



Sangli Mission Society

Policies & Guidelines

Staff Recruitment and Selection Policy

HR Policy

Gender Policy

Whistle-blower Policy

SANGLI MISSION SOCIETY

Vision

Sangli Mission Society envisions having the life in fullness to all human beings

Mission

Enabling the sustainable development of humanity through a process of empowering the less privileged, exploited, weak, marginalized and down trodden of the society

Goal

Welfare of all sections of humanity irrespective of caste, creed, race or other discriminating factors

Objectives of the policy

I. Staff Recruitment and Selection Policy

Committed and dedicated staff is the back born of an NGO. So Sangli Mission Society gives primary importance in the process of enlistment, appointment and ongoing formation of the staff.

1. Principles & Guidelines

SMS is committed to ensure that no employee or job applicant is subject to discrimination. Decisions on the recruitment of staff must be made on the basis of the requirements of the posts and the capabilities of the individual. No one should be discriminated because of their cast, creed, colour, ethnic group, gender, marital status, belief or non-belief, or disability. The process has to be fair and transparent under the guidance of a selection panel.

2. Strategies

The recruitment system is based on **External recruitment or Employee referrals** and following are strategies for Staff Recruitment and Selection

2.1 Advertisements

- Concerned Department/institution prepares an advertisement and decides advertising channels.
- It may be advertised externally through newspaper advertisements, websites, word of mouth, email communications, verbal queries, etc.
- Each advertisement will include information about the organization, position being offered, contact details, etc.

2.2 Telephone Screening

- Concerned departments/institution will do the telephone screening to validate working experience, education, communication and understanding on theme and salary expectation of the candidate so that a list of top applicants can be reached.

2.3 Shortlisting

- On receipt of the applications, one of the members of selection panel/deputed person will initially screen out applicants that do not meet the basic selection criteria specified in the Job Profile and shortlist those applications which are to be interviewed.
- A representative of the selection panel will contact the successful applicants and inform them of the interview time.

2.4 Formulating Selection Tools

Selection tool/s should be based only on the requirements of the job as specified in the Job Profile and concerned department. Following tools can be used;

- Structured interview
- Written exercises (to check candidate's proficiency in language and knowledge)
- Group discussions
- Presentations
- Any other test(s) as decided by SMS.

2.5 Inviting Applicants to the Selection Process

An interview letter/e-mail/phone call to applicants should provide the following information as applicable:

- Details of the assessment process; methods to be used; date location and time
- A request for the candidate to bring evidence of their qualifications to the interview
- Any other supporting information relevant to the role may be asked to submit during interview.

2.6 Selection Panel

- For the projects under the government/other external funding agencies a separate selection panel will be established for handling the recruitment process as per the rules and regulations of every project or MOU.
- The selection committee shall consist of at least three members in Govt. projects. However SMS will decide number of members in a panel depends on the importance of position to be filled and requirement in the programs run by it. This requirement may be waived in specific circumstances.

2.7 Interviewing

- Interview questions will be developed by the selection panel based on the selection criteria.
- It will evaluate each candidate's application with the help of an evaluation form created beforehand, containing well-defined criteria.
- During the interview the application will be provided with the information about organization, people present on the interview panel and their positions.
- The applicant will be given opportunity to ask questions.
- At the completion of each interview the selection panel will discuss their responses to each applicant and note their scores.
- After the completion of all interviews, the selection panel will assess the applicants overall and make a decision.

2.8 Process for Checking References:

- At least two reference checks need to be undertaken for both internal and external candidates. One of them should be the candidate's direct supervisor.

2.9.Final Selection of Candidates

- The selection panel will submit their final decision to the director/governing body for approval.

2.10.Decision to Employ

- The successful applicant will be contacted and offered the position by a member of selection panel or person deputed.
- If no applicant is successful or the decision is not unanimous, the matter will be referred back to the governing body.

2.11.Appointment Letter

- Any persons selected will be issued an appointment letter by SMS officially and clearly mentioning his/her position within the organization, the place of assignment and the effective date of employment.
- The appointment letter will include; specifying the employee's job description, terms of reference, salary, annexes, benefits and other relevant terms of employment.

2.12. Joining/Induction/Staff Orientation

- All new employees will get an orientation about the organization's vision, mission, goal, objectives, strategies, its structure and the staff within it. The newly appointed employee will be introduced about the policies and conditions, internal rules and regulations of SMS and the employment.
- Assistance will be provided to the new employees enabling them to settle down as quickly as possible by providing a family atmosphere.
- All new staff shall go through an induction program coordinated by Director/Coordinator /Person Deputed.

II. HR Policy

1. Working Hours

The office hours in SMS are from 10AM to 5.30PM with a break of 30 minutes for lunch, from Mondays to Saturdays. However, the hours of work for every project and field office will take into account the nature of work and requirements. All SMS staff is expected to work with commitment and passion.

