

# **CONFERENCE OF RELIGIOUS WOMEN INDIA**

## **HUMAN RESOURCE MANUAL**



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# 1. INTRODUCTION

## 1.1 Purpose of HR Manual

The HR Manual of CRWI documents prevalent organisational practices and norms in a standardized format for user-friendly references. This HR Manual contains rules and regulations relating to conditions of service in the Organisation pan India. This document is recognized as a dynamic document and according to the needs of the organisation there will be additions, amendments, and changes from time to time as per the policy of the Organisation. They shall be duly shared with all concerned.

## 1.2 Legislative Framework

All CRWI activities of whatever kind must conform to the laws of India. No member of the staff should be obliged knowingly /unknowingly, to break the law while carrying out their duties with the Organization.

The Executive Director may identify reputable legal adviser/s in the areas of labour, employment law, and tax law in India and enlist their services as and when required.

In the event where legal action is threatened against the Organisation on staff issues, the Executive Director, Deputy Director, HR personnel and other senior staff as required, together with legal adviser/s will take the necessary decision and action.

Any situation, relating to staff matters that could result in legal action must be documented at all stages. The Executive Director and HR personnel must be informed at the earliest opportunity of all such situations. They or their authorized representative/s will ensure that documentation and other processes are complete.

## 1.3 Applicability of HR Manual

This document comes into force on the day a person joins CRWI as an employee.

## 1.4 Deviation from the Provisions of HR Manual

Any deviation from the HR Manual should only be with the approval of the Board.

## 1.5 Legal Jurisdiction

CRWI can sue and be sued only within the jurisdiction of Courts of the National Capital Territory of Delhi (NCTD). All disputes arising from the Rules & Regulations as outlined in this HR Manual and or other documents can be settled only within the NCTD.

## 1.6 Interpretation of Policy and Rules

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CRWI reserves to itself the right to interpret the meaning of the Policies, Rules and Regulations pertaining to its employees.

The Executive Director is entrusted with the responsibility of interpreting and administer the HR Manual. Where any question of interpretation or implementation does arise, the decision/interpretation placed by the Executive Director will be final and binding on the parties. Notwithstanding the above, the Board of CRWI reserves its right to interpret, modify, add, and delete any or all policies that are mentioned in the HR Manual and or interpreted by the Executive Director.

## 1.7 Employees' Responsibility

- Employees must seek guidance and clarification from the respective reporting authority in any situation where they are unclear about their responsibilities or action required from them in relation to CRWI vision / mission, ongoing work, individual responsibility, resources and assets.
- The reporting authority is responsible for ensuring that all staff, are aware of their responsibilities or action required from them in relation to CRWI vision / mission, ongoing work, individual responsibility, resources and assets.
- The reporting authority is also responsible for working with staff to ensure that appropriate systems for managing work, money and assets are in place, and that staff are clear about the expectations upon them. This will form part of the induction of new staff and part of the ongoing support and training of staff.
- Managers / Supervisors are responsible to ensure that existing and new staff are aware of and understand the CRWI vision / mission, ongoing work, individual responsibility, resources, and assets.
- CRWI believes in employee freedom and innovation with ample space for creativity. And expects every employee to give their best in return to the organisation and to the realization our vision / mission.
- Every employee of CRWI takes responsibility of financial prudence of the activities with probity. It is also emphasized that service orientation is an important factor to be an employee of CRWI
- Every employee of CRWI takes responsibility in ensuring the vision / mission and organisational goals are ensured and at all time work for the following:
  - The dignity of the human being
  - Equity
  - Justice
  - Solidarity
  - Climate Justice
- Every employee of CRWI commits to the key three values of integrity, transparency and accountability and commitment.

## 2. DEFINITIONS

1. **CRWI:** Conference of Religious Women in India.
2. **Line Manager:** A staff of the organisation who in turn has a subordinate reporting to him. Also stands for Reporting Authority.

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3. **President/Director:** The person in-charge of an office of CRWI. May also mean the person in- charge of a department or project.
4. **Calendar Year:** Twelve-month period starting 1st January.
5. **Performance Year:** Twelve-month period starting 1st April.
6. **Salary Year:** Twelve-month period starting 1st April.
7. **HO:** Head Office of CRWI situated in New Delhi.
8. **ED:** Executive Director of CRWI.
9. **HR and Admin:** Human Resource and Administration.
10. **FA:** Finance and Accounts.
11. **BG:** Board of Governors of CRWI.
12. **P&A Committee:** Personnel and Administration Committee of the Board of Governors of CRWI.
13. **Finance committee:** Finance Committee of the Board of Governors of CRWI
14. **Organisation:** As stated in this manual stand for CRWI.
15. **Gender and Plurality:** In this HR Manual unless there is anything repugnant to the subject or the context; words denoting the masculine gender shall include the feminine gender and vice versa. Similarly, words denoting the singular number shall include the plural and vice versa.

### 3. PURPOSE, SPIRIT and SCOPE

1. Employees are treated as human resources within the organisation and hence, Human Resource Development is the philosophy of the Organisation and guides all its approaches towards staff members.
2. Development of people and their capacities is the prime responsibility of the Organisation and if an environment is created where individuals can develop their competencies, people can and will do their best.
3. Emphasise systems that would result in an organisational climate conducive to developing potential of human resources and providing opportunities for fulfilment.
4. Facilitate the implementation of Human Resource policies and practices in a clear, sensitive, and systematic manner to enable the achievement of the mission of the Organisation.





5. Enable all members of the Organisation to share a stated set of Human Resource policies and procedures which are consistent and in keeping with the core values of the Organisation.
6. The Scope of the HR Manual is for all contractual employees of the Organisation unless otherwise specified.
7. All employment in the Organisation shall be on a contractual basis only. However, on the expiry of the fixed term; the contract may be reviewed and renewed on fresh terms and conditions subject to mutual agreement and based on the requirement of the organisation.

Thus, in short it is most important:

8. To ensure that the Organisation continues to be an inspiring, happy, secure, and rewarding place for everyone to work in and grow.
9. The Organisation values the individual needs of staff and commits to providing an environment, which facilitates work and life balance. It would be our constant endeavor to explore alternatives in the ways of working - that embrace and harmonize all the important areas of our lives.

## **4. RECRUITMENT, SELECTION, and PLACEMENT**

The primary objective of recruitment and selection in the Organisation is to ensure high standards of competence, while providing equal opportunities for employment.

### **4.1 Policy Guidelines**

It will be an endeavor of the Organisation to recruit the best available talent based on an objective evaluation of the merits of an individual. Only those candidates who meet the required educational standards and experience and who are above the age of 18 years will be considered.

CRWI will provide equal opportunities for employment to all persons irrespective of sex, religion, caste, language, or region. However, in keeping with the philosophy of the Organisation, preference will be given to specified categories/classes like women candidates, people with HIV/AIDS, transgender; people with disabilities, vulnerable ethnic and minority groups and marginalized communities while all others being equal to ensure a dynamic and diverse workforce at all levels.

### **4.2 Employment of Relatives**

CRWI discourages the recruitment of spouses and any relative whatsoever (even distant) in the staff categories. However, they may be hired under specific conditions.

- The candidate is the most qualified and suitable for the position.
- There is no direct line management relationship.
- They will not work together in the same department (especially within the finance function).
- One will not audit / assess the work of the other.

The same will also apply in case of marriage among colleagues after entering the Organisation.

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## 4.3 Classification of Engagement in CRWI

### i. **Contractual**

Employees contracted for a specific duration of time either for a project or different projects or for specific activity of the Organisation. The said contract shall contain specific Job Descriptions, Cost to the Organisation and other relevant clauses. All such contractual staff shall be governed by this HR Manual.

### ii. **Consultant**

Consultants are professional experts hired for specific tasks for a set of specific result areas defined by a specific period of time. They may operate from the Organisation's office premises. Consultants are not listed on the muster as they are not staff or employees of the Organisation. However, there shall be flexibility in their working as they are bound by the terms of reference mutually agreed. This also includes Fellowships such as Media Fellowships and Community Fellowships. Depending upon the duration and nature of the assignment, employment benefits such as leaves and tour re-imbursements shall be provided, on case to case basis.

### iii. **Retainer**

Professional/s or firms with specific expertise are contracted under 'retainership'. They are paid fees of a consolidated amount on a monthly or yearly basis. This arrangement is for a specified period and where the Organisation would require the individual to be available to the Organisation on priority. Persons or firms who have entered this arrangement shall not be listed on the muster as they are not staff or employees of the Organisation. They are, however, bound by the terms of reference mutually agreed.

### iv. **Volunteer**

Person/s who provide skills and services to the organisation on a voluntary basis. They may or may not be provided with an honorarium. Further their terms and conditions shall be spelt out in their contract letter.

### v. **Traineeship**

Personnel under this category are imparted trainings on a particular subject/subject as a part of project/s.

### vi. **Intern**

Students and other professionals interested in understanding the Organization, its projects, systems etcetera.



## 4.4 Classification and Bands of Positions

The grades and positions in the Organisation, presently, are as follows:

Band	Positions
A	President
B	Executive Director
C	Senior Manager, Manager/Consultants
D	Officer
E	Coordinator, Counsellor, Community Mobilizers, Support Staff, AdminAssistant, etc.,

Depending on the project, staff may be hired at salaries and with designations not mentioned in the band above.

### Note

- In direct implementation of projects, staff will be designated according to their job responsibility and CTO (Cost to the Organisation) will be finalised as per pay Band in relation to their job requirements. These will be defined on a project-to-project basis.
- The above list is not exhaustive and is only indicative/representative of the present status.

## 4.5 Recruitment

Recruitment may be made by the Organisation under the following circumstances.

- **Due to death, resignation of an employee or termination of the employee.**
- **Opening of new offices/increased volume of operations.**
- **Expansion into new thematic and geographical areas.**
- **Re-defining of positions and or job descriptions.**

Any potential vacancy is to be identified to HR personnel by the Director. All recruitment process of any kind will need prior written approval of the Executive Director except recruitment in Band A, which would require the prior approval of the Board of Governors.

