

# **HUMAN RESOURCE POLICY**

**OF**

## **INDIAN SOCIETY FOR RURAL DEVELOPMENT (ISRDR)**

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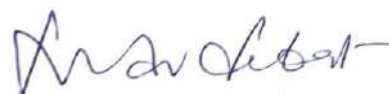
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## A. Introduction

Indian Society for Rural Development (ISRD) is a not-for-profit voluntary organization established in 1985 by Group of Social Worker with a band of spirited Youth Volunteers and social activists that initially focused on Youth-Action and gradually turned its attention towards children's Education and protection of child rights. ISRD helped communities mobilize to start two rural Schools in Ganjam and Nawarangpur district of India's Odisha province, both of which ISRD initially runs with its' own funds until the government took them over. ISRD, still is, heavily involved. It is a State level Organization and registered under Registration of Societies Orissa Act XXI of 1860 having the registration No. GJM 904-3/1988-89 and having its registered office situated at Palurubungalow & Liasioning /Administrative office at Swarnamayee Nagar, Brahmapur--760001 (Odisha)

Indian Society for Rural Development (ISRD) seeks the integral development which inspires the society to see its staff as human resources and as partners in delivering its services to the backward . Basically the personnel are to be motivated by a spirit of voluntarism and service to the backward. Though specialization capacitates a person to become efficient and effective in delivering a particular type of service, in the spirit of team work every staff member of Indian Society for Rural Development (ISRD) is expected to be multi tasking. However, as an organization Indian Society for Rural Development (ISRD) is committed recruit and help each staff member grow with a core competency in a specific thrust area. The following policies guide Indian Society for Rural Development (ISRD) in managing its human resources.

## B. Vision

*"We envisage a transformed society where love, peace and Justice prevails".*

## C. Mission

We undertake the mandate of promoting, facilitating and enabling sustainable human development of all, especially the poor and the marginalized by fighting poverty, diseases, enhancing quality education, ensuring livelihood, food security and addressing emergencies.

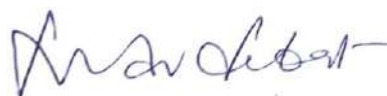
## D. STAFF STRUCTURE

**1. Categories :** Indian Society for Rural Development (ISRD) is to have five categories of staff:

- i. Executive Staff: Director, Assistant Director
- ii. Managerial Staff: Program Managers / Centre Coordinator / Centre Administrator / Warden /Superintendent.
- iii. Supervisory Staff: Associate Coordinators, Supervisors, Gender Facilitator
- iv. Field Staff: Community Organizers, Animators, ORW, Care Giver
- v. Administrative Staff: Finance Administrator, Accountant, Documentation Officer, Office Assistants
- vi. Auxiliary Staff: Office Attendants, Care Taker, Caterer, Gardener, Driver, volunteer



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**2. Classification:** Indian Society for Rural Development (ISRD) is to classify its human resources into the following classifications, viz., Full-time Regular, Part-time Regular, Probationary, Contractual and Voluntary. All employees are classified as either regular or temporary. Regular employees are employees hired without a specific termination date. Temporary employees are employees whose position at the time of hire is for a short-term period. Terms of employment will depend on agency needs, and in no case will a temporary position be construed as being a contract for a definite time.

*i. Full-time Regular Employees* are those employees who have been regularized after a certain period of probation or contractual work. They work for 45 hours per week and are eligible for all the benefits.

*ii. Part-time Regular Employees* are those employees who have been regularized after a certain period of probation or contractual work but render their service only for a few hours every day. They are obliged to work for 20 hours a week. Part-time salaried employees are eligible for all benefits and earn sick leave and vacation at a rate proportionate to the hours of work. Part-time regular employees that work for less than 20 hours a week are not eligible for benefits.

*iii. Probationary Employees* are those employees who have been hired for a specific project newly and are kept on probation for a period of three months because they are new to Indian Society for Rural Development (ISRD) or are fresh from the college and thus do not have competency and experience yet. They are to receive only 75% of the total remuneration agreed upon during the probation period.

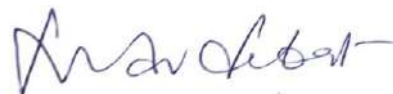
On satisfactory completion of the probationary period the employee will be confirmed in service by a letter of confirmation. During the probationary period the employee's service may be terminated at any time without notice and without assigning any reasons. A non-renewal of a contract of a probationer before the end of the probation period is deemed to be an automatic termination of the contract.