2. Attendance and Late Coming

- a) It is mandatory for every employee to register their attendance on arrival and departure from the office.
- b) Late coming is not acceptable.
- c) In emergency cases the employees should notify department head in advance of the anticipated delays or absences.
- d) Persistent poor attendance may lead to disciplinary action where necessary.

3. Holidays

The holidays would be decided by the administrative head of office taking into account the local customs and Government regulations, if any. The list of holidays for organization will be issued prior to the commencement of the year/will be informed the staff beforehand.

4. Absence and Abandonment of Service

If an employee is found absent from his/her working place without authorization during working hours on any day this will be treated as leave without pay. In addition, disciplinary action under the rules will be instituted.

If an employee is absent from work for six consecutive days or remains absent after the expiry of the leave originally granted without the Organization knowledge or authorization, SMS will assume that the person has abandoned his/her working place and as such terminated the contractual link with SMS. Under these circumstances the person loses his/her lien on the employment contract.

5. Policy on Leave

Leave helps to promote the mental and physical well-being of its employees and to provide for eventualities that occur and are part of all human beings such as birth, marriage, festivals, death and other family occasions. SMS encourages its entire staff to avail their allocated leaves each year.

- a) Prior approval of the Director/Manager should be obtained at least 15 days in advance for availing of earned leave unless in a situation where it is not practical.
- b) In a situation when an employee has exhausted all his available leaves of a particular kind (Earned, Casual & Sick) and has a reason to be absent from work, the staff can be given leave without pay, on approval of the Director.

- c) Before proceeding on earned leave, employee shall intimate his address, telephone number at the place of his/her vacationing, to the supervisor for any emergency contact.
- d) Any exception to the prescribed rules requires written approval of the Director
- e) All kinds of leaves (Earned, Casual & Sick) in a year are considered for the period from 1st April to 31st March of each year.
- f) The year of calculation of leave would be the same as the financial year – April 1st to March 31st. Leaves are normally calculated on the Calendar Days i.e. in case a leave is taken on Saturday / Monday , it shall be considered as 1 day but if a leave is taken on Saturday and Monday including Sunday, it becomes 3 days. This method of calculating leaves also applies on any other declared holidays, e.g. if Friday is a declared holiday and an employee takes Saturday off, it would be counted as 3 days.

6. Types of Leaves

6.1 Casual Leave

- a) All casual leaves are paid leaves.
- b) All employees are entitled to 10 days casual leaves in a calendar year to meet the unforeseen contingencies.
- c) All requests for casual leave should be made in writing at least one day in advance and prior approval from approving authority or her / his nominee should be obtained. However, under sudden or unforeseen circumstances, if an employee is unable to take prior approval he /she is expected to communicate it telephonically on the same day at the earliest and regularize this with written application as soon as he /she reports for duty at the office after the leave.
- d) An employee can avail a maximum of 2 days of casual leave at a stretch with prior permission.
- e) Casual leave may be taken for a minimum of ½ day and the lunch interval will be taken as a dividing line if the person arrives in the office at 10 am.
- f) Casual leave cannot be combined with any other leave, carried forward, accumulated or en-cashed and un-availed casual leaves will lapse at the end of each year.
- g) In case of emergencies, if extension of casual leave is required, the employee may extend his leave and inform the sanctioning authority at the earliest. The request for extension of casual leave must be separately applied for and approval obtained immediately upon resuming duties. Casual leave cannot be taken during the notice period of resignation.
- h) Director may refuse or revoke casual leave at any time according to exigencies of service and need of situation.

6.2 Sick Leave:

- a) All employees are entitled to 12 days sick leave in a Calendar year to obtain medical attention needed.

- b) In the normal course, it is expected that the application reaches the office on the day one wants to avail it or at least notify the office telephonically. The delay in submitting the application even after joining duty will lead to disciplinary action.
- c) A certificate from a competent registered medical practitioner is to be produced if an employee avails more than three days of sick leave at a stretch.
- d) Any employee suffering from any type of contagious or infectious disease shall on the advice of the doctor be sent on compulsory leave. This will be treated as special leave without pay if the employee is falling short of his / her leave credits.
- e) Similarly, in case of long illness, the absence from duty will be treated in the same manner as in the case of those suffering from contagious/ infectious diseases. However, the power of granting such discretionary special leaves rests exclusively with the Director/Manager and the decision will purely be based on the merit of each case.
- f) Unused sick leave, in the event of resignation/ non-renewal of contract/termination of contract/ notice period cannot be availed.
- g) Taking of sick leave on false grounds with or without medical certificate becomes an act of misconduct and will attract appropriate disciplinary action.

6.3 Maternity Leave:

- a) All expectant women employees will be eligible for eight weeks of maternity leave, which includes accumulated sick leave, with full pay provided the Director is informed about it two months in advance. An additional 30 days can be availed without pay with a prior application and approval from sanctioning authority.
- b) In case of miscarriage/ or other specific gynec-related medical conditions an employee shall be entitled leave based on the gravity of case. The request for such leave must be supported by medical certificate from a qualified registered medical practitioner.
- c) In case of legal adoption where the adopted child is less than 3 years, the employee is entitled to 15 days' maternity leave. On the basis of each case the duration of the leave could vary.