## 4.6 Vacancy Announcements

Vacancies will be made known internally and/or externally on the budgetary approval of a position. All vacancy announcements are the responsibility of the HR & Admin Department.

## 4.7 Recruitment procedures

- CRWI will advertise for the most competent candidates both internally and externally to ensure a fair and transparent recruitment process. Although it would be the Organisation's endeavour to first tap internal resources before advertising externally.
- Depending upon the position to be filled, the HR & Admin department will, in consultation with the Line Managers decide to issue advertisements in local /regional /national newspapers /website. The HR & Admin department will take all necessary

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steps to ensure that all advertisements conform to the uniform pattern, display, etc. in consistent with the branding of the Organisation.

- The H.R & Admin department will be responsible for publication of the advertisements. If need be Headhunters (recruitment agencies) will be hired.
- Recruitment of ED is the responsibility of the President.
- Recruitment of President is the responsibility of ED along with Board of Governors.
- The minimum age of applicant/s for any form of employment is 18 years.

## 4.8 Guidelines for Advertisements

- Advertisements may include a brief introduction of the Organisation and the relevant position, minimum qualifications required and other criteria such as work experience, base location, major areas of responsibility and any other specific conditions. Advertisements will have a clear closing date and address (email /postal) for applications.
- Applications to be displayed for a minimum period of 7 days and appropriately worded to include women and other deserving applicants. However, the duration may be reduced with written approval of ED.
- All advertisements should include appropriate branding and visibility of the Organisation.
- CRWI would give a special preference for recruitment of persons with disability, HiV, women and Transgender. Above all further special preference would be given to persons coming from marginalised sections of the Society

## 4.9 Selection Process

After the scrutiny of applications, a short-list of suitable candidates for the selection process to be prepared by Head of the Department and HR personnel.

For the selection the following **guidelines** will be observed:

- A single candidate for any particular position is generally not interviewed unless the position is of a highly technical nature and finding more candidates with suitable qualifications and experience is difficult.
  - Normally, for one position, at least 3 candidates will be short listed and interviewed.
  - All selection processes will be conducted by a panel, which may also include an external expert in case of positions at Managerial level and above.
- i) The selection process may consist of the following:
- Telephonic interview.
  - Written test.
  - Personal interview.
  - Extempore group presentation / Group Discussion.

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- Personality Test (Wherever required).
- ii) At the end of the interview/s a report is to be prepared regarding the selection process and other details. The other details may include information on salary sought, terms & conditions discussed, joining date etc. The report has to be prepared by the H.R Personnel at Head Office and by Unit Head at other offices respectively. The original report, C.V., and application for employment of the final candidates are to be sent to H.R Department, Head Office and another copy is to be filed in the personal file for future reference.

The Constitution of panel may be as follows:

<b>Band A</b>	Panellists from Board of Governors, President, Executive Director and External Experts.
<b>Band B</b>	Panellists from Band A and External Experts. Member/s of Board of Governors maybe invited on a case-to-case basis.
<b>Band C and D</b>	Panellists from Band A and B. External Experts/ Member/s of Board of Governors maybe invited on a case to case basis.
<b>Band E</b>	Panellists from Band B, C and D. Band A may be invited on a case to case basis.

As CRWI does not encourage employment of relatives, any interview of such candidates will be conducted only after prior approval of the Executive Director. No staff will sit on an interview panel where a relative is being interviewed, or any other form of conflict of interest is anticipated. This would apply to all categories of appointments.

Interview panel should have at least 2 panellists. Representatives from HR, Finance (if the profile has a financial management element) and from the specific department should be part of the panel.

## 4.10 Appointments

Appointments in the Organisation shall be the responsibility of the HR & Admin Department at HO under the direct supervision and guidance of Executive Director, on recommendation from the unit head.

The recommendations of the selection panel shall be forwarded to the HR & Admin Department at



HO and further negotiations in all respects, including salary, will be carried out and determined by the HR Department or any person deputed by the HR Personnel for this purpose.

All appointments for the positions of Band A are required to be approved by Board of Governors and signed by President.

All other appointments are required to be approved by the Executive Director and signed as follows:

- All Manager level and above appointments need to be signed by ED
- All Officer /Coordinator/Community Mobiliser level appointments to be signed by Head HR /Sr. Manager

All Appointment letters except for Executive Director is to be signed by the Executive Director or as authorised in writing by him/her. Appointment letter for Executive Director is to be signed by President of CRWI Board.

Offer letter containing salary details and Job Specification to be given to the selected candidate/s. Offer letter may be given by hand or sent by e-mail/courier. Acceptance of the offer letter to be sought within a maximum period of a week of receipt of the letter. No candidate must report for joining the Organisation without the offer letter.

On joining the Organisation the candidate is to be given the Appointment letter including the Job Description and an Annexure containing the break up of (CTO).

#### **4.11 Joining**

No allowance and/or reimbursement of expenses are payable at the time of joining the services of the Organisation. Assistance is provided to new employees enabling them to settle down as quickly as possible.

#### **4.12 Administrative Formalities to be Completed before a Candidate Joins**

A new employee generally takes at least a month to join, hence once the joining date is confirmed, the following should be kept ready for the new employee:

- Suitable place to sit
- Computer/Laptop (if applicable)
- Appointment Letter
- All relevant forms (Joining form, Travel Forms)
- Copy of HR Manual, Child Protection Policy and the Sexual Harassment policy, Security guidelines and a copy of the Finance Manual
- Organisational Information Documents, Organisational structure, addresses, contact information
- Holiday List
- Personal file
- E-mail id (if applicable)
- ID card (after joining)

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## 4.13 Job Descriptions

Positions are evaluated on the basis of the information recorded in the official job description of each position as well as job duties that may have been added subsequent to the preparation of the job description. This information includes the essential duties and responsibilities and the minimum requirements or qualifications needed to perform the job. Job Descriptions are designed to identify types of duties and levels of responsibilities assigned to the position and do not necessarily include all the duties to be performed. Job Descriptions are reviewed periodically in an effort to keep them up to date.

Each employee shall be provided with a job description for his/her specific assignment. The Job Description, as per the prescribed format, shall indicate the functional areas of responsibility, each one of which shall be signed by the employee and by the Executive Director or his Designee. One copy of the Job Description shall be given to the employee; one copy retained in the office file. An employee's job description shall be updated and maintained by the HR and Adm. Department in consultation with the respective Supervisor.

## 5. INDUCTION and PROBATION

### 5.1 Induction

Induction is a systematic process of introducing staff members to an organization, besides exposing them to structure, norms, policies and the specificity of their respective functions and job responsibilities. Induction should also ensure that the new entrant is given an opportunity to meet her colleagues and other related personnel. Hence, Induction is the first step in building a long-standing relationship between the individual and the organization. Every staff joining CRWI should go through an Induction program which will be coordinated by the line manager and HR & Admin.

Following formalities, inter alia, are to be completed:

- Inform Front Desk Executive/Admin in-charge
- Attendance norms to be briefed
- Reporting norms to be informed
- Joining Report to be prepared and sent to Line Manager and HR Personnel
- Bank Account to be opened
- Opening the account and filling up the details in HR automation software.
- Acquainting the individual with the functions
- Describe objective of relevant function
- Give broad overview of activities, projects and assignments
- Inform about systems and procedures in use
- Field visits if required by the position
- Orientation on CRWI HR Software
- Inducting individual to job
  - Outline individual's job and responsibilities
  - Specify activities/tasks in his/her job
  - Clarify job role and behavioural expectations of the organisation
- Provide Reading Materials such as:

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- General History of CRWI
  - Mission, Vision and Values of CRWI
  - Newsletters, Annual Reports
  - HR Manual / formats
  - CRWI Strategic Plan
  - Annual Plan
- IT Induction
    - LAN Operating System
    - Internet & Email Procedure
    - Back-up procedures
    - HR Software

### **5.1.1 Feedback**

At the end of 3 months, all new entrants will write a report and submit the same to the HR & Admin department with a copy to respective line manager. The report will cover the following aspects: -

- Understanding the organisation, its objectives and tasks.
- Internal and external environment of the organisation.
- Understanding of the respective functions.
- Areas where contribution could be made by the individual now and in the future.
- Recommendations for improvement in any area.
- Suggestions and comments on the Induction process.

If any specific comments merit attention, the HR & Admin will raise the issue and ensure action follow up.

## **5.2 Probation**

All staff with assignments of more than 1 year will be on probation for a period of Three months from the date of appointment. In the third month the staff's performance shall be reviewed. Staff employed for a period of up to one year will have probation of 1/4th of the duration of their appointment. Their performance during probation shall be regularly reviewed.

It shall be the responsibility of the line manager to ensure that adequate support and guidance is provided to a staff on probation with a view to facilitating his performance.

All staff on probation shall be assessed on critical parameters pertaining to their job description. Only after such assessment will the staff be confirmed.





Confirmation of a staff on probation shall be the responsibility of the HR and Admin Department and the Sr. Manager. On the other hand, if the decision-making authority feels that the staff member needs some more time to settle into their job profile, the probation may be extended for a maximum of three months. If, however, the staff member proves to be unsuited to the position, he may be terminated on the expiry of the probationary period. The probation period can be extended only once.

A letter of confirmation will be given to the staff member who has successfully completed the probationary period.

All confirmations shall be made effective from the date as mentioned in the letter of confirmation. Confirmation of an employee can only be in writing and with the acceptance of the terms and conditions by the staff. If confirmation is not given in writing it implies that probation period continues. Hence, it shall be the responsibility of the staff to point out the same to his line manager and the ED in the event he completes his probationary period of service.

Confirmation of a staff on probation shall be the responsibility of the HR and Admin Department and the Unit Head/ Supervisor and following process shall be followed:

BAND	CONFIRMATION DECISION TO BE TAKEN BY (on recommendation of Reporting Officer):	LETTER OF CONFIRMATION TO BE ISSUED BY:
A - ED	Board of Governors	President
A - DD	Executive Director	Executive Director
B - C	Executive Director	Executive Director
D - E	Sr. Manager	Sr. Manager

## 6. SEPARATION

In case a staff wishes to leave the Organisation (for whatever reason) it will be the aim of the organisation to facilitate the process and make it as smooth as possible.

