

ORGANIZATION POLICY

A. Human Resource Policy (Staff Policy)

SECTION-I: STAFF RECRUITMENT POLICY

Recruitment in Samajik Seva Sadan (SSS) is done by formal procedures, starting from vacancy identification till Appointment and signing of contract. The recruitment procedure is divided into the following phases:

- 1) Vacancy identification
- 2) Preparation job description
- 3) Internal recruitment
- 4) External Vacancy announcement
- 5) Application period
- 6) Interviews
- 7) Second round interviews (if applicable)
- 8) Appointment procedure and signing of contract
- 9) Probation period
- 10) Notice of termination of contract or resignation
- 11) Retirement

A.1 Vacancy Identification:

Once any vacancy is identified after an employee has left/or will leave the job or new tasks for the organization arise which require a new post. The need for filling such vacancies and issues like expectations of the post, recruitment planning, internal recruitment if applicable, mode of vacancy announcement, type of contract etc is discussed in the Executive Committee meetings.

A.2 Preparation job description

All employees recruited by the organization have explicit job descriptions that form part of the employment contract whether permanent or temporary. Job descriptions clarify the tasks to be performed, the level of responsibility of the job, the knowledge and the skill level required to do the job productively. For most cases job descriptions are standard.

A.3 Internal recruitment

The organization undertakes to advertise suitable vacancies internally, but reserves the right to recruit externally if the existing employees can't be withdrawn from his/her respective positions, or that they lack the required skills for the existing vacancy.

If the organization decides to advertise internally, it is done by an announcement on office notice board to the employees. Brief details of the minimum requirements for the application

and the job are given. The employee who wishes to be considered for the position will contact the Chief Functionary and apply for the vacancy formally only if he/she approves. In this case the over-all potential of the candidate and past performance in the organization is considered.

A.4 External vacancy announcement

If the internal recruitment round has not yielded any positive results or if the organization has decided to recruit externally only, the recruitment procedure continues with an external vacancy announcement. An external vacancy announcement is being done by cost-effective advertising. Such announcements clearly indicate the application procedure and closing date.

A.5 Application period

People who wish to apply for positions advertised externally can do so only by application and submission of an updated CV putting down personal details, educational details and details of working experience. Application period for any vacancy is at least 15 days from the date of advertisement. Applications received from candidates are short-listed and invited for the interview.

A.6 Interviews

Samajik Seva Sadan (SSS) invites candidates for interview to assess whether a candidate is sufficiently capable for a vacant position. Motivation, judgment, qualifications and experience on the job are part of the issues considered. Beside a talk with a candidate computer tests, knowledge tests, work on case studies, driving a car/bike are also part of an interview. The Recruitment board comprising of one or two EC members, the Director and Secretary forms an interview panel to conduct interview for vacancies. If a post is very specialized an expert can be asked to join the interviewing panel. During the interview the interview panel fills in an interview form for each candidate that helps to compare the results of the interviews.

After each round of interviews all candidates' merits are discussed and the decision is taken by the interview panel members. Each candidate is informed about the interview results. If the result is positive the candidate will receive a job offer including an invitation to discuss the terms and conditions of employment. No provision of TA/DA is there for candidates coming for the interview.

A.7 Second round of interviews

If during the first round of interviews no definite selection can be made, a second round of interviews with a limited number of the candidates is held. A second round of interviews is always required in case the vacant post, requiring a more in-depth assessment of the candidates. The second round candidates are selected by the interview panel that was active during the first round of interviews. After the first round of interviews, referees of the candidate are consulted.

For a second round of interviews the interview panel consists of more panel members than in the first round if believed necessary. The extra members may for instance consist of specialists or other key persons who may be important for reaching a more balanced and better decision.

During the second interview usually more in depth questions are asked. If no suitable candidate is found after two interview rounds the recruitment process starts again.

A.8 Appointment procedure and signing of contract

After final selection of a candidate, an offer letter for the post is sent to the candidate's postal address. The job offer letter clarifies the requirements for accepting the job offer and reporting on duty. The candidate will have to react to the job offer letter within two