*iv. Contractual Employees* are those employees who have been hired on a contract basis for certain projects. They are not to get the benefits that regular employees get.

*v. Voluntary Employees* are those employees who without taking any remuneration or pay enter into an agreement to serve the organization for a definite period of time. Examples of this classification could be experts who have retired from their Government or non-government jobs and would like to contribute to the society through their resourcefulness, students who come to do internship and others from home and abroad who volunteer to give a helping hand in a specific area of work.



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## **E. STAFF RECRUITMENT POLICY**

### **1. APPOINTING AUTHORITY**

**i.** There shall be an Appointment Committee comprise of the Director, Assistant Director, a female member and a male member from the Governing Body, and an External Person appointed for the purpose in Indian Society for Rural Development (ISRD).

**ii.** Appointment to the post of managerial, supervisory and finance staff will be made by the Director on behalf of the Appointment Committee. Appointment of employees below the rank of above mentioned category will be made by the Executive Director directly.

A copy of the HR Policy with Service Rules and Conditions for Employees of ISRD shall be given to the employee at the time of appointment along with their letter of appointment.

**iii.** Employment of persons from one family: Ordinarily, only one person from a family will be employed in ISRD.

### **2. RECRUITMENT PROCEDURES**

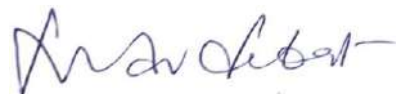
In case of recruitment ISRD may follow any of the methods: External direct recruitment or internal recruitment through promotion or transfer to a vacancy. The source of recruitment with respect to any post is entirely a matter of discretion with the Management.

The normal procedure in filling a vacancy shall be as follows:

- a) The Director shall inform the President of a vacant position, and then begin the recruitment procedure.
- b) The Director/Assistant director on the basis of Job Analysis will prepare a Job Specification. Job Specification will include physical, mental and temperamental qualities desirable for the job.
- c) The Director/Assistant Director may also design a job application form.
- d) If the post can be filled in by a staff member, the Appointment Committee shall discuss on the matter and decide on the transfer or promotion of the person. The staff member then shall be orally informed of the decision, if the team plans positively and a Letter of Appointment shall be issued later.
- e) If the vacancy can be filled in by a staff member, but the Management is not sure of which staff can fill the vacancy or is sure that there are more than one person who can fill the vacancy, then the Director shall issue an internal notice to the Staff, publicly displayed with the Job Specifications and ask for applications. On receipt of the applications, the Director/assistant director shall arrange for an interview. The team may accept any or reject all after the interview.



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- f) If the vacancy needs to be filled in through a direct recruitment, then The director with the Job Specifications, shall post an advertisement on the notice board of ISRD and also may choose one more medium of information among the following – information through letter to partners and / or staff, through oral announcement to partners / staff, through an advertisement placed on a printed media or electronic media including websites.
- g) In the case of direct recruitment, after a careful scrutiny of the applications, the short-listed candidates shall be called for an interview. The Travel Allowance through normal conveyance approved by the Director may be paid by ISRD; no D.A. shall be provided to the interviewees.
- h) Every interview shall include both oral and written form of tests conducted by at least three persons as mentioned in item (d) above.

**3. Advertisement for the Vacant Posts:** Potential candidates are invited to apply for the vacant/required posts through newspaper ads, internal promotions/placements, head hunting, campus selection in human resource and training institutes, or through the suggestions of reliable friends to apply for the posts. A combination of a few of the above methods is to be employed.

**4. Application for the Post:** Eligible and willing candidates are to apply for the vacant/required posts in a prescribed application form to the Secretary/Director along with a detailed Bio-data or curriculum vitae. Scrutiny of the applications is to be done by a committee before a call for interview is sent forth to the applicants.

**5. Interview:** Every post in ISRD is to be filled after standard procedures of interviews consisting of oral and written tests, scrutiny of the transcripts of certificates and after cross checking with previous work place and references given by the candidates. The interview is to be conducted by a panel of interviewees duly constituted by the executive committee of ISRD. External consultants are to be approached to select certain managerial candidates.

**F. APPOINTMENT PROCEDURES:**

**1. Communication of Selection:** The suitable candidate(s) selected is/are informed while the unsuccessful candidates may or may not be informed. The information given to selected candidates shall not be ambiguous. Therefore, the letter of communication of Selection, the position offered, the date on which the person must report to ISRD, the period of probation or contract, and what will be salary that shall be offered must be clearly spelt out. The letter may ask for a confirmation of acceptance from the candidate.