Clauses mentioned in the appointment letter will have precedence over the overlapping clauses mentioned in this section.

### 6.1 Categories of Separation

#### a. Resignation

If a staff wishes to leave the service he /she will be required to give one month's notice (Band D and E) and three months' notice (Band A, B and C). In special cases however, the staff may request to be relieved with immediate effect, which may be accepted by the ED. Further in exceptional cases the Organisation may permit the adjustment of earned leave against notice pay. Notwithstanding the above, the organisation may require the staff to work through the entire notice period due to the exigencies of work in the Organisation. For the calculation of CTO, 30 days will be considered as days in a month.

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## **b. Contract Expiry**

When the term of a given contract expires those contracts will be considered null and void unless renewed in writing within 30 days of the expiry of the contract.

## **c. Service termination**

Staff services may be terminated for the following reasons:

- Misrepresentation of information.
- Corruption, misappropriation of funds, misrepresentation / suppression of facts related to programmes and projects
- Redundancy and phase out
- Employee medical reasons
- Discharge from service due to continued unsatisfactory performance
- Dismissal for disciplinary reasons
- Conviction by a court of law
- Retirement
- Death

### **i. Misrepresentation of Information**

A staff member may be terminated on grounds of providing false documents or untruthful information regarding self. The information or document could comprise of testimonials, address, previous employment status, marital status or any self-related document.

### **ii. Termination due to Redundancy and phase out**

Redundancy and Phase out of staff may result from the following:

- Planned phase out of project or position.
- Planned retrenchment due to unavailability of funds, project closure or program shrinkage.
- Planned post redundancy due to structural adjustments.
- Rightsizing.
- Unplanned, unforeseen project termination particularly in state of conflict or discontinuation of funding.

It will also be our endeavour to ensure that staff affected by organisational changes and redundancies are informed at the earliest so as to afford them respect and dignity.

In case of redundancy / phase out, the terms of separation will be similar to the resignation process. The aim of the Organisation shall be for a pleasant and non – acrimonious exit process.

### **iii. Termination due to Employee's Medical Reason**

Termination under this will take place only if a staff member is declared medically unfit by a Medical Board constituted by the Board of Governors of the Organisation, to continue work. The decision of the Medical Board shall be final and binding on all concerned. As far as possible the Organisation will provide an enabling work environment for staff who has HIV/AIDS or terminal or seriously debilitating illnesses, so that the latter can continue working for as long as they are medically able to do so. As far as possible, efforts shall be made through job redesign, job sharing,

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and part – time arrangements, flexible hours or other suitable methods.

Wherever possible, additional leave facilities shall also be provided for such staff. When all avenues pursued have failed, their services may be terminated.

#### **iv. Discharge from service due to continued unsatisfactory performance**

When standards of acceptable performance – as per the staff member’s given role – are not met over a period of time, this will be discussed directly with the staff member. Consistent unsatisfactory performance may mean a lack of interest or ability on the part of the staff member and may require stronger action. Such cases should be carefully thought through and documented over a period of time. Also staff member should be allowed to give reasonable explanation and responses. Discharge from service may be considered when all other avenues pursued have not succeeded. It should be the ultimate step.

#### **Process of Discharge**

- Verbal memo about un-satisfactory performance.
- Written memo for improvement.
- Written memo seeking explanation on non improvement.
- Discharge from service with relevant notice or pay in lieu of the notice period.
- Non-performance or unsatisfactory performance of an employee has to be reported by the reporting authority to the Unit Head and on two written intimations if the concerned employee shows no improvements, the HR personnel has to be informed who would then take up the matter with the ED
- On the discretion of the Executive Director, it may lead to discharge from service with relevant notice period or pay in lieu of the notice period.

#### **v. Dismissal for disciplinary reasons**

The services of the staff may be terminated due to reasons of misconduct without giving notice or salary in lieu of notice. The Organisation operates a zero-tolerance policy for any form of corruption or harassment including indiscipline and acts of misconduct that may adversely affect the goodwill and reputation of the organisation.

The process for disciplinary action is as explained in clause 6.3 - Suspension from Service.

#### **vi. Conviction by a court of law**

Any staff member convicted by a court of law for a criminal charge will be terminated from service without any notice period. Further, the period of absence due to the pendency of the criminal trial will be treated as absence from duty without pay.

#### **vii. Retirement**

All employment within CRWI is for a fixed term contract. However, every employee of the Society shall retire at the age of 58 years.

## **6.2 Process of Separation**

All separation correspondence with a staff member will be entered into by the HR & Admin department only.

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## On Resignation

- a. On receipt of resignation letter from a staff member, the Line Manager will intimate the HR & Admin department at HO about it and subsequently forward the resignation letter in original, together with detailed comments with respect to the following:
- Reasons for leaving.
  - Recommendations with respect to release.
  - Alternate arrangements being made to fill up the vacant position/s.
  - Resignation has to be forwarded only through the Line Manager.
- b. On receipt of the above documents, the HR and Admin personnel will review the comments and forward the decision of the concerned line manager along with his comments to the Executive Director or render alternate advice, if any.

- c. Acceptance of resignation of an employee of the Organisation can be done as given below:

<b>Band A</b>	ED – Accepted by the President
<b>Band B</b>	Acceptance by ED
<b>Band C (Managers)</b>	Acceptance by ED based on the forwarding decision of the by Reporting Authority
<b>Band D (Officers)</b>	Acceptance by Head Program /Head Finance / case may be based on report by Reporting Authority
<b>Band E</b>	Acceptance by Head HR/ M a n a g e r based on report by Reporting Authority

- d. On receipt of the resignation letter, the line manager will ensure the following:
- that the staff member who has resigned does not withdraw amounts beyond his normal entitlements and nothing overdue remains to his credit including any advances.
  - that the staff member continues to render satisfactory services during the notice period in a cordial atmosphere.
  - that the staff member takes all major decisions in consultation with the line manager only.
- e. On the issue of acceptance letter by Executive Director or authorised persons mentioned in 6.2(c) respective Regional / Departmental clearance should be generated, filled up and forwarded to HR & Admin Department for full and final settlement. HR department will record the resignation details in the monthly MIS/salary software for salary and submit to Finance and Accounts Department.
- f. Prior to the issue of the release letter and final settlement of accounts, the concerned authority will ensure that the clearance form is completed in all respects viz.:
- ensure the return of all Organisational assets including laptop, hard drive, other tools, books, ID card, relevant documents, reports and files other properties etcetera.
  - ensure return or disconnection of Organisation's telephone ,if any.
  - outstanding loans and advances etc. are settled.
  - confirm the staff members latest contact address.

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- back-up of all data including email is to be taken. The E mail id is to be suspended on the last day of work of the employee after the closing hours.
- g. The Finance & Accounts Department at HO will make the final settlement of accounts.
- h. On settlement of the staff member's final account, the HR & Admin of Head Office will update the MIS (Management Information System) database on the system to strike out staff name from the rolls and treat his/her file as closed.

### 6.3 Suspension from Services

- a. An employee deemed to have been involved in misconduct or non-compliance of the Organisation's policies may be suspended from services by the Executive Director (BG in the case of Deputy Director and Executive Director) on receipt of a report in writing from the immediate line manager for a minimum period of one week and a maximum period of three months during which period the enquiry proceedings should normally be completed.
- b. The suspension order shall come into effect immediately on its communication to the employee.
- c. Charge sheet should be given within three days of communication of suspension to the employee.
- d. During the period of suspension, the employee shall not be allowed to enter the office premises to fulfil his duties or utilize any of the Organisation's property, unless the Organisation has summoned the person.
- e. During the period of suspension, the employee shall not leave station of duty except with the written permission of the management.
- f. The suspended employee will be required to mark attendance at the place and time mentioned in the suspension order.
- g. The Organisation may appoint an enquiry officer who is an independent professional who is conversant with disciplinary procedures and conduct of domestic enquiry. He will be appointed by ED/BG to inquire about the incident. The enquiry officer will conduct the proceedings in accordance with the principles of natural justice. Further, the enquiry officer will provide opportunity to the concerned employee to present his reply including oral and documentary evidence in support of his claims. The enquiry officer shall also examine other witnesses and evidence and there after submit his report/findings based on the evidence on record. A copy of the report/findings will be forwarded by the disciplinary authority to the said employee.
- h. If the employee submits a written apology or admission of his /her guilt, appropriate further action will be taken.
- i. Disciplinary action as deemed fit by the Executive Director shall be initiated against the erring employee, which may include termination of services of the employee concerned. In the case of the Executive Director, the Board of Governors shall take appropriate action.



- j. Payment of Subsistence Allowance:
- An employee who is placed under suspension shall, during the period of such suspension, be entitled to receive subsistence allowance, an amount equal to 50% of the last drawn monthly salary, which the employee was drawing immediately before suspension, for the first sixty days reckoned from the date of such suspension.
  - In cases, where the period of suspension exceeds sixty days, but does not exceed ninety, the employee shall be entitled to receive after the said period of sixty days, a subsistence allowance equal to 75% of the salary, which the employee is drawing immediately before his / her suspension.
  - If a suspended employee fails to mark his/her attendance on any day he/she will not get subsistence allowance for that day.
  - An employee shall not be entitled to receive any subsistence allowance if he or she accepts any other employment.
  - An employee shall not, in any event, be liable to refund or forfeit any part of the subsistence allowance admissible to him or her.
  - When normal increment falls during the suspension period, the employee shall be due for normal increment and pro- rate increases in benefits (at the rate of 50% or 75% decreed above). This would imply that after the completion of suspension period, the employee would get full benefit of the increments provided no punishment is awarded and he/she is acquitted by the inquiry committee from the date of the cessation of the period of suspension.
  - On the conclusion of the domestic enquiry if the employee is found guilty of the charges framed against him and an order of dismissal is passed, the employee will be deemed to have been absent from duty during the period of suspension and shall not be entitled to any remuneration for such period though the subsistence allowance already paid shall not be recovered.
- k. An employee terminated as per dismissal order after internal enquiry is not eligible for any notice period.
- l. The management shall not be stopped from proceeding with the internal enquiry even if criminal proceedings have been initiated against such an employee.
- m. During the pendency of criminal proceedings, the internal enquiry shall proceed, as the test of evidence before a criminal court is different and distinct from what is required under an internal domestic enquiry.
- n. If on completion of the internal enquiry, the employee has been found to be not guilty of any of the charges framed against him/her, s/he shall be deemed to have been on duty during the period of suspension and shall be entitled to the same wages as he would have received if he had not been placed under suspension, after deducting the subsistence allowance paid to him for such period.