6.4 Compassionate Leave:

A maximum of 7 days leave with pay is permissible to attend the funeral of a member of the employee's family as defined below:

- a) Parents of self or spouse
- b) Spouse
- c) Children (including legally adopted children)
- d) Siblings
- e) Employees having no leave available to their credit, may request for leave without pay, under exceptional circumstances. It must be clearly understood that during leave without pay, each calendar day shall be recorded as a day without pay.

6.5 Leave without Pay

- a) Leave without pay may be granted in exceptional circumstances such as an accident, long judicial processes, death, natural disasters or other that may affect the employee or a close family member.
- b) This is a privilege applicable to all employees but it is not a right.
- c) This leave shall only be availed when all other kinds of leave have been exhausted.
- d) Approval of leave without pay is at the discretion of Director.
- e) This information has to go to the finance immediately so that salary administration and other related aspects can be addressed in time.
- f) Leave taken without permission as well as the leaves exceeding the permitted number of leaves in each category shall be treated as leave without pay.

6.6 Professional Leave

- a) A Staff may receive a maximum of ten days leave of absence including travel in a year for attending training programme, workshop or conference at his own cost. Competent Authority shall approve such leave based on the relevance of the programme to professional development of the staff or according to the need of the Organization.
- b) Professional leave is approved on a case to case basis.
- c) Professional leave cannot be accumulated.

6.7 Leave during probation

Employees during probation would be eligible only for medical leave and not entitled for casual leave. No special leave would be applicable. Leave taken during this period, in excess of leave credit, would invite loss of pay.

6.8 Leave during notice period

Employee is permitted to avail only medical leave during the notice period.

6.9 Paternity Leave

Seven days of leave for male employees upon birth of a child is permissible.

6.10 Learning Leave

Learning Leave is being offered to employees to promote self-directed learning and personal growth. Every employee can avail of up to 10 days leave per year to invest in any kind of learning that they wish to pursue. The leave can be taken together or can be spread across the year, based on the learning that the employee chooses to pursue.

6.11 Leave for Nonteaching Staff

Non-teaching staff are in the category of non-vocational staff who are working in special schools & rehabilitation centers. Vacations and holidays do not apply to them. They are however, entitled to casual leave, medical, maternity and annual leave. This annual leave is inclusive of Sundays and holidays in every calendar year, which are non-cumulative, to be taken during school vacations with the previous sanction of the head of the institution or as arranged by the management.

7. Public / Office Holidays

SMS shall observe important public holidays in the calendar year. Any other holidays declared unexpectedly due to strike/ bandh, etc. is not a holiday for the staff. If for any unavoidable reasons the city/ state is totally paralysed due to strike/ bandh, flood, the office must be closed on that day and make up the loss of work on any holiday.

8. Remuneration

SMS believes in attracting and retaining qualified and effective workforce through a system of payment that is both appealing and fair. All employees of SMS are entitled to a basic salary, depending upon their skills, qualification and experience. The basic salary will be mentioned in the appointment letter. All the deduction for PF, PT or any other taxes will be done as per government regulations.

9. Salary Increment

Salary increment will be based upon an employee's position and performance. Increment will be provided to employees on annual basis or as per the decision by the management after their performance evaluation. Salary increment is calculated on the basis of basic / gross salary of the staff. The increment solely depends on the donor/funding agency in a project.

10. Travel Guidelines

- a) All travel (local and outstation) requires permission from the appropriate authority.
- b) Staff should ensure that they make use of the most economic means of travel (II class sleeper by train and bus) when undertaking official travel.
- c) In exceptional cases the Director may allow higher class rail travel.
- d) All outstation travels need approval from Director.
- e) Travel reimbursements will be on the basis of claims supported by rail / bus tickets and approved by director/coordinator as applicable.
- f) Cost of daily commutation to and from office to attend work is not reimbursable.
- g) Cost of food while on official trips can be claimed on actual basis with support documents (bills / cash memos / certificates) approved by supervisors.
- h) If available, employees may make use of office vehicles with approval for local and outstation travels.
- i) All employees allowed to self-drive office vehicle must possess valid driving licences, which will be verified by administrative authorities regularly.

11. Travel Allowance

- a) Staff who is deputed for traveling or whose job requires traveling shall be eligible for claiming actual expenses incurred on travel, boarding, lodging and other official requirements.
- b) The eligibility of travel for each Staff/Person Deputed will be in accordance with the designation, post and project fund availability.
- c) All monetary claims should be accompanied with appropriate tickets, boarding pass certificate as necessary documentary proofs of the expenditure incurred.

12. TA/ DA

During outstation travel related to projects and programs undertaken by SMS, all reasonable expenses related to travel, stay, etc will be reimbursed against submission of actual bills.

