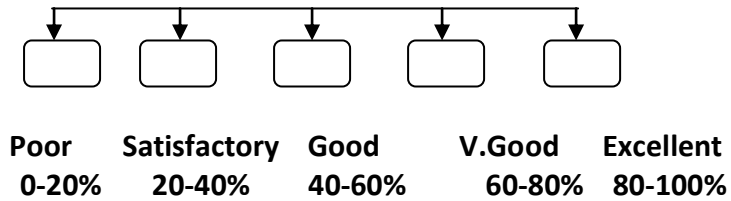
100%

**2. DOCUMENTATION:**

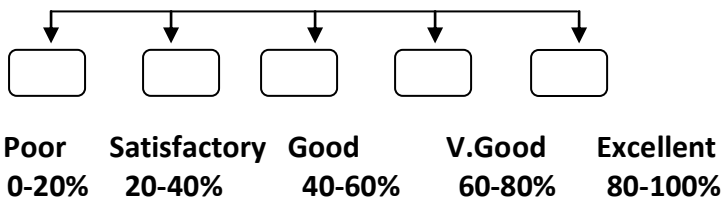
HINDI-----



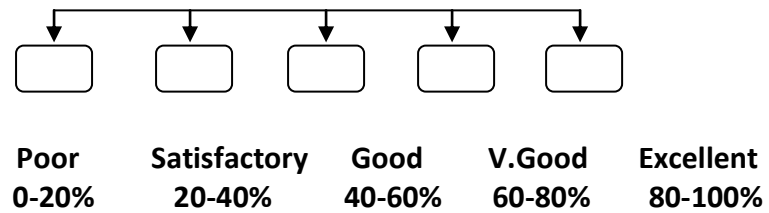
ENGLISH-----



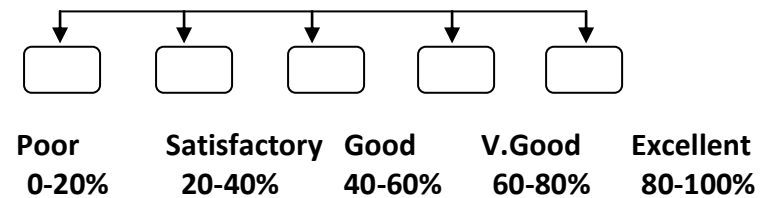
**3. REPORTING:**



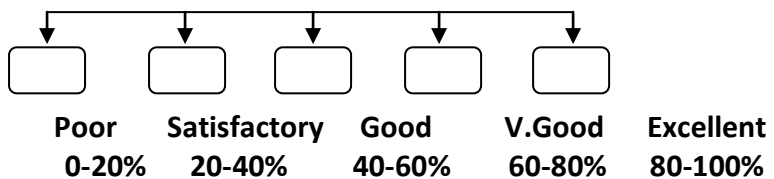
**4. RESEARCH:**



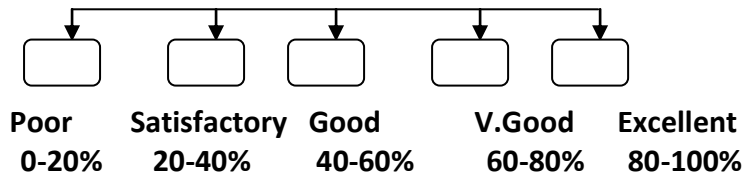
**5. TRAINING:**



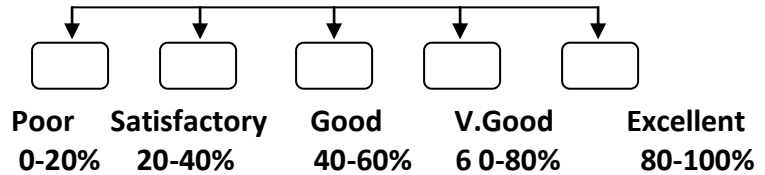
**6. LINKAGE :**



**7. PROPOSAL WRITING:**



**8. FACILITATION OF COMMUNITY GROUPS:**



**TWO BASIC STRENGTHS:**

1) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

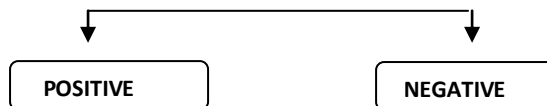
2) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**TWO BASIC WEAKNESSES:**

1) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**ATTITUDE:**



**NAME OF THE EVALUATOR:** \_\_\_\_\_

**Remark:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



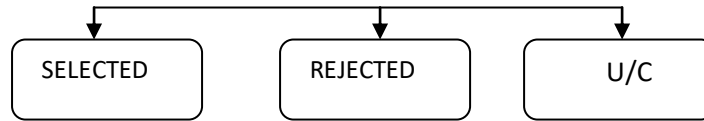


**SAHBHAGI SHIKSHAN KENDRA**

**DIRECTOR'S SHEET**

**DATE** \_\_\_\_\_

**REMARKS:**



**IF SELECTED, DIRECTOR'S ORDERS:**

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**(Mr. Ashok Singh)**

**DIRECTOR**

**ANNEXURE-II**

**Name :** .....

**Date :** .....

**Note :** This question is compulsory. Write your answer in the space provided below

**Q1.** Write a letter to the Editor of a local newspaper insisting him /her to cover social issues of your locality. Also suggest what could be done to eradicate those social

Name: \_\_\_\_\_

Date: \_\_\_\_\_

**Answer any one of the following questions given:**

Q1. 33% for women in politics is not going to bring any meaningful change in the lives of poor women, Explain.

Q2. Sustainable development can only be achieved through empowered institutions of local self government. Please explain.

नाम: \_\_\_\_\_

दिनांक: \_\_\_\_\_

निम्नलिखित प्रश्नों में से किन्हीं एक पर अपने विचार प्रकट करें-

**प्रश्न 1 :** वर्तमान समाज में जेण्डर असमानता पर आपकी क्या सोच है?

**प्रश्न 2 :** वर्तमान परिवेश में पंचायतीराज संस्थाओं की मजबूती से ही स्थायी एवं प्रभावी विकास संभव है। इस कथन पर अपने विचार व्यक्त करें।

**प्रश्न 3 :** वर्तमान परिवेश में स्वैच्छिक संस्थाओं की भूमिका से क्या आप संतुष्ट हैं। हाँ या नहीं तथा क्यों?

**ANNEXURE-III**



**PERFORMANCE APPRAISAL**

**FEEDBACK FORM**

**BY SUPERIORS/PEERS/SUB-ORDINATE**

ewY;kadu vof/k%-----Is-----

Name of the appraise: _____	Name of the Appraiser: _____
मूल्यांकन किसका : _____	मूल्यांकनकर्ता : _____
Designation: _____	Designation: _____
पद : _____	पद : _____

1) State your understanding of his/her main duties and responsibilities.

कार्य के सन्दर्भ में इनके दायित्वों एवं जिम्मेदारियों के बारे में आप क्या जानते हैं?

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2) What do you consider to be his/her most important achievement(s) for the last six months/one year?

पिछले छः महीनों / एक साल में इनका/इनकी प्रमुख उपलब्धियाँ क्या रही हैं?

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3) Write two specialties and two areas of improvement of his/her work.

इनके/इनकी कार्य के सन्दर्भ में किन्हीं दो विशेषताओं और सुधार के क्षेत्रों को विश्लेषित करें।

<b>Strengths/etcwr ifk</b>	<b>Area of Improvement/ lq/kkj ds {ksxk</b>
1.	1.
2.	2.

4) Briefly write how this person could be more useful in SSK?

उपरोक्त व्यक्ति केन्द्र के लिये और उपयोगी कैसे हो सकता है, सुझाव दें।

Give your score about the individual by your own capability or knowledge in the following areas in terms of his/her current roles and responsibilities requirements.

क्षमता या ज्ञान के आधार पर निम्नलिखित के सन्दर्भ में उपरोक्त व्यक्ति की भूमिका एवं जिम्मेदारी को अंकित करें।

(1-3.5=poor, 3.6-6.5=satisfactory, 6.6-8.5=good, 8.6-10=excellent)

<b>S.No.</b>	<b>Particulars</b>	<b>SCORE</b>
1	Correct knowledge of job assigned. कार्य के सम्बन्ध में सही जानकारी	
2	Capability to do the given assigned job. कार्य के अनुसार इनका/इनकी क्षमता	
3	Meeting deadlines. निर्धारित समायानुसार कार्य पूर्ण करना	
4	Accountability/Commitment towards work. कार्य के प्रति जवाबदारी / जुड़ाव	
5	Planning & Forecasting. नियोजन एवं पूर्वानुमान	
6	Participation in team work समूह कार्य में भागीदारी	

7	<b>Behaviour as a team member</b> समूह के सदस्य के रूप में व्यवहार	
8	<b>Leadership Quality</b> नेतृत्व गुण	
9	<b>Communication Skill</b> संवाद कुशलता	
10	<b>Creativity and innovativeness.</b> रचनात्मकता और नवाचार	
11	<b>Learning attitude.</b> सीखने की प्रवृत्ति	
12	<b>Adaptability, flexibility and mobility.</b> कार्य करने में अनुकूलता, लचीलापन और गतिशीलता	
13	<b>Decision-making ability.</b> निर्णय लेने की क्षमता	
14	<b>Steadiness under-work pressure.</b> कार्य में दबाव होते हुए भी स्थिरता	
15	<b>Commitment for SSK</b> संस्था से जुड़ाव	
16	<b>Over All performance for the last six months/one year.</b> पिछले छः महीनों / एक साल में कार्य प्रगति के क्षेत्र में उपरोक्त व्यक्ति के लिये आपका मूल्यांकन	
	<b>Total (dqy)</b>	
	<b>Average ( vkSlr )</b>	