## 6.4 Exit Interview

The employee shall also be required to submit the exit interview form duly filled on or before the last day of employment. Exit interviews shall be conducted with departing employees before they leave and the reasons for leaving will be documented.

Exit interviews should provide useful information about the organization, to assess and improve all aspects of the working environment, culture, processes and systems, management and development.

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The exit interview form shall be analyzed and corrective action steps devised to determine root cause of employee grievances. If necessary, policies, procedures and other aspects of human resources management shall be reviewed.

The exit interview should generally be conducted by the Line Manager. However, the employee can request for the exit interview to be conducted by HR personnel or Executive Director.

The exit interview shall be recorded in the outgoing employee's personnel file.

The staff member will be required to hand over all documents, assets, files & folders to an authorized staff member.

## 6.5 Re-Employment

CRWI shall offer re-employment only to those individuals who have during the past employment with the Organisation, displayed satisfactory performance and contributed to the furtherance of its interests and objectives.

The exit interview form filled by the applicant at the time of his/her resignation shall be reviewed before offering re-employment. A feedback from the line manager (if still in service) will be taken; however if line manager is no longer in service feedback from ex-colleagues will be taken. Also the personal file of the staff member shall be referred. Employees whose services have been terminated shall not be offered re-employment opportunities under any circumstances.

Candidates seeking re-employment may be offered the same or senior position depending upon the situation, vacancy, and position-person profile match. The remuneration offered shall be in accordance with the new position and not comparable with the salary drawn during earlier employment with the Organisation.

The terms and conditions of employment shall be the same as any other employee meaning he/ she would have to undergo probation.

## 7. CONSULTANT - SELECTION and APPOINTMENTS

### 7.1 Short-term Consultancy Appointments

Where it is necessary to appoint a person or firm on consultancy the same may be done with the approval from Executive Director.

### 7.2 Selection

Consultants for 30 days or less may be selected by Departmental Heads / Unit Heads. However, such selection will require prior permission of E.D. through the H.R Manager, unless already approved in a project. All selections of consultants exceeding 30 days of work (including renewal of consultancy agreements beyond 30 days) should be made in consultation with Executive Director and the HR & Admin Department. The selection process detailed in Finance Manual and Direct implementation guidelines need to be strictly adhered to while selecting the consultants.

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### 7.3 Remuneration

Consultants will be offered assignments on a consolidated fee (consultancy) either on a monthly basis or for specific tasks. All consultancy agreement letters will be issued by the HR & Admin Department at HO only. The payment will be made subject to adhering the finance manual / guidelines on raising bill with supporting documents and certification by the reporting authority.

### 7.4 Other facilities

Consultants are not entitled to any kind of leave and other facilities like medical or terminal benefits. Hence consultants shall not be provided financial benefits or perquisites as available to employees of the organisation.

### 7.5 Terms of Reference

All consultancy availed by the Organisation should be provided with the Terms of Reference clearly stating specific deliverables, reporting authority, time schedules, and others conditions as deemed fit.

### 7.6 Travel

If consultants are asked to undertake tours as part of the consultancy arrangement they will follow the terms as mentioned in Term of Reference.

### 7.6 Adherence to the Procurement Guidelines

In all the above process, the laid down procurement guidelines is to be strictly adhered to.

## 8. REMUNERATION and BENEFITS

### 8.1 General

The Organisation compensation package has been developed to attract and retain employees of high quality to positions throughout the organization. Salaries are market driven, i.e., they represent a fair market price for the combination of skills, knowledge and abilities, academic qualifications, and experience required for each position. The Organisation compensation reflects the organisation's goal of keeping pace with different job markets from which employees are recruited as well as remaining competitive with comparable organisations .

### 8.2 Salary Structure

The Organisation uses the “term” Cost to the Organization (CTO), which includes fixed and variable components as defined from time to time.

All the CTO benefits are subject to Indian Income Tax rules and employees are expected to bear the tax liability, if any.

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### 8.3 Increments

The annual increment and Cost of Living Allowance as applicable will be given with effect from April and are subject to budget availability. Only employees who have been confirmed will be entitled for increment but on prorated basis.

Increment of an employee will have to be authorised by the Executive Director before it becomes payable to the employee. In the case of the Executive Director, increments have to be authorised by BG.

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## 8.4 Taxation

Taxability of various allowances and reimbursements due from staff on account of his/her service with the Organisation will be according to laws prevailing from time to time, and staff are liable for such payments. Any increase in tax liability over amounts deducted at source will, therefore, have to be borne by the concerned staff.

## 8.5 Annualised Benefits

Administration of all annualised benefits including leave will be from 1st April of the year to 31st March of following year. When any staff member joins or leaves in the middle of the year, only proportionate admissible benefits will be allowed.

# 9. TRAVEL

## 9.1 Domestic Travel

Travel in the Organisation should be carried out as economically as possible after careful planning. The limits for expenses and allowances are in keeping with the objectives of the cost minimisation while ensuring that basic requirements of hygiene, safety and security are adequately met.

While the Organisation is committed to ensure the safety of all staff, additional precautions would be taken for women as well as differently abled staff as and when essential.

Additional precautions for women includes reliable transport arrangements from the airport, railway station, bus stand and booking them in safe hotels.

## 9.2 Details of Lodging & Food Allowances

The limits for lodging and food allowances eligible for per grand and class of city is given below. List of Class of City can be obtained from HR & Admin dept at HO.

Cities	Lodging	Per diem
Metro Cities – Delhi, Mumbai, Kolkatta, Bangalore, Hyderabad and Chennai	Up to 4000	1000
Other State Capitals	Up to 3000	800
District Headquarters and project locations	Up to 2500	600

In specific cases, due to the nature of the work involved, if CRWI organizes residential work arrangements for travelling employees and any one or a combination of the following is paid by CRWI - Accommodation, Breakfast, Lunch and/or Dinner. In such cases, the meals per diem applicable to the corresponding locations shall be broken down as follows (irrespective of the fact that the participant used this facility or not):

- Breakfast 20%

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- Lunch 30%
- Dinner 30%
- Incidentals 20% (Personal)

Travelling employee shall not claim corresponding per diem if breakfast/ lunch/ dinner is provided during the flight/rail journey as part of ticket. In such circumstances incidentals will be allowed.

Per diem should be claimed as follows:

Arrival back at home base before 12 noon	Breakfast + 10% of Incidental charges can be claimed
Arrival back at home base between 12 noon and 6 pm	Breakfast + lunch 20% of incidental
Arrival at home base after 6 pm	Full per diem
Departure from home base before 12 noon	full per diem
Departure from home base between 12 noon to 6 pm	Lunch + Dinner + 20% incidental
Departure from home base after 6 PM	Dinner + 10% incidentals

Per diem rate will be calculated on the basis of the destination city being visited as part of any official tour and travel back to the base city will not attract a different rate. For eg. If a person is travelling from Delhi to Bhubaneshwar, then in this case the staff will claim per diem at the rate applicable for Bhubaneshwar even on their return journey back to Delhi. Hence, your tour destination city will decide the per diem rate and not the source/base city.

Per Diem shall be provided only for travel to cities beyond 75 kms (one way) from the base station of the employee. Per Diem can also be claimed if the employee stays away from the base station for more than 15 hrs, at a stretch. Base station is the location where the employee is generally based, which will be the Municipal/Corporation limits, if applicable, or 10 kms from other office locations.

### 9.3 Mode of Travel/Approvals

Permissible mode of travel for official work would be as under:

Band	Mode of Travel	Approving Authority
A Executive Director	Air/Ist AC/Taxi/ Delux Bus	President
A Senior Managers/Managers	Air/Ist AC/Taxi/ Delux Bus	ED
B and C	Air/IIInd AC/Taxi/ Delux Bus	ED
D and E	III rd AC/ Auto/ Delux Bus	Line Manager

With the written approval of the Executive Director, a higher mode of transport may be allowed for all grades mentioned above especially for female and differently abled employees.

Air travel can be sanctioned for staff under Band D and E (Officers) if a distance of 30 hours and above is being travelled by train. This however has to be with prior permission from the Executive Director / DD and is subject to budget availability. Further cheapest mode of travel should be explored.

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Mode of travel for attending Seminars, Workshops, Training or other similar programmes will be similar to the travel for official work.

Travel plans must in all cases be approved by the concerned line manager and requests for travel advances should be made on the prescribed form. Tickets may only be purchased from the official travel agents through the Administrative functionary of the office concerned. Individuals can also book their own tickets by themselves if that is the cheaper option.

Permission for air travel can also be given by Deputy Director, Head Program and Head Finance provided the project budgetary provisions allow for the same. If there is no budget provision, prior approval of ED is must.

## 9.4 Tour Advance

Tour advances have to be obtained prior to commencing on a tour. Tour expenses, including advances should be settled within seven days of return or before commencing the next tour (whichever is earlier), using the prescribed form. No fresh tour advances will be allowed till outstanding amounts are settled.

While on official tour, accompaniment of staff by personal friends is not allowed. Family members will not be normally allowed to accompany staff on official travel. However, with prior permission of the Executive Director family members maybe allowed. In any case, the Organisation will only cover the costs of the staff for the period of the official tour. However, staff with children below three years of age may be allowed to take the child and attendant or spouse on official travel provided the boarding and lodging of the child and attendant or spouse, as the case may be, is borne by the staff.