13. Vehicle Policy

- a) Official vehicles shall not be used for purpose other than for which it is approved. Unauthorized use may include like use for political campaigns, personal or recreational activities.
- b) Vehicles purchased under different projects shall be brought into account in the respective assets register duly mentioning the type, color, registration number, value, company's name, location of the vehicle, etc. including the project details under which the vehicle was purchased.
- c) Vehicle shall be provided to the staff having valid driving license and shall be used for official purpose only.
- d) Driving license shall be renewed by the staff before the expiry of license.
- e) Vehicle shall not be given to third party other than project staff having valid license.
- f) Log book for the vehicle shall be maintained by the staff with running kms, in the prescribed format.
- g) Staff shall wear helmets while driving the vehicle and abide by the traffic rules prevailing in the region.
- h) In case of accidents, staff shall inform administrative office immediately.
- i) At the time of leaving the service from the organization, staff shall handover the vehicle, original papers and other accessories if any, to the organization.

14. Use of own vehicle

Reimbursement of local travel for the use of own vehicle for official work will be as follows:
Two-wheeler @ Rs. 1.25- 02.00/per km.

15. Violation of policies

15.1 Disciplinary Action

A regular staff may be suspended, demoted, or dismissed due to failure in performance of duties or detrimental personal conduct. All cases of demotion or dismissal of a regular staff must be approved by the Competent Authority prior to giving final notice to the staff.

15.2 Written Notice

In most circumstances before any disciplinary action is imposed, a staff shall be informed of the charges against him or her, the precise nature of the action, the date and time it is to be effective, and the recourse(s) available to the staff.

The following causes relating to failure in the performance of duties or causes relating to personal conduct represent those considered to be adequate grounds for suspension, demotion or dismissal, but are not intended as representing all possible causes:

- a) Inefficiency, negligence or incompetence in the performance of duties.
- b) Physical or mental incapacity to perform duties.
- c) Abusive or brutal actions toward other staff.
- d) Insubordination.
- e) Willfully or negligently endangering the lives or property of others while on duty.
- f) Willful, careless, or negligent destruction of SMS property or equipment while on duty.
- g) Discourteous treatment of the target group, staff or volunteers.
- h) Habitual pattern of failure to report for duty at the assigned time and place.
- i) Absence without approved leave.
- j) Improper use of leave privileges.
- k) Misuse of funds.
- l) Engaging in strikes or work slowdowns.
- m) Falsification of records for personal profit or to grant special privileges.
- n) Reporting to work under the influence of alcohol or drugs or partaking of such substances while on duty or on public property.
- o) Engaging in incompatible employment or serving a conflicting interest.
- p) Possession of unauthorized firearms or other lethal weapons while on duty.
- q) Violation of work rules or Policy.
- r) Any employee who is working on a particular project may be terminated if the project gets over/not renewed by the donor.

15.3 Demotion

Any staff who fails to maintain high standards of personal conduct or whose work in his present position is unsatisfactory may be (but need not be if discharge is deemed to be in SMS's best interest) demoted provided the staff shows promise of becoming a satisfactory staff in another position. Such a demotion shall be preceded by the warning procedures outlined for cases involving inability to perform duties or failure in performance of duties. A staff who wishes to accept a position with less complex duties and responsibility may be

demoted for reasons other than unsatisfactory performance of duties or failure in personal conduct.

15.4 Suspension

- (a) *Disciplinary Suspension.* When circumstances warrant and it is determined to be in the best interest of SMS, a staff may be suspended without pay by the Competent Authority as a disciplinary measure for a period not to exceed 30 days.
- (b) *Non-disciplinary Suspension.* During the investigation, hearing or trial of a staff on any criminal charge or during the course of any civil action involving a staff, the Competent Authority may suspend the staff without pay for the duration of the proceedings as a non-disciplinary action. However, the investigation, hearing, trial, or civil action must involve matters that may form the basis for disciplinary suspension, demotion, or dismissal in order for the non-disciplinary suspension to be allowed.
- (c) Full pay and benefits for the period of non-disciplinary suspension may be authorized by the Competent Authority if the suspension is terminated with full reinstatement of the staff.

15.5 Disciplinary Dismissal

A regular staff whose work or conduct is not satisfactory over a period of time should (but is not required) be notified in writing as to how his or her work is deficient and what must be done for it to be satisfactory. If the staff fails to perform up to the standard required or continues to be negligent, inefficient or unfit in performing assigned duties, he/she may be dismissed for disciplinary reasons. In such case, the staff shall be relieved immediately of all duties and responsibilities and discharged from the employment.

15.5.1 Procedures Preceding Dismissal

Any staff who has not been performing assigned duties satisfactorily shall normally receive at least two warnings before disciplinary action is taken by the Competent Authority. First the staff may receive one or more oral warnings from his or her reporting authority; second, a written notice outlining the performance deficiencies, necessary corrective action(s) and time frame for showing improvement in order to avoid suspension, demotion, or dismissal may be given. The written record of notice shall be entered in the staff's personnel file. Failure to correct deficiencies in work performance may result in dismissal or other disciplinary action.