**SAHBHAGI SHIKSHAN KENDRA**  
**Performance Appraisal Form**  
**(Self Appraisal)**

Name: _____	Location/based at: _____
नाम : _____	स्थान : _____
Designation: _____	Date of joining: _____
पद : _____	आने की तिथि : _____
Date of Appraisal: _____	Period covered: _____
मुल्यांकन की तिथि : _____	अवधि : _____

1) State your understanding of your main duties and responsibilities.

कार्य के सन्दर्भ में अपने दायित्वों एवं जिम्मेदारियों के बारे में आप क्या जानते हैं?

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2) How do you evaluate/rate your performance (Good/Bad/Satisfactory/Otherwise) during the last six months/one year? Why?

आपके अनुसार संस्था में पिछले छः महीनों ६ एक साल में आपका कार्य अच्छा/बुरा/सन्तोषजनक या भिन्न था और क्यों?

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8) What new roles you would like to take up in our organisation in next one-two years.

आने वाले एक या दो वर्षों में किस प्रकार की नयी भूमिका संगठन में करना चाहेंगे।

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9) What action could be taken to improve your performance in your current position by you?

वर्तमान पद में आपके कार्य निष्पादन वृद्धि हेतु क्या किया जा सकता है?

Score your own capability or knowledge in the following areas in terms of your current roles and responsibilities.

क्षमता या ज्ञान के आधार पर निम्नलिखित के सन्दर्भ में अपनी भूमिका एवं जिम्मेदारी को अंकित करें :

(1-3.5=poor, 3.6-6.5=satisfactory, 6.6-8.5=good, 8.6-10=excellent)

S.No.	Particulars	SCORE
1	Correct knowledge of job assigned. कार्य के सम्बन्ध में सही जानकारी	
2	Capability to do the given assigned job. कार्य के अनुसार इनका/इनकी क्षमता	
3	Meeting deadlines. निर्धारित समयानुसार कार्य पूर्ण करना	
4	Accountability/Commitment towards work. कार्य के प्रति जवाबदारी /जुड़ाव	
5	Planning & Forecasting. नियोजन एवं पूर्वानुमान	
6	Participation in team work समूह कार्य में भागीदारी	
7	Behaviour as a team member समूह के सदस्य के रूप में व्यवहार	
8	Leadership Quality नेतृत्व गुण	
9	Communication Skill संवाद कुशलता	
10	Creativity and innovativeness. रचनात्मकता और नवाचार	
11	Learning attitude. सीखने की प्रवृत्ति	
12	Adaptability, flexibility and mobility. कार्य करने में अनुकूलता, लचीलापन और गतिशीलता	
13	Decision-making ability. निर्णय लेने की क्षमता	
14	Steadiness under-work pressure. कार्य में दबाव होते हुए भी स्थिरता	
15	Commitment for SSK संस्था से जुड़ाव	
16	Over All performance for the last six months/one year. पिछले छः महीनों & एक साल में कार्य प्रगति के क्षेत्र में उपरोक्त व्यक्ति के लिये आपका मूल्यांकन	
	Total (dqy)	
	Average ( vkSlr )	



## SAHBHAGI SHIKSHAN KENDRA

### FINAL SCORE SHEET

Name of appraisee: \_\_\_\_\_

Date of \_\_\_\_\_

appraisal: \_\_\_\_\_

S.No.	Particulars	SCORE	
		Self	Others
1	Correct knowledge of job assigned. कार्य के सम्बन्ध में सही जानकारी		
2	Capability to do the given assigned job. कार्य के अनुसार इनका/इनकी क्षमता		
3	Meeting deadlines. निर्धारित समयानुसार कार्य पूर्ण करना		
4	Accountability/Commitment towards work. कार्य के प्रति जवाबदारी / जुड़ाव		
5	Planning & Forecasting. नियोजन एवं पूर्वानुमान		
6	Participation in team work समूह कार्य में भागीदारी		
7	Behaviour as a team member समूह के सदस्य के रूप में व्यवहार		
8	Leadership Quality नेतृत्व गुण		
9	Communication Skill संवाद कुशलता		
10	Creativity and innovativeness. रचनात्मकता और नवाचार		
11	Learning attitude. सीखने की प्रवृत्ति		
12	Adaptability, flexibility and mobility. कार्य करने में अनुकूलता, लचीलापन और गतिशीलता		
13	Decision-making ability. निर्णय लेने की क्षमता		
14	Steadiness under-work pressure. कार्य में दबाव होते हुए भी स्थिरता		
15	Commitment for SSK संस्था से जुड़ाव		
16	Over All performance for the last six months/one year. पिछले छः महीनों / एक साल में कार्य प्रगति के क्षेत्र में उपरोक्त व्यक्ति के लिये आपका मूल्यांकन		
	Total (dqy)		
	Average ( vkSlr )		