## 9.5 International Travel

### i. General

With the growing emphasis on cross country networks within the Organisation, overseas travel has been on the increase. International travel will be undertaken only with the prior written permission of the Executive Director, and, where appropriate, after agreement of the programme Head with the host organisation abroad. Such travel has to be seen and done as economically as possible, and the limits provided are in keeping with the objective of economy and providing basic needs. The Accommodation is generally the matter of concern of host country. International travel by ED has to be approved by the President.

### ii. Class of Travel

Such travel will be on economy fares and through the Organisation's approved travel agents (locally) by the most cost-effective route.

### iii. Per Diem

COUNTRIES	PARTICULARS	APPROVED AMOUNT (Euro) or Equivalent currency
Europe & American Countries	Executive Director	50
	Other Staff	40

[Type here]



<b>SAARC Countries</b>	Executive Director	25
	Other Staff	20
<b>Other Countries</b>	Executive Director	40
	Other Staff	30

The hotel expenses of the staff would be approved by the ED and for the ED the Board will approve.

**iv. Cash advances/settlement**

Advance in foreign exchange (currency or travellers cheques) will be made available once an estimate has been approved. This will be within the limits permitted by RBI. Staff are expected to refund the difference if any when submitting their expenses statement with bills/receipts, within 7 days of return, or before the next tour (whichever is earlier), using the standard form. No further advances are allowed till outstanding amounts are settled.

**v. Miscellaneous**

Accompaniment of staff by family members/personal friends is not normally permitted. Holidays may not be tagged on to official travel. Exceptions will have to be cleared by Executive Director. In case of ED it has to be approved by President.

## 9.6 Travel and Child Care

### 9.6.1 Definition of young children

Young children have been defined into two categories for the purposes of the policy based on the varying and relative needs of the age groups as below. The parenting responsibilities of men and women have been differentiated accordingly based on the needs of the child relative to age.

**a. Children up to Eighteen Months**

Children less than 18 months are seen to be most dependants on the mother for nutritional, caring and emotional needs. As the needs of this age group are most critical, the Organisation also recognises the need of children in this age group to be with the mother.

**b. Children between Eighteen Months to Three Years**

Children over eighteen months will be weaned from breastfeeding and their care and maintenance is relatively easier for people who provide support at home and therefore, the child is less dependent on the mother. Beyond the age of three years children will have joined nursery and playgroup school.

The following general principles will be observed in the Organisation to support the childcare responsibilities of staff.



- Any work related travel for women staff having children up to eighteen months would be based strictly on the choice of the staff and there would be no pressure for travel.

### 9.6.2 Clarifications

CRWI recognising the parental responsibilities of its staff and its own limitations would like to lay out the following considerations:

- Whatever support the Organisation can provide is only to offset staff's parental responsibility and not attempt to substitute it.
- Only one child per staff can accompany the staff each time.
- Travel related risks and insurances are to be met directly by the staff for child and the child minder (both national and international). The organisational travel insurance policies cover only staff travel.
- Parents taking children along are responsible to ensure that their participation at the event, for which they are travelling, is ensured with complete professional commitment and that the presence of children would not disrupt the conduct of the event.
- Travel in the Organisation is for work purposes and, therefore, the work should not suffer while travelling with children.
- Travelling with children should be seen more as an exception than a norm and staff are encouraged to set effective support structures at home.

## 10. LEAVE FACILITIES

### 10.1 General

Leave and vacation help to rejuvenate and refresh the personnel. Being an organization wedded to upholding the dignity of the human persons, we are also required to provide for eventualities which happen in the normal life of a human being such as birth, marriage, and death.

CRWI therefore, provides different kinds of leave to meet with the various eventualities. As a matter of policy, we encourage all employees to take appropriate and admissible leave.

Leave is based on financial year - April to March.

The leave records shall be administered and maintained by the Administrative functionary of the office concerned and the Unit Head would be responsible for proper maintenance of the leave records in accordance with the relevant provisions, as well as, the guidelines issued from time to time.

Availing of leave should be with proper notice so that the work of the organization does not suffer.

Holidays/Week offs falling in between leave/s to be considered as leave.

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## 10.2 Annual Leave

### a. Annual entitlement

All staff entitled to have Annual Leave of 10 days per Calendar year of service. Leave shall be granted only if it is for a minimum period of 4 days at a time.

Annual Leave cannot be combined with any other type of leave except with Medical Leave (this will be at the discretion of Executive Director) and the period of Annual Leave shall include Saturday/s, Sunday/s and any other holiday/s falling during the said period.

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### 10.3 Casual Leave

- All employees will be entitled to a maximum of 6 days casual leave in a Calendar Year. Not more than 3 days casual leave will be granted at a time. Normally, such leave will be availed of with prior permission.
- Casual leave may not be combined with any other leave.
- Casual leave will not be accumulated.

### 10.4 Medical Leave:

- All employees may be granted medical leave with full pay for 6 days in year. Normally, not more than three days medical leave will be granted at a time.
- If any person remains absent on medical grounds for more than 3 days, his request for medical leave shall be supported by a certificate from a registered medical practitioner.
- Medical leave may be availed in case a staff wants to take the role of a care taker for an immediate dependent,
- The Personnel and Administration Committee may at its discretion grant an employee additional medical leave with or without conditions in case of his/her prolonged sickness, provided all or any type of leave to his/her credit has already been exhausted.
- Encashment of medical leave is not permitted.
- As far as possible, the concerned staff should inform their line manager in advance of their intended absence.

### 10.5 Maternity Leave

All maternity benefits will also be applicable to parents of adopted children and to parents of children under legal guardianship.

- Women staff are entitled to maternity leave up to 26 weeks with full pay. Such leave could be availed before and/or after delivery in respect of the first two children, but in case of Maternity Leave regarding third and additional children, the female employee is eligible and





entitled to twelve weeks' Maternity Leave only Such leave could be availed in combination with Privilege Leave.

- Maternity leave can be availed by any staff who has been working as an employee in CRWI for a period of at least 180 days in the past 12 months.
- In case of miscarriage, the ailing staff member may be granted a leave of six weeks. In case of a tubectomy operation, two weeks leave may be granted. A woman suffering with illness arising out of pregnancy, delivery, premature birth of child or miscarriage shall, on production of such proof as may be prescribed, be entitled to one month leave in addition to the period of absence allowed to her.
- A woman who adopts a child below the age of 3 (three) months, or a commissioning mother (means a biological mother, who uses her egg to create an embryo implanted in any other woman(surrogacy) ), will be entitled to Maternity Benefit for a period of 12 (twelve) weeks from the date the child is handed over to the adopting mother or the commissioning mother.
- In case where nature of work assigned to a woman is of such nature that she may work from home, the employer may allow her to do so after availing of the maternity benefit for such period and on such conditions as the employer and the woman may mutually agree.

## 10.6 Paternity Leave

All paternity benefits will also be applicable to parents of adopted children and to parents of children under legal guardianship.

- a) Male staff, within the first month of becoming a father, may avail paternity leave up to a maximum of 10 days.
- b) Paternity leave can be availed by contract staff after one year of continuous service in the Organisation.

## 10.7 Study leave

Study leave can be availed for maximum period of 5 days on approval of the Executive Director on grounds of the staff studying a related field as is the work profile.



## 10.8 Compassionate leave

Compassionate leave can be availed for the death following funeral of immediate dependent of a staff for a maximum period of 5 days.

## 10.9 Others

If a staff is on leave without pay then for that period s/he will be not entitled to privilege/casual/medical leave

## 11. TRANSFERS

### 11.1 General

With the growth and spread of the activities of the Organisation, we will have staff based in different parts of the country. It is also expected that staff will be transferred to different locations based on organisational requirements. The arrangements described below are intended to facilitate such moves, and provide for adequate reimbursement of expenses incurred in such transfers.

### 11.2 Transfers

In this context transfer is defined as relocation due to the exigencies of work in the organisation. Based on the letter of transfer, the employee shall immediately comply. However, should the transfer period extend beyond a period of three months, the following expenses may be reimbursed:

#### a. Advance trip

One trip for staff, ahead of moving, to arrange for housing and schooling of children, when s/he may stay at the new location as if on tour, for a period not exceeding three days excluding travel time, as per travel rules.

#### b. Travel on Transfer

If an employee is transferred from one station to another, he will be entitled to the following:

- i) Actual fare of one-way trip for the employee and his family (self, spouse and dependent children) by rail by the class for which he is entitled to.

**Or**

Actual expenses of one-way trip by other modes of travel, e.g. by road or flight, but limited to the amount which would have been admissible, had the journey been undertaken by rail.

- ii) The reimbursement of freight charges paid on the transportation of personal effects whichever is less (a) and (b) below.

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(a) Subject to a maximum of corresponding rate of 2,500 kg by superfast/express train from the nearest railway station of present employment to the station nearest to place of transfer. This is further subject to the condition that the claim shall be appropriately substantiated.

**Or**

(b) Subject to a maximum of one truck load from door to door. In this case the estimate needs to be pre-approved by the Executive Director.

- iii) Transit period will be 5 days plus journey period when an employee is transferred from one station to another.
- iv) Per diem for employee, spouse, and dependent children for the time of travel only at the rate that the employee is eligible during travel.

### **11.3 Request Transfer**

Staff who are transferred at their request are not eligible for all the above said facilities.

## **12. SECONDMENT OF STAFF**

In general, secondment of the Organisation staff is only considered in exceptional cases. Secondment of the Organisation staff to other institutions/ organisations/ project, would be governed by the following:

1. The HR & Admin department in consultation with the line manager would identify staff. Consent would be taken from the staff who is being recommended. Only upon receiving the consent of staff, further action would be taken.
2. A staff on secondment would have a one time option to either opt for the remuneration package (including increments) offered by the organisation/project to which s/he is being seconded or opt to continue with the remuneration of the Organisation.
3. No transfer allowances will be paid from the Organisation in such cases unless stated in the seconding order.
4. All costs to the Organisation during secondment (including but not limited to PF, Gratuity and other benefits) and related to secondment will be borne by the seconding organisation. In case of seconding to an Organisation's project, it will be applicable to the project.
5. The service period during secondment will be included as service with the Organisation.
6. Employee going on secondment to other organisation will sign a declaration indemnifying the Organisation of any legal and financial burden during such secondment.