15.5.2 Non-Disciplinary Dismissal

A regular staff may be dismissed for circumstances involving moral turpitude or other situations which adversely affect the public trust and confidence in SMS or the staff's own ability or credibility to carry out assigned responsibilities.

15.6 Employee Termination Rules

a) Medical grounds

During the on-going employment period SMS management retains the right to terminate the services of an employee by giving three months' notice in writing or three month's pay in

lieu, on medical grounds. (e.g. continuous illness of an employee for more than six months in a year or due to physical or mental disability as certified by a medical practitioner).

b) Termination on Disciplinary Grounds

During the on-going employment period, SMS management retains the right to terminate the services of an employee without notice or on payment of one month's salary in lieu of notice on disciplinary grounds. In such instances, the employee shall receive all pending dues. However, the matter of terminal benefits shall be decided, keeping in view the gravity of the charges proven against the employee.

c) Termination due to Reorganization

SMS being an organization employing staff on the basis of project support received from external funding agencies, it may face a crunch of project funding and may be compelled to downsize its operations and staff strength. During such eventuality, SMS retains the right to terminate the services of an employee by giving one month's notice in writing or one month's pay in lieu of notice. Other reasons for reorganisation could be change in programme priorities, re-adjustment of work, reduced size of operation and change in geographical focus, etc. In such cases, the employee shall receive all eligible dues.

16. Resignation

An employee seeking resignation is required to give 30 days prior notice on resigning; failing which he/she will have to return the basic salary drawn during the previous month. This notice period can be adjusted with approval from Director.

17. Exit interview

- a) Terminated/resigned employees whether voluntary or permanent will have to undergo an exit interview with the coordinator or with the management as may be deemed fit. During the exit interview an opportunity is given to voice their opinions, if any. This helps our organization to know the exact reasons and improve the service conditions in future.
- b) When an employee leaves SMS or is terminated he/she should submit all the policy documents, handbooks, office assets, ID cards, database and all things that are property of SMS.

18. Code of Conduct

- a) This sets out the standards of behaviour expected from all employees whether full time employee, part-time or as a volunteer.
- b) Code of conduct should be read and signed by all the employees.

19. Employee Attitude

- The employees must imbibe the following principles
- The poor, destitute and the needy are the focus of our activities.
- Value based systems.

- Work as a source of joy.
- Respect for individual and human dignity.

20. Work Ethics

- Employees must complete the assigned tasks on time with full and sincere involvement.
- Employees must discharge their duties honestly with utmost care and diligence.
- Employees shall not indulge in activities like whiling away time, avoiding work whether inside office or in the field duties and absenting from duty without prior permission.
- Dignity of labour should not be compromised.
- Avoid conflict of interests. Employees must immediately bring to the attention of the Director any potential conflict of interests.
- All incidents of indiscipline which comes to the notice of employees must be reported at once.
- Reject bribery and do not offer, inappropriate gifts or benefits to anybody.
- Violation of ethical principles by an employee cannot be justified.
- He/ She shall also be subject to any other rules that may be prescribed from time to time for maintenance of discipline among the staff.
- Every employee shall maintain confidentiality regarding the affairs of the organization and highest integrity in their work of the organization.
- Every employee shall behave with courtesy, among the staff, among the community, among Government officials and among the higher level officers of the organization.
- Every staff shall serve the organization in its project implementing activities in such capacity or at such place as directed by the immediate project coordinator, program officer / Director.
- Every staff shall wear ID cards during office hours/ field work.
- Every staff shall serve the organization faithfully and devote their whole attention to promote the organization's interests.
- No staff shall engage in pursuit of remuneration full or part time private employment during working hours.
- No staff shall engage himself/ herself in commercial/money lending business/ investment among the community or among the staff. Demand any money, either from the community, SHG's, Federations or any other CBO's for their personal or family interests.
- No staff shall be a member of any political, communal or religious organization. He/She and shall not take any active part in political/communal propaganda or subversive activities/ campaigns.

- r) No staff shall bring any political or other outside influence to bear upon any project co-ordinator, project officer, Director to further his/ her interests in the organization.
- s) No staff shall communicate directly or indirectly any official document or information regarding policies and activities of the organization to outsiders without the specific permission of the Director.
- t) No staff shall by any utterance discuss or criticize in public, the policies and activities of the organization.
- u) No staff shall communicate the policies and activities of the organization in any forum like Radio, T.V, and Press etc. without prior permission of the Director.
- v) No staff of the organization shall use his/her official position to obtain any favor, benefit or advantage either within the organization or in respect of agencies connected with the organization.
- w) No staff shall involve himself in any act involving moral turpitude on his/ her part including any unlawful act, which may cause embarrassment and discredit to the organization.
- x) Acts of theft, fraud, dishonesty and misuse of funds in connection with organization's property shall be treated as misconduct which warrants immediate disciplinary action or termination.
- y) Every staff shall maintain discipline in every walk of life, either during office hours, field work or any other works related to project activities.