## Amendment in HR Policy of SSK w.e.f. 02<sup>nd</sup> May, 2022

### ALLOWANCE FOR FOOD EXPENSES

Allowance for food expenses is common for every employee irrespective to the Grade and Designation. This will be applicable only when the travel is planned outside the project area or outside the project district. In case food is provided by SSK /other organizations then Rs.100/-per day will be admissible as allowance.

**Note:** Kindly further note that for the Founder Director the reimbursement will be on actual basis or @ 1000/- per day.

0-6 hrs		No Reimbursement				
All Grades	Metro Cities / NCR		State Capital / KAVAL Towns		Other Cities	
	Breakfast	200	Breakfast	150	Breakfast	125
	Lunch	400	Lunch	300	Lunch	200
	Dinner	400	Dinner	300	Dinner	200
	<b>Total</b>	<b>1000.00</b>	<b>Total</b>	<b>750.00</b>	<b>Total</b>	<b>525.00</b>

### PAYMENT OF HOTEL CHARGES

Grade	Metro Cities	State Capitals/KAVAL cities	Other Cities
G1	4000+GST	3000+GST	2500+GST
G2/G3	3000+GST	2500+GST	2000+GST
G4/G5	2000+GST	1500+GST	1200+GST
Others	1800+GST	1500+GST	1000+GST



**REIMBURSEMENT OF TRAVEL EXPENSES :**

Grade	Mode of Traveling
G1	By Train II AC/ECC/AC Bus and local travels by taxi or full reserved auto. By budget Air with prior approval for travelling more than 600 KM.
G2	Up to III AC/CC/AC Bus local travel by Ola/Uber Taxi. By II AC if journey is more than 600km.
G3	By III Ac/CC and Ola /Uber Taxi.
G4/G5	By Train sleeper and local travels by shared taxi/auto.
Others	By Train up to three tiers sleeper class and local travel by share auto & any other mode of public transport

Note: In extreme conditions when the ticket for III AC is not available then the II AC is allowed with prior permission of the Director. Further the staff members may travel in III AC irrespective of their grades during extreme weather conditions both in summer season (10th May-20th July) and winter season (15th Dec-25th Jan).The staff members other than G1 grade may be allowed to travel by air with prior approval of the Director. Any women employee traveling alone during night (between 7pm to 7am) can avail full reserved auto/Radio Taxi and can travel in III AC/ II AC even without the prior approval.

**(Ashok Kumar Singh)**  
Founder Director

**Category of Employees: Existing Pay structure till 31.03.2023**

<b>Executive Director- Chief Functionary-To be decided by Board.</b>			
<b>Administration Staff</b>	<b>Programme Staff</b>		
<b>Designation</b>	<b>Designation</b>	<b>Grade</b>	<b>Level</b>
Adm/Fin Manager	Programme Manager	G1	Manager
Adm/Fin Asst.Manager	Programme Coordinator	G2	Coordinator
Adm/Fin Officer	Programme Officer	G3	Officer
Adm/Fin Associate	Programme Associate	G4	Associate
Adm/Fin Assistant	Programme Assistant	G5	Assistant
Junior Adm/Fin Assistant	Junior Prog Assistant	G6	Junior Assistant

<b>Grade</b>	<b>Scale</b>
G1	19000-eb1000-23000-seb1500-30500
G2	16000-eb800-19000-seb1200-25000
G3	13000-eb600-15000-seb800-19000
G4	9000-eb400-11000-seb600-14000
G5	6000-eb250-7250-seb350-9000
G6	3500-eb200-4500-seb300-6000

**Suggested New Pay structure w.e.f. 01.04.2023**

Grade	Basic Salary	Increment 5-7 percent of basic	Total salary	Remarks
G1	23000	1150-1610	44850.00	<i>Increments' 5 to 7% of basic will be decided by the management with due performance review.</i>
G2	19000	950-1330	37050.00	
G3	14000	700-980	27300.00	
G4	11000	550-770	21450.00	
G5	9000	450-630	17550.00	
G6	6500	325-455	12675.00	