**2. Placement :** The candidate shall be issued a Letter of Appointment on arrival or earlier, and shall be given a copy of the HR Policy and Service Conditions of ISRD. No person shall be considered to be an employee of ISRD unless the person has received a Letter of Appointment from the Director. Every Appointment for its validity must be approved by the Governing Body. The First Letter of Appointment cannot be for a period of more than 12 months from the date of entering into the contract.

  
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**3. Job Description:** Every staff member is to get a Job description sheet along with the letter of appointment. It is to contain a description of the nature of their work, immediate authority to report to along with the skills and experience required. The job description is to serve as a kind of contract explaining the roles and responsibilities of the employee. The JD is also to contain the title, post, job location, the immediate supervisor, pay package, benefits and so on. The JD is to contain a statement about the right of the Organization to monitor and evaluate the performance of the staff member. The JD also needs to mention the right of the Organization to seek periodic performance review on the job or task assigned.

**4. Qualification:** The staff members of ISRD are to be professionally qualified both in academic degrees as well as in experience for the type of services the Organization recruits them. Persons with degrees in Social Sciences, Social Work, Sociology, Applied Economics, Agriculture, Development Communication, Rural Management may be recruited as collaborators. Over and above the academic degrees, most importantly, people seeking opportunity at ISRD to get involved in the development process of the poor are also required to be caring, sensitive, accommodative and a team member

## **G. SALARY, STAFF RETENTION AND STAFF PROMOTION**

**1. Salary Structure:** Salary structure is decided by the core team consisting of President, Secretary/Director and Treasurer in consultation with the governing body.

**2. Salary Package:** ISRD is committed to a minimum honorarium of Rs. 3500/- for the Community Organizers, Rs.7000/- to 9000/- for the Coordinators and Rs.12,000/- to 15000/- for the Program Managers per month.

**3. Staff Retention:** ISRD is to try its best to retain its staff that constitutes its human resources. They are to be facilitated to take up work from one program to the other as far as possible. The contract appointees are to be retained if they are found to be very resourceful for the organization.

**4. Promotion and Perks:** ISRD is to appreciate and acknowledge any good work done by a staff. It is to promote a staff to a higher post if the person is eligible and a post falls vacant. It may also give them perks, letter of appreciation or an award for their meritorious service, loyalty and hard work.

## **H. STAFF DEVELOPMENT**

**1. Training:** Organization has to take steps for the capacity building of the staff. There will be a minimum of two trainings on selected topics per year for duration of one week in all. In addition to this, the organization is to provide training opportunities to the staff from time to time.

**2. Exposure:** ISRD is to look for opportunities to let its staff have exposure visits to other NGOs/CSOs to learn about their best practices and new models. However, no staff is to demand such exposure trips as if they were part of their benefits.

  
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**3. Consultancy:** If any NGO or CSO seeks consultancy from any of the ISRD staff he/she is free to do so provided they get prior permission, the commitment taken at ISRD does not get affected and are willing to pay half of the income they earn from such consultancies.

**4. Library:** ISRD is to maintain a library along with other multi-media resources to help the staff build their capacity continuously.

## **I HOLIDAYS AND LEAVE POLICY**

ISRD is to grant its staff the following types of holidays and leave:

**1. Holidays:** The following 22 days of national importance and festivities shall be holidays for all the staff of ISRD .

**2. Leave Policy:** Every staff member of ISRD may avail 12 days of leave during the year for general purposes. Each staff will have to seek prior permission to use these leave days from the Director of the Organization through his or her immediate supervisor. The application for leave will have to be applied for in a prescribed format available at ISRD office in person and not through a proxy.

### **3. Special Leaves with Pay and with Loss of Pay:**

**i. Sick Leave:** A total of 5 days may be availed by every ISRD staff without a loss of pay in case of sickness. If prior permission is not obtained a proof of sickness will have to be produced while seeking approval retrospectively. If a staff takes more than five days then he/she will have to forfeit their salary for those days.

**ii. Maternity Leave:** A female member of ISRD staff may avail three months of maternity leave with full pay.

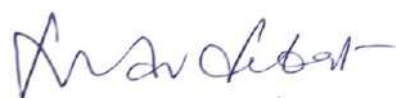
**iii. Compassionate Leave:** A staff member of ISRD may avail a total of 3 days as compassionate leave with full pay in case of the death of his or her immediate family member (Parents, siblings, spouse, children).