21. Job Descriptions

- a) At the time of recruitment the potential employees will be given the job description so that they are clearly aware of their roles in our organization and where exactly they fit in the organizational structure. A Job description clearly defines their roles, responsibilities, expectations and the authority given to them.
- b) All job positions will have a job description established

22. Employment Contract

Contract will be written to each new member and will be available for them to sign. For all the employees the employment contract may also contain roles & responsibilities/ Job description.

23. Probation

- a) Employee should be on probation for 3 months
- b) An initial review after 6 weeks followed by 3 months will be conducted.
- c) Regular full-time appointments carry a probation period of three/six months during which an employee demonstrates his/her qualifications and suitability for continued employment. At the end of the probation period, the immediate authority shall conduct a written performance evaluation. A less than satisfactory evaluation during an appointee's probation period will result in his/her extension of probation period or dismissal. An unsatisfactory performance review may lead to a probation period in which the employee will have an opportunity to improve

his/her performance. If the performance does not improve during the probation period, it may lead to termination of service with/without notice.

24. Staff Meetings

- a) Staff meeting minutes should be recorded weekly/bi-monthly/monthly.
- b) The role of facilitator and minute taker should be rotated.
- c) Every employee should attend staff meeting provided he/she has taken prior permission by project head for his/her absence.
- d) Every employee must follow the organizations movement register where the employee should mark login time while he/she moves out of the office premises during the working hours.

25. Staff development

Organization shall provide opportunities to engage in professional training by allocating training budget to attend workshops, seminars, conferences and courses as per need.

26. Dress code

- a) All employees while on duty are required to adhere to proper and decent dress code.
- b) All employees are required to ensure that they wear clean dress, properly ironed.
- c) To ensure proper dressing all employees are advised to keep their hair groomed.
- d) If there is specified dress code by the institution/project then the employees are supposed to follow it.
- e) All the employees while on duty shall use the ID card without fail.

27. Use of phone E-mail, internet and other equipment

Personal use of office systems like printer, scanner and telephone for long distance calls is not permitted, nor is personal use of any other electronic devices or system. Computers, computer files, e-mail system, internet and any software furnished are intended for SMS purposes only. Willful careless, destructive or unsafe use or operation of any SMS equipment or system can result in disciplinary action.

28. Computer, Internet, E-mail, Software and Equipment Usage

- a) Good judgment should be used in using electronic and other communications systems and creating messages that are transmitted over them as they reflect on SMS's reputation.
- b) Employees should not upload, download or otherwise transmit copyrighted materials, other confidential, private or proprietary information or materials, illegal information or sexually oriented materials.
- c) Systems of organization may not be used to gain unauthorized access to remote computers or other systems or to damage, alter or disrupt remote computers or systems in any way.

- d) Because of the possibility of those viruses and other destructive hidden programs which may inadvertently enter computer systems from outside sources; all computers must run virus detection software.

29. Anti-substance abuse

No employee is allowed to consume, possess, sell or purchase any alcoholic beverage or drug or any controlled substance in/on any of SMS premises or property or vehicle owned or leased on behalf of the Organization. No employee shall report on duty while impaired by use of alcoholic beverages or drugs. It is expected all employees should report such activities to the Coordinator/Director. Employees who violate this policy may be subjected to disciplinary action.

30. Performance Management System

Performance Management System is used to assess an individual's performance and potential for development with a view to build competencies and strengthening positive attitudes and value based behaviour. Opportunities for personal and professional growth will be provided in areas of improvement identified, leading to greater commitment and personal satisfaction. Performance assessment will be against set performance objectives and value-based behaviour in the exercise of their job responsibilities. It is first and foremost a tool to evaluate the employee's performance and take remedial action if necessary. The annual performance evaluation may have financial impact on salaries.

30.1 Objectives

- To assess the performance of each employee over a period of time
- To judge the gap between the actual and the desired performance
- To diagnose the strength and weaknesses of the individuals so as to identify the trainings and development needs for the future
- To provide feedback to the employees regarding their performance
- To recognise/appreciate well performing employees
- To make efforts to bring under-performers to satisfactory levels
- To replace non - performers
- To reduce the grievances of the employees

30.2 Bi-annual/Annual Performance Evaluation

The annual performance evaluation is the analysis, based on documentation from previous stages of performance of an employee's work record. The evaluation addresses two fundamental aspects;

- Relating to past assessment and recommendations, it involves verifying what has been accomplished qualitatively and quantitatively during the year.

- Relating to future opportunities, it consists of identifying ways and means to ensure the employee's growth and development.