## **13. GENERAL CONDITIONS OF SERVICE**

### **13.1 Hours of Work**

The normal hours of work in the Organisation will be between 9.00 a.m. and 5.00 p.m. with a break of 30 minutes for lunch, from Mondays to Fridays. However, the hours of work for each position and duty station will take into account the nature of work, the local working practices and requirements of the office.

All CRWI staff involved in direct implementation projects will work on 1st, 3rd, and 5th Saturdays

CRWI is a non-smoking environment, Intake of alcohol or drugs during office hours or within office premises is a serious offence.

### **13.2 Safe Work Environment**

Under exceptional circumstances where staffs are asked by the management to work late after 7 p.m., it shall be the responsibility of the line manager/ Administration to ensure that the staffs is provided with transportation if they have not come to office by personal vehicle.

In such cases, where transport arrangement is not made by the office, transport expenses may be reimbursed as per rules applicable for local travel.

However the staff are advised to follow normal working hours and late sitting in the office is highly discouraged.

### **13.3 Late Coming**

All staff members are expected to report on time for work. However, if an employee reports later than 15 minutes from the prescribed time he /she will be liable to loss of half day salary. Habitual late coming is construed as a misconduct and could lead to necessary disciplinary action.

### **13.4 Flexi Timing**

The flexi time is from 8:00 am to 9:30 am. The last working time is 6 PM and no staff will be allowed to work in office beyond this hour. There may be exceptions, but, exceptions would need the prior approval of the Unit in charge at the regions and Head of Admin at HO. 9:30 am to 4:30pm are the core working hours for all staff.

### **13.5 Short Leave**

In case of emergency, maximum 2 hour's absence is permissible during the working time with the written consent of the HOD / reporting authority once in a month. Short leave can be taken either once in a month for maximum 2 hours or it can be divided into one hour each for two times in a month. In any case the maximum time allowed for short leave is two hours in a month.



## 13.6 Holidays

CRWI will observe 12 public holidays per year. While all offices will compulsorily observe the 3 national holidays (Republic Day – January 26, Independence Day – 15 August, Gandhi Jayanti – 2 October), the other 9 holidays would be decided by the Administrative head of each office taking into account the local customs and Government regulations, if any. The list of holidays for each office needs to be issued in the month of December of the preceding year and also informed/advised to the HR Department. The responsibility of selecting and issuing the holiday list and informing/advising the HR Department shall be of the Administrative head of the offices concerned.

## 13.7 Early Closure

In the event of death of President/Prime Minister of India while in office, the Organisation offices shall remain closed for that day.

The office can be closed early only when the expressed permission of the ED for reasons such as social disorder, natural calamity etc. is obtained. The HR & Admin department shall issue necessary guidelines in this regard on such days.

On the days of 'Bandh' declared in the city the office will remain closed based on the decision of the concerned Administrative Head with the prior approval of ED and with intimation to HR. Such a day shall be compensated by working on the following Weekly Off.

On the day of Parliamentary, State Assembly and Panchayati Raj Institution/s election/s the office shall remain closed for the full day. However such an unscheduled day off shall be compensated by working on the preceding Weekly Off.

## 13.8 Marriage between colleagues

In the event of two of the Organisation's staff getting married to each other, their employment will be considered as per clause "Employment of Relative". Alternate placement to other departments will be subject to the existence of vacancies and the individual's suitability to the position. In case alternative arrangements cannot be made one of the staff will be required to resign from services.

## 13.9 Personal Files

HR & Admin department will maintain Personal Files both in soft copy and hard copy. The HR & Admin department shall maintain individual files of all employees including those who have retired, resigned or terminated or for any other reason are no more employed by the Organisation for five years.

Only the HR & Admin department staff shall have access to the personnel files and they shall be maintained in strict confidentiality.

Staff members shall be expected to inform the HR & Admin department of any changes /addition to their status such as change in address, contact phone numbers, marital status, new born children in order to change the records and update the information in their respective personnel files.

The file should include:

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- Staff member's application to the Organisation and CV.
- Copies of certificate of birth, educational qualifications & medical fitness.
- Interview reports.
- Notes from the selection process and the interviewers.
- Letters of annual salary revisions & copies of performance appraisal.
- Information relating to dependents as well as permanent address.
- Certificates of previous employments.
- Job Description/ terms of reference.
- Trainings provided.
- Performance appraisals.
- Leave records.
- One coloured passport size photograph.
- Any personal memos.
- Resignation/Contract termination letter.
- No Claim Certificate.
- Any other relevant data.
- 

Office Automation: As Organisation is going through the process of office automation, may of the above will be automated and filed online.

### **13.10 House Keeping Practices**

All staff members are requested to keep their working environment clean and in order, so as to adhere to good housekeeping practices.

Organisation tools/ equipment must be properly cared for and maintained. However in case of problems encountered in relation to the equipment, the staff must immediately notify Unit Head and HR and Admin dept, including necessary follow-up to ensure that the fault /problem is rectified.

### **13.11 Issue of Instructions**

All instructions issued from time to time relating to attendance, office hours and any other Administration related matters required to be notified shall be exhibited on the Notice Board and / or circulated (soft copy or hard copy) to all employees. Exhibition on the notice board and/or circulation by email shall constitute due publication. In the event any employee has any objection of any nature whatsoever he shall be required to communicate the same in writing to the ED within 7 days of receipt of such communication. All such objections shall be personally dealt with by the ED within 3 days of receipt of an objection.

### **13.12 Guidelines Related to Staff who is differently-abled**

#### **a. Hours of Work**

Under exceptional circumstances where persons who are differently abled are required to work late, it shall be the responsibility of the line manager or HR and Admin to ensure that the employee is provided with transport arrangement. In such cases, where transport arrangement is not made by office, transport expenses may be reimbursed as per rules applicable for local travel.

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## **b. Working conditions**

Create conditions for such employee to function to the best of their abilities:

- Provision of special assistive devices, if need be.
- Ensure barrier free environment at work place.
- Official communication to be accessible.
- Provide space for diverse fields of development action rather than fix them to only intervention with differently abled.

## **13.13 E-mail Protocol**

### **New Email Account**

New E-mail accounts are created by the IT unit upon instructions from the HR Personnel. Presently, keeping the needs of the job/role, E-mail accounts are created normally for colleagues occupying Assistant positions and above. However, if there is an expressed need to provide an e-mail account to other colleagues, the same is considered on receiving a request from the Unit/Department/Regional Head concerned.

E-mail account will be created in the Organisation's email server. This is an Internet based email server, accessible round the clock from anywhere. Each employee is required to use this email account for all their official email correspondence.

CRWI email can be accessed through any web browser, by logging into the following web link: [mail.CRWI.net](mailto:mail.CRWI.net)

### **CRWI Email Policies & Guidelines**

Staffs are requested to keep their email password confidential and not to share it with anyone else, to prevent unauthorized access to their mailbox. In case an unauthorized access to the e-mail box is detected, please inform the HR & ADMIN without any loss of time.

Kindly keep E-mail messages clean and legal. This will also save precious space while taking a backup. Do not use email to send junk chain letters, and for various subscriptions (or for social networking).

The users are advised to keep the size of the email including attachment if any, not bigger than 200 kb. When you have large attachments, you are advised to split it into smaller files and compress the files using WinZip if necessary before sending.

Only send emails to people who need to see it. Further, while responding to such mails, please ensure that the same is not sent to the entire group, unless the same is warranted.

At least once a week, do housekeeping of the computer. Delete all unwanted emails. It will help in taking Backup.

Please remember that email messaging is vulnerable to unauthorized access & modification by third parties.

It is the responsibility of staff to take appropriate backups in coordination with IT or Administrative In-charge of the office.

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## **Closing an Email Account**

An E-mail account will remain inactivated/suspended, as per instructions from HR Personnel, after the last working day of the individual holding the Organisation E-mail ID. This would also be communicated to the concerned staff in the letter of separation. In exceptional circumstances where the outgoing staff requires some more time, beyond the date of relieving, specific approval would be required from ED. Such permission would however be limited to a maximum of 30 days beyond the date of relieving.

It therefore is imperative for the staff concerned to facilitate handing over all documents held in electronic form in the course of handing over process and also clear the e-mail boxes. The inactivation process would involve assigning of a new password, to be held in security by the HR Personnel. This box could be accessed for scanning official documents, if essential, under supervision of the HR Personnel.

As a matter of policy, the Organisation considers the e-mail accounts as being official accounts, but normally enjoying privileges of privacy. The e-mail Administration system is totally geared towards ensuring the aforesaid. On the part of the staff it is expected that the accounts are managed and operated with a great deal of care and caution, giving no room for any embarrassment to self, colleagues and the organization. The e-mail is a channel for effective communication and therefore demands a great degree of discipline to ensure that we all operate within the precincts of the stated values of the organization.

In the most unlikely event of there being extreme circumstances bearing implications on the organizational interest, it may become necessary for the management to access the individual e-mail accounts. This would however be decided by the HR & Admin and Executive Director keeping in view the circumstances.

## **14. STAFF DEVELOPMENT AND CAREER GROWTH**

### **14.1 Staff Development**

It is the Organisation's objective to ensure that all individuals have the skills required to perform their assignments and is provided relevant development opportunities so that job performances, work efficiency and effectiveness are improved to contribute to the overall vision and mission of the organisation, at the same time respecting the rights of the individual to scale up capacities. Outstanding personnel will have the opportunity to become trainers in specific areas of interest.

The primary focus of Staff Development is on removing the gap between the current skills of each individual employee and the skills required to perform their assignments. Once individuals have the necessary skills to perform current assignments, they may focus their development activities on other objectives.