In times of emergency like flood, fire, war, epidemic, cyclone, etc all the staff members of ISRD will be called back to duty even if they be on holidays or on leave. Only seriously ill and expectant mothers are to be granted exceptions to this rule.

Though ISRD desires that its staff members pay attention to the welfare of their family and spend as much time as they can on Sundays and holidays, it being a social service organization expects its collaborators and staff to cultivate a spirit of self-sacrifice and work even on Sundays if the situation so requires.



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## J. ETHICAL BEHAVIOUR & CONDUCT EXPECTED FROM THE STAFF

**1. Loyalty:** Every volunteer, collaborator, probationary or regular staff of ISRD is required to exhibit loyalty to the Organization and is to work with commitment to translate its mission statement into a reality. No member is allowed to simultaneously work for another organization while being part of ISRD. Each member is to work hard to create a sense of belongingness and care for each other.

**2. Team Spirit:** Every volunteer, collaborator, probationary or regular staff of ISRD is required to cultivate 'Team Spirit' and work together respecting each other's experiences, skills, efficiency, competencies and limitations. Those among the staff who are hares are to carry the tortoises on their back and likewise the tortoises are to carry the hares on their back while crossing a river. Everyone is required to help the other in completing the much needed job on time and give rise to an atmosphere of mutual trust and helping mentality.

**3. Faith in God and in the Equality of Human Beings:** The staff members of ISRD are to draw inspiration and strength from their faith in God. Faith in God needs to be manifested in their commitment and whole hearted devotion to promote the truth, beauty and goodness of every human person, especially the poor. That is why every staff of ISRD is also required to believe in humanity and in the equality of all. No volunteer, collaborator, probationary or regular staff of ISRD is to be discriminated because of his faith, caste or ethnicity. In order to promote the above spirit all the staff members of ISRD are obliged to start the day with a prayer service at 9.30 AM.

**4. Discipline:** Every volunteer, collaborator, probationary or regular staff of ISRD is required to report on time, be punctual for events, workshops, seminars, and submit timely reports and performance appraisals. They are to practice self-discipline in expressing personal opinions on issues and persons. Each staff is to respect and mind the immediate supervisor to whom he/she is assigned to report.

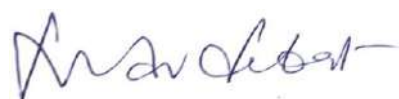
**5. Conduct:** Every volunteer, collaborator, probationary or regular staff of ISRD is required to behave with other staff members and other stakeholders ethically. No one is allowed to lie, cheat or steal. Every staff member is to exhibit good character, decency in public and proper attitude. No one is allowed to pass lewd comments, proposition or sexually harass staff members.

**6. Care of ISRD Property:** Employees should take care of all ISRD properties in the right way including all movable and immovable objects. No one should misuse any of the materials of the organization. Special care is to be taken for proper use of lights, electronic items, motor vehicles, etc.

**6. Use of Internet & Mobile Phone:** The use of mobile phone is strictly prohibited in the main office room and training hall. The staff needs either to switch off or to keep them in the silence mode while working or attending meetings and seminars. During working hours only important personal calls are to be made or received. No one is allowed to browse through the internet for personal purposes during office hours. It is strictly prohibited to browse through or download pornographic material.



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## K. SUBSTANCE POLICIES

**1. Alcoholic Beverages:** Coming to the work place in a state of intoxication or drinking alcohol during work hours by the staff is strictly prohibited. No one should be drunk during duty hours such as during field visits, trainings, meetings and family visits.

**2. Drugs:** Use of any drugs is not permitted. If the staff is found using drugs then the 'Core Team' will discuss this matter with the concerned staff.

**3. Help for Staff with Substance Dependency:** Staff members needing help with a substance dependency problem are encouraged to contact their supervisor or a treatment facility. No person will be penalized for seeking or accepting counseling or treatment for a substance abuse problem.

## L. POLICY OF TERMINATION

**1. Voluntary Termination:** If a staff member decides to discontinue his/her position with ISRD he/she needs to give in writing a letter of resignation addressed to the Director/Secretary. He/She can be relieved from his/her duty or responsibility only thirty days after the resignation is submitted. If he/she decides to be relieved immediately then it can be done with the loss of pay for that month.