The performance evaluation form should include following sections:

- a. Evaluation in relation to the objectives and responsibilities of the position,
- b. Evaluation in relation to the specifics or targets needed for employee's development
- c. Evaluation in relation to express comments allowing the employee and the evaluator
- d. The form should also include a performance level classification and a definition of each of these levels together with space to affix their respective signatures.
- e. Probationary review after three months will include developing the performance objectives, standards and identifying any training requirements.
- f. Six months after this a meeting will be held to appraise the performance and achievement.
- g. Six months following the above meeting the first performance appraisal will be held.

III. Gender Policy

1. Purpose

The purpose of this policy is to bring respect, dignity and equality among the genders.

2. Objectives

- To mainstream gender equality in all the programs and projects where Sangli Mission Society undertakes
- To stimulate reflection in the community on the equality of gender and sharing the responsibilities equally
- To promote gender equity and equality in the society

3. Understanding of Gender

Gender refers to describe those differences between women and men, which are socially constructed, while sex refers to those which are biologically determined. Gender socialization attributes different roles and responsibilities to women and men. Gender differences have been built up and toughened by socio-cultural and economic institutions over time perpetuating discriminatory belief systems and attitudes, imbalanced positioning and inequalities among women and men.

3.1 Gender Equality

Gender equality is the absence of discrimination on the basis of a person's gender in opportunities, in the allocation of resources, benefits or in access to services.

3.2 Gender Equity

Gender equity refers to fairness and justice in the distribution of benefits and responsibilities between women and men. Gender equity is a means and gender equality is the result.

3.3 Gender Mainstreaming

Gender mainstreaming is to initiate and institutionalize progression that will bring about gender equality. Mainstreaming requires changes at different levels within institutions, in agenda setting, budget allocation, policy making, planning, implementation and evaluation.

4. General Goal

To empower women and men for the formation of a society based on the principles of peace, equality and justice to enjoy the fullness of life in the society at large.

5. Efforts to address gender disparities

- a. Preference will be given to women candidates in our institutions, projects
- b. Every opportunity is explored to discuss the gender issues, to devise ways and means to mainstream gender in various programs/projects and practices.

- c. Participation in various activities based on gender i.e. trainings, seminars, workshops, etc. is sought to ensure in-depth understanding of gender relationship in the community at large.
- d. All the staff members expected to treat the member of both sex with dignity and respect.
- e. A conducive environment of mutual support and co-operation is expected from all the staff members, male and female.

6. Policy on Harassment

Workplace harassment can take many forms. It may be, but is not limited to: words, signs, offensive jokes, cartoons, pictures, posters, social media jokes/statements, inappropriate material downloaded onto computers from internet systems, pranks, intimidation, physical assaults or contact or violence. These forms are not harassment in themselves; rather they can become harassment if they are found to be unwelcome by the targeted individual or if they contribute to a working environment in which the targeted individual or other staff feels uncomfortable.

Harassment is not necessarily physical in nature. It may also take the form of verbal activity, including derogatory statements directed to the targeted individual, but taking place within their hearing. Other prohibited contact also includes taking retaliatory action against an employee for discussing or making a harassment complaint.

7. Responsibility

Directors/ Managers of any projects /institutions of SMS will ensure that all employees are aware that harassment will not be tolerated in the workplace. They will ensure that all employees are aware of the complaints procedure and disciplinary action may be taken if a complaint is proven. Each employee must be aware of their duty not to place the safety and welfare of colleagues at risk.

8. Complaints Procedure

There is both an informal and formal procedure to deal with the issue of harassment at work. Any investigation should be completed as quickly as possible.

9. Informal Procedure

It is often preferable for all concerned that complaints of harassment are dealt with informally whenever possible. This is likely to produce solutions, which are speedy, effective and which protect the working relationships between individual employees. The informal procedure can be very effective, particularly where one party may not even be aware that he/she is harassing the victim. In addition this method is the most confidential resolution method.

Thus, where appropriate, in the first instance a person who believes that he/she is the subject of harassment should approach the person responsible in an informal, low-key way and request the individual to stop the offensive behavior. If a person finds it difficult to approach the alleged perpetrator directly themselves, then they should seek help and advice on a confidential basis from their Director/Manager.

Having consulted with their Director/Manager, the complainant may request the assistance of that person in raising the issue with the alleged perpetrator(s). In this situation the appropriate approach of the contact person should be by the way of a confidential non-confrontational discussion with a view to resolving the issue in an informal low-key manner.

A complainant may decide, for whatever reason, to bypass the informal procedure. Choosing not to use the informal procedure will not reflect negatively on a complainant in the formal procedure.

It is recognized that it may not always be practical to use the informal procedure, in such instance, the employee should use the formal mechanism set out below.

10. Formal Procedure

Where the informal procedure fails to resolve an issue or where the informal procedure is deemed inappropriate for dealing with a particular issue, an employee is entitled to make a formal complaint. A formal complaint must be made in writing and submitted to the Director/Manager. The complaint should outline the behaviors complained of, specific instances and details including the location of the alleged behavior, times, dates, witnesses and any response made.