## 14.2 Process

The operations function, at the beginning of the year shall conduct the Training Needs Identification exercise. The annual appraisal systems shall be the first avenue of identification of training needs.

Training needs shall be identified through various sources viz.

- Performance records of employees
- Skill inventory records
- Structured questionnaire
- Feedback from training programmes conducted in the previous year

Responsibility of identification of technical training needs will be done by the functional heads and behavioural training will be done by the HR & Admin department.

## 14.3 Preconditions

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

The staff nominated for the training programme should have completed at least 6 months of service in the Organization and should give a written bond stating that she/he would serve CRWI for one year or till the term appointment ends, whichever is earlier.

For any international training or any training which costs 20,000 above a bond is required to be executed that the staff will work at least for a continuous period of one year after the training or will return the cost of the training

However, in case the staff does not meet the above mentioned criteria and is nominated for a training programme, the reporting authority is expected to present a rationale for the same through the Head of the Department and HR personnel to the Deputy Director and Executive Director for approval.

## 14.4 Training Plan

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

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

Generally on an average, an Organisation staff member should spend at least 5 days per year in training and development activities at both individual and collective level and aligned to specific roles and responsibilities. These should include skill and attitude training, workshops, retreats,

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strategic planning, reviews and reflections, value orientations, meditations, field exposures and immersions and life skills.

## 14.5 Training Budget

The HR & Admin along with Programme & Finance team shall arrive at a budgetary plan for training, for the year, at the beginning of the financial year. The Executive Director shall approve the budget.

The budget shall at a minimum, account for expenses under the following heads.

- Cost of Trainers.
- Cost of Infrastructure and capital expenditure.
- Cost of stationary, printing and other non-infrastructure related expenses.
- Telephone / Fax expenses.
- Travel, Lodging and Boarding.

## 14.6 Post-Course Report and Presentation

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

## 14.7 Training Records and Maintenance

HR & Admin department shall be responsible for documenting completed employee training and for maintaining training records for three years following the completion of such training.

Training records should include, at a minimum:

- Participant details;
- Course identification and dates of training;
- Participant position;
- Cost of course registration, instructional fees, and materials;
- Training feedback.

The HR & Admin department shall maintain a record of the feedback received on each training programme and the trainer.

## 14.8 Career Growth & Job Rotation

To encourage staff to grow, the Organisation will try and rotate staff in different roles provided they are suitably qualified. Based on their interest, staff may make a request to their line managers and HR & Admin for job rotation. They would take on a different role for a given period of time (minimum three months) with a view to broadening their skills and boosting their motivation.

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Staff members whose roles have not been changed for a long period or those who have been in the same position for the last 5 years or more would be encouraged for job rotation.

Staff members in the support functions will also be encouraged into programme roles to enable them to relate more closely to the work and enable them to understand the system needs.

## **14.9 Conflict of Interest Statement**

CRWI employees are expected to represent the Organisation in positive and ethical manner and have an obligation to avoid conflict of interest.

CRWI employees are not permitted to engage in any transaction or work or financial interest which is incompatible with the proper discharge of their duties or which would appear to impair independence of judgment or action in performance of their official duties.

If the employee believes that there may be a conflict of interest, the onus rest on the employee to share the situation with the HR Personnel for further action.

CRWI employees agree to expend every effort in the performance of duties and to act at all times in the best interest of the Organisation. Employees will not disclose any information, technical data or know-how by any method to persons not associated with the Organisation, which is of a confidential nature to the Organisation. In addition, any materials employees may have collected on behalf of the Organisation, including those items addressed to employees for the purpose of carrying out business for the Organisation, shall remain the property of the Organisation and revert back to the Organization at the time of departure of the employee from the Organization.

CRWI employees agree that any tape recordings, speeches, photographs, manuals, plans, model programme designs, proposals, research materials, charts, audio-visual presentation and other training material or devices, articles or manuscripts, or public relations materials or any other products requested by the Organisation as part of employee's job will remain, in their entirety, as the exclusive property of the Organisation. Furthermore, the Organisation will have exclusive copyrights to any material produced for the Organisation during the employment with the Organisation.

Any employee wishing to pursue professional or educational courses should make a written request to the Executive Director and obtain written consent to ensure that the studies do not conflict with her/his job performance.

All the questions and concerns with regards to potential conflict of interest will be addressed to Executive Director and routed through HR Personnel.

## **14.10 Drugs and Alcohol Policy**

CRWI has a right to insist that no employee be addicted to either alcohol or drugs. The employer has the right to expect efficient operation and maximum productivity from its employees and has an obligation to protect its property, the property of others and to provide a safe, professional working environment.

The employee always has the right to explain his/her behaviour. It will be the endeavour of the Organisation to refer the said employee for rehabilitation.

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In case the impairment is the cause of prescription medicine, the Organisation can request the employee to produce a copy of the current prescription for evaluation by the HR department, though the Organisation may still require further medical/diagnostic tests.

If an employee refuses to take the screening test it will be presumed that the employee is consuming drugs and or alcohol and this can be a ground for termination of service.

### **14.11 Personal Vehicle use**

**Rs.6/- per km for 2 wheelers and  
Rs.12/- per km for 4-wheelers.**

Use of personal vehicle should be with the prior permission. At Head Office it will be with the prior permission of the Executive Director and in other offices the Unit-in-charge will be the approving authority with intimation to Executive Director.

### **14.12 Use of official vehicle**

CRWI does not encourage use of official vehicle for personal use. However, in case of exigency it may be done with the permission of the Unit Head or Manager – HR. Official vehicle (four wheeler) used for personal purpose will be charged Rupees 12.00 per kilometre.

### **14.13 Personal Telephone calls**

Personal telephone calls are discouraged during working hours. An employee who must make a personal long distance call, is required to reimburse the office upon the receipt of telephone bills.

### **14.14 Proprietary Rights for Publication**

All training and other written, drawn, photographed, and audio visual materials produced by a staff member and/or a contractor as part of his/her official duties shall be deemed work for hire and shall be considered the property of the Organisation and shall not be published without the written permission of the Executive Director. No CRWI data or any other information may be published or publicly presented without the written permission of the Executive Director.

### **14.15 Administrative approval guidelines**

The administrative approval authority for approving the expenses in the Organisation at head office and regional offices will be as per the below mentioned table( all approvals should be within the approved budget) :-

<b>Bands</b>	<b>Approving limit</b>
<b>Band A</b>	No limit
<b>Band B</b>	Up to 50,000
<b>Band C</b>	Up to 10,000

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## 14.16 Experience Certificate

Any employee requesting for service certificate due to leaving the Organisation, will be provided the same. The Organisation will issue a certificate stating nature of his/her duties and the length of service. Such experience certificate will be issued after the completion of exit interview and will be issued by the HR or Executive Director only.

## 15. CODE OF CONDUCT

### 15.1 General

This code aims at encouraging all members of the Organisation team to achieve and maintain the highest standards of conduct and performance. It is, therefore, stated as a pledge which all of us make to the organisation and the organisation makes to us. All staff members will be governed by the Code of Conduct.

### 15.2 Misconduct

No staff member shall indulge in any form of misconduct in the organisation. This refers to irregularities and misconduct on the part of staff. These may include but not limited to the following:

- Absence from duty without showing proper cause or without reporting the absence in a timely manner.
- Being habitually late during official work hours.
- Failure to repay or justify advances from the organisation within the given time period.
- Failure to carry out duties as stated in the job requirements and failing to maintain responsible work behaviour.
- Fraud and falsification.
- Misappropriation of funds and property.
- Abuse of Administrative rules and procedures for monetary gain.
- Corruption (i.e. giving or accepting bribes or kickbacks in the form of money, services, gifts or discounts).
- Engaging directly in trade, commercial activity, other employment or any other activity regarded as conflict of interest.
- Intoxication during office hours and in office premises.
- Financial loss to the organisation because of omission or commission.
- Absence from duty for three (03) consecutive days without permission from Line Manager.
- Unauthorized disclosure of any confidential or classified information.
- Undisclosed conflict of interest.
- Publication to any person, group or agency of any of the Organisation's work without permission from the designated authority.
- Misuse/damage of the Organisation's vehicles, properties and assets.
- Insubordination.
- Physical violence towards staff, the Organisation's partners, and communities as well as domestic violence.
- Discrimination and harassment whether racial, social or sexual.

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- Repeated instances of minor misconduct.
- Gross negligence.
- Criminal conviction by a court (not conviction for one's views or politics or other civil protests).
- Any action which may result in or create a situation detrimental to the Organisation's work or reputation, outside or inside the place of work.
- Holding double employment.

### 15.3 Obligations

As members of the Organisation every staff member:

- Will behave in a disciplined manner in all our interactions with colleagues and outsiders. We will operate on a basis of trust and mutual respect.
- Will not indulge in any activities prejudicial to the interests and reputation of the organisation, and we will abide by all the organisational rules and regulations.
- Will show respect to the dignity of all our colleagues, particularly women, minorities, differently-abled and other marginalized groups. Staff will not use authority to undermine a colleague's sense of pride or dignity.
- Will not have commercial dealings of the Organisation with parties in whom we, our friends or colleagues have a direct financial interest or connection, or indulge in any dishonesty with its funds and work, or act in a way which will procure undue enrichment for ourselves or others.
- Will not engage in outside employment or reveal any confidential information relating to the Organisation's work to any outsider, nor defame CRWI or a colleague.
- Will not smoke in the work place in the interests of the good health and working comfort of all our colleagues and visitors.
- Will not indulge in substance abuse, or the excessive use of alcohol or drugs.
- Will endeavour to behave in a manner befitting the Organisation, its values and mission.
- Will be liable to recovery of financial loss made by her/him to organisation because of omission or commission.

In the event of non observation of the code of conduct, in its full meaning, or indulgence in unacceptable standards of work, action or behaviour, staff renders themselves liable for disciplinary action.

While the Organisation will follow a procedure, which respects organisational and individual entitlements and obligations when taking any disciplinary action, the decision of the Executive Director will be final, unless the staff under disciplinary action wishes to approach GRM.