**2. Termination by the Organization:** If ISRD finds that a particular staff member is unfit to be part of the organization then she/he can be terminated from her/his services. In this case if there is no due reason given by ISRD, he/she should be given one month's salary in advance and the person be asked to leave immediately. In case the notice of termination is served before 30 days then the staff in concern is not entitled to monetary compensation.

**3. Other Discharges:** A ISRD staff may also be disciplined and/or discharged as a result of many other reasons including, but not limited to, inappropriate behavior and/or unsatisfactory performance.

**4. Inappropriate behavior** is defined as including, but not limited to, misbehavior on the job, refusal to do work reasonably expected, wrongful use of or taking of ISRD's property, conviction of a felony, and violation of any policies or practices of ISRD.

**5. Unsatisfactory performance** means failure of a staff member to meet performance standards, to complete tasks in a timely, competent way, or to maintain an adequate attendance record. Uncooperative behavior or negative attitudes that affect the work or morale of others may result in termination. At the discretion of the Executive Director, any staff member facing termination for unsatisfactory performance may be given the option to resign before termination.

**6. Lay-offs:** ISRD attempts to hire highly qualified staff with broad capabilities. There may be occasions, however (due to program changes, loss of donor support, etc), when it may be necessary to initiate lay-offs. In such cases, it is the intent of ISRD to attempt to avoid abrupt, arbitrary, and unfair actions whenever possible.

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## **M. DISPUTES AND GRIEVANCES**

Any disputes arising in the sector of Human Resource Management would be discussed and settled by the core team comprising of President, Secretary/Director, and the Treasurer. In case the dispute or grievance concerns the member of the core executive members then the aggrieved staff member may take it up with the Governing Board. Any other issues where the core executive members (President, Secretary, and Treasurer) are not involved may be brought to the "Staff Grievance Cell." This cell is to consist of the core executive team with two members elected from among the staff.

## **N. HARASSMENT POLICY**

It is ISRD's belief that the employees of ISRD are the primary means by which the goals and objectives of the organization will be met. To that end, the rights of all employees must be respected. All employees of the ISRD must understand its position on harassment. By definition, harassment is any unwanted attention or action prohibited by law by someone in the workplace that creates an intimidating, hostile, or offensive work environment, including sexual harassment. The procedure for reporting and dealing with this very sensitive issue is as follows:


- If a person's behavior makes an employee uncomfortable, the employee should feel free to immediately advise the person that, in the employee's opinion, the behavior is inappropriate and that the employee would like it to be stopped.
- If the staff member is not comfortable discussing the issue with 'the person', or if the person fails to respect the staff member's request, the staff in concern should report the incident to his or her supervisor. If, for whatever reason, the staff does not feel that the supervisor is a suitable person to whom the incident could be reported, then the Executive Director or, if necessary, the President of the Governing Body or the Gender Desk may be contacted.

In all instances, a prompt, thorough and, fair investigation must take place, giving careful consideration to protect the rights, privacy and the dignity of all the people involved. ISRD must take those steps it feels necessary to resolve the problem, which may include verbal or written reprimand, suspension, termination or taking recourse to the police.

No retaliation of any kind is to occur because an employee has in good faith reported an incident of suspected harassment. The supervisor, or other person to whom the complaint was made, will work to establish mutually agreed upon safeguards against retaliation while attempting to mediate any sexual harassment complaint.



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## **O. POLICY ON CONFIDENTIALITY**

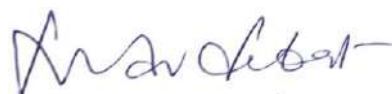
Any information that an employee learns about BSSS, or its members or donors, as a result of working for ISRD that is not otherwise publicly available constitutes confidential information. Employees may not disclose confidential information to anyone who is not employed by ISRD or to other persons employed by ISRD who do not need to know such information to assist in rendering services. The disclosure, distribution, electronic transmission or copying of ISRD's confidential information is prohibited. Any employee who discloses confidential ISRD information will be subject to disciplinary action (including possible termination), even if he or she does not actually benefit from the disclosure of such information.

## **P. ACKNOWLEDGEMENT FROM THE STAFF AND AGREEMENT TO THE HR POLICIES**

Every ISRD staff is to read carefully the 'Human Resource Policy' and is to give their signature on a prescribed format acknowledging that they have understood the policy and are in agreement of the policy. Moreover, this signature is to be also in agreement to a 'Confidentiality Pledge' not to disclose any sensitive information that they may come to know in course of their involvement in the field or in the organization.



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