Once an investigation begins, it will be necessary to interview the parties to the complaint. The parties to the complaint will be entitled to bring a work colleague with them to any meetings under this procedure. Both parties will be interviewed separately and provided with all relevant evidence in advance of meetings. Adequate notice of meetings will be provided. Both parties may, where necessary, be suspended on pay while the investigation is underway. Alternatively, both parties may be required to continue working together and in such circumstances, the organization expects that they will treat one another in a professional manner during the investigation.

Though it is desirable to maintain utmost confidentiality, once an investigation of an issue begins, it may be necessary to interview witnesses, who are also entitled to bring a representative to any meeting. The importance of confidentiality will be stressed to witnesses. Any statements taken from witnesses will be circulated to the person making the complaint and the alleged harasser for their comments before any conclusion is reached in the investigation.

When the investigation has been completed, both parties will be informed as to whether or not the complaint has been upheld. Both parties will be given the opportunity to comment on the findings before management decides upon an action. All complaints received will be treated seriously, confidentiality and dealt with as soon as practicable. Strict confidentiality and proper discretion will be maintained, as far as possible, in any necessary consultation to safeguard both parties from harmful gossip. The Investigating Team will maintain a record of all relevant discussions that take place during the course of the investigation.

Both parties will be given a copy in writing of the conclusions reached by the investigating team. In all cases, once the investigation team has reached its conclusions, the investigation report will be referred to the Governing Body, who will decide on an appropriate course of action.

11. Conflict Management Policy

Any employee who feels that he/she is unjustly treated, in the discharge of his/her duties either by the Management or by a colleague or a subordinate will be provided a forum in the form of a grievance committee constituted according to the gravity of the issue. It will have a nominee of the Management and a senior member of the staff besides others as felt required.

However, the effort in all cases should be that the aggrieved report the matter verbally to his/her immediate supervisor and the supervisor discuss the issue with both parties and settle it amicably. If this effort is not successful, a written report should be obtained from the complainant and submit the same to the Director/Manager with a brief report on the initial effort for the negotiated settlement. The director will then constitute the grievance committee as described above to study the complaint from all perspectives and conduct fresh discussions with both parties again and finalise a course of action in consultation with the Management.

If, however, the employee who lodged the grievance is not satisfied with the decision of the Committee; he/she may approach the Director for settlement. If the Director deems it fit he may appraise the President on the issue and seek his opinion too for arriving at an appropriate decision that protects & safeguards the best interest of the organisation.

This procedure have been provided so that disputes and differences, if any, are mutually and amicably resolved and settled as a family within the Institution.

IV. Whistle-blower Policy

1. Purpose

The purpose of the whistle blower policy is to encourage employees to disclose to their employer, information about any suspected wrong doings within the Organization.

This policy is designed to enable employees of the Organization to raise concerns internally and at a high level to disclose information, which the individual believes shows malpractice, impropriety, abuse or wrongdoing. This policy is intended to deal with concerns which are at least initially to be investigated separately but might then lead to the invocation of other procedures e.g. disciplinary. It should be emphasized that this policy is intended to assist employees who believe they have discovered malpractice or impropriety and not designed to question financial, disciplinary or managerial decisions taken by the Organization. Any person who comes forth as a whistleblower, if found on verifying to have raised the matter out of ill will, malafide intent or as an act of revenge, strict disciplinary action will be taken against him/ her which may include termination of the employee. We assure our employees that they will not be victimized or subjected to any detriment if they raise legitimate concerns in good faith.

2. Whistleblower Protection

- a. Whistleblower protection is vital for success of implementation of this policy.
- b. The Whistleblower's identity will be kept confidential.
- c. All communication with the Whistleblower on the complaint will be only with the Whistleblower Action Committee (WAC).
- d. In certain instances, on knowing of corruption or graft the complainant may report directly to the Whistleblower Action Committee.
- e. Honest employees will be protected from harassments due to false complaints.
- f. Victimizing honest employees through false complaints is misconduct and is punishable under the Organization rules.

3. Procedures

In case the employees come across any event, behaviour or incident which they feel is against the values of SMS the following procedure must be carried out.

- i. Employee may raise the issue to his immediate authority or person in-charge in a confidential manner.
- ii. The concern should be disclosed through E-mail or in writing to the Whistleblower Action Committee (WAC).
- iii. The employee should confirm the facts of the case and verify its authenticity before taking it up with WAC.
- iv. The person in-charge may inform the issue to the management which would be followed by an investigation by Whistleblower Action Committee (WAC).

4. Whistleblower Action Committee (WAC)

President or the Governing Body will form a Whistleblower Action Committee (WAC) as per the procedures.

- a. WAC shall pursue the following steps
- b. Obtain full details and clarifications of the complaint
- c. Consider the involvement of the Organization's Auditors or systems
- d. Fully investigate into the allegation with the assistance where appropriate, of other individuals/ bodies/policies.
- e. The outcome of the investigation would be at the discretion of the management and is final as well as non-negotiable