The Executive Director may form a committee comprising of the Deputy Director, HR personnel and/or Heads and/or reporting authority of the concerned staff and the Executive Director for taking a decision on the matter, if need be.

### 15.4 Reporting Suspected Fraud and Serious Negligence with CRWI Assets

If any member of staff is aware that a fraud has been committed or has been planned, or that serious negligence over CRWI's assets has occurred, then he/she must report the details immediately. Details should be reported to his/her line manager. If for any reason a member of staff unable to discuss an incident with line management, then he/she should contact the ED. CRWI

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wishes to assure staff that their interests in reporting will be properly protected. All reports made in good faith will be viewed as evidence of the individual's concerns for CRWI's best interests and will be treated as such, regardless of the outcome of any subsequent investigation.

When an initial report has been made, this must be passed on immediately to the Head of Department. Heads must make these notifications as soon as there are reasonable suspicions that a fraud or incident of serious negligence may have occurred. It should be done before the employees concerned are confronted, and before any detailed investigations take place.

In case the matter of concern is related to the Directors' it should be made to the President.

In the same way organisation also welcomes new ideas, suggestions and any innovation for the quality improvement of programme implementation or any other areas of the organisation.

## **16. GRIEVANCE REDRESSAL MECHANISM (GRM)**

CRWI recognizes that grievances are incidental to the work environment and that they need to be positively addressed and resolved. A Grievance Redressal Mechanism (GRM) has been considered necessary towards providing a channel to staff for expressing a grievance and seeking quick redressal.

The Grievance Redressal Mechanism has been devised with the following precepts:

- That every grievance needs to be heard and resolved;
- That redress delayed implies redress denied;
- That the mechanism is not an alternative for the normal official channels but is an additional channel provided to staff to seek redressal for their grievances when the official channels fail to provide quick and satisfactory responses.

The GRM is expected to make the work place and environment more conducive to problem solving. Mutual respect, trust as well as confidence that matters would get resolved are pre-requisites for the GRM's success.

### **16.1 Grievance – Definition**

It is a cause or source of grief or hardship or burden or distress. In the context of our work environment, the aforesaid may be of various types and the same may be broadly classified as follows:

- Those relating to terms of service and benefits and their interpretation. Examples under this category would be issues relating to leave, working beyond normal hours, workload, etc.
- Those relating to the work environment. Examples under this category would be issues relating to cleanliness of premises, furniture, space, etc.;
- Those relating to interpersonal relationships, discipline and conduct of colleagues;
- Those not falling under any of the above categories.

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## 16.2 Grievance Redressal Mechanism

### STAGE I: FIRST INFORMATION PERSON (FIP)

CRWI will have a staff nominated as a FIP who could be approached by all others for lodging their grievance/s. The FIP will be selected and nominated by the Executive Director. The name of the FIP will be known to all.

It is expected that as and when any staff desires to utilize the GRM channel, s/he would have to lodge her/his grievance with the FIP giving complete details of the same. This could be done either by a normal letter or over e-mail or fax. Only if the matter warrants immediate attention, the FIP could be contacted over telephone followed by a written confirmation.

In cases of Sexual Harassment, the FIP will be the Gender Committee Chairperson. In the event, it is not resolved at that level and prima facie a case is made out of sexual harassment; in such a situation the matter will thereafter be independently examined by a committee constituted by the ED consisting of three persons, chaired by a lady. The procedure at such enquiry will be similar to that for disciplinary action; keeping in view principles of natural justice.

### STAGE II: ACTION BY FIP

The FIP will first determine whether the grievance relates to local issues or staff or to the Organisational policies or staff of other departments/units.

If the grievance relates to local issues or staff, the FIP will further determine whether the same could be handled by the local grievance committee or whether the grievance is of such nature that requires attention elsewhere.

If the grievance were to be referred to the local grievance committee, the FIP will refer the matter to it. The local grievance committee will then be expected to look into the grievance and resolve the same within 10 days of reference by the FIP with a confirmation report to the FIP and the Executive Director along with HR Department. In the event that the local grievance committee fails to resolve the issue, the same will be reported to the FIP with complete details within the prescribed period of 10 days.

All other issues (including issues which do not get resolved by the local grievance committee) would be referred to the HR Department by the FIP. The HR Department would place the matter before the Central Grievance Committee with requisite details. The Central Grievance Committee would look into the matter and resolve the issue within a period of 15 days of receipt of reference and confirm the same to the FIP.

If the aggrieved employee still feels that his/her grievance has not been resolved s/he can approach the President through the Executive Director in writing. President will take necessary steps as deemed fit and his/her decision will be final and binding on all concerned.

#### **Please note:**

- The Local Grievance Committee (LGC) would be formed at each location, provided the staff strength at such places is more than 6. The committee would have a minimum of 3 members with the Administrative head of the location as Convenor of the LGC. Two other members will be elected by the Organisation staff of that location from among them. In locations where women staff are employed, there has to be at least one woman on the LGC;
- In the case of locations having less than 6 staff, the Central Grievance Committee would deal with grievances;

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- The Central Grievance Committee, consisting of not less than 3 members of which at least 1 member would be a woman, would have the Executive Director as its Convenor and 2 other members to be elected by staff at Head Office;
- The word “resolve” used in this document does not imply simple acceptance of facts as perceived and expressed by the aggrieved.

### **Support Elements of GRM**

- The local grievance committee or the Central Grievance Committee could seek advice from any functionary of the Organisation, if considered essential for resolving the grievance;
- The FIP could seek support from any functionary from the Organisation for understanding the grievance, if felt necessary;
- The FIP would document the grievance and the follow - up action taken. Similarly the grievance committees would record the action taken on the grievances;
- The final outcome of the grievance handling process in each case would be advised to the aggrieved, in writing by the HR Department;
- Grievances which result into disciplinary action cases would be dealt with under appropriate disciplinary rules.

## **17. Performance Management**

### **Purpose of Performance Management**

CRWI will make reasonable efforts to develop and implement management and personnel systems that fully support employee career growth and development. The performance appraisal is one tool used by the Organisation to understand and address employee performance and needs in the context of the Organisation’s mandate and to enhance the effectiveness of its employees.

It is the Organisation’s intent that the evaluation of an employee’s performance be an ongoing informal process characterized by request, open communication between the supervisor and employee. The Organisation encourages all supervisors and employees to maintain a relationship that includes regular, meaningful feedback regarding performance.

### **Performance Appraisal**

CRWI has a formal performance appraisal process. The performance appraisal process includes a written evaluation of the employee’s work in relation to the employee’s job description and previously established work plans and goals.

Performance appraisals provide the Organisation management with an opportunity to:

- Assess the employee’s past performance in relation to organizational objectives, MBOs, Annual and six monthly work plans and the employee’s job description etc.
- Discuss present activities and level of effort and provide feedback and direction;
- Plan for the future by setting new goals and objectives;
- Provide data for various human resource decisions, including training and professional development.

### **Process**

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At the beginning of the salary year - both the individual and Supervisor would jointly agree on the key accountabilities and annual performance plans with measurable indicators.

This plan will be reviewed at regular intervals both by the Individual and the Supervisor

On the third month of the salary year - a formal written review will be done by self and the supervisor and the same will be submitted to HR department and a consolidated one to the ED.

CRWI encourages the use of 360° performance appraisal system, whereby; an evaluation is completed by the employee, supervisor and employee's peers. Performance appraisals provide the Organisation's employees with an opportunity to obtain feedback regarding what he or she is doing well and what areas need improvement. In the process, supervisors know the employee's thoughts regarding their assigned tasks and assist to plan goals for the future year, and any job-related issues, also foster communication with all appropriate supervisors to promote joint problem-solving discussions, and discuss the employee's developmental goals within the context of the Organisation.

### **Period and Process of Performance Appraisal**

Performance Appraisals will be done from April to March every year. The supervisor should have a discussion with the supervisees before completing the performance evaluation report.

Performance Evaluation will include appraisals by self, by Peers and by the Supervisor/s. Supervisor will write the final appraisal which will be discussed with supervisee before the finalization. Both supervisor and supervisee will sign the final copy of annual appraisal. The signed copy of the performance appraisal will be submitted to Manager HR.

## **20. Staff Provisions during Emergency response**

During the emergency response period, staffs from different units will be deputed on emergency duty. The staffs on deputation are expected to make regular and sometimes sudden visits to project locations and Delhi for coordination meeting.

### **Emergency Response and Activation of ERT in CRWI**

In CRWI, ERT stands for Emergency Response Team. ERT consists of teams drawn from within IGSS staff across the organization who are trained to respond immediately after disasters strike. The main roles and responsibilities of ERT is to carry out Rapid Assessment/s, assist in situational reporting and analysis thereby helping CRWI take a decision to facilitate emergency humanitarian relief. Under a standard practice ERT deployments are for 3-7 days. CRWI encourages rotational ERT duty to ensure effectiveness and avoid fatigue.

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During the emergency response the staff in deputation will avail taxi for local travels visiting the project sites, assessments, attending coordination meetings, etc. The staff on deputation from outside Delhi will avail flight from duty station to the location.

#### **Staff allowances**

- Emergency duty constitutes at least minimum 7 days of work and for relief related activities.
- 25% Cost to the Organization (CTO) to be paid to the staff for a one month's deputation. If it is less or more than a month, this should be paid proportionately.
- Travel, stay and food during this period to be met by the office. Since it is a relief situation, the travel, stay and food will be common and of modest nature. Incidentals, which constitute 20 % of per diem, shall not be claimed by staff under the Emergency Duty for 7 days and more, whereas staff under Emergency duty for less than 7 days-if any may claim Incidentals.
- While travelling to the field, the staff may claim per diem.
- Payment of 25% of CTO for emergency duty for 7 days and above will depend on the budget availability.

#### **Staff Appreciation**

The staff who have volunteered or are nominated for the Emergency response would be given a certificate of appreciation. It is the responsibility of the HR personnel to keep a copy of this certificate in the personal file of the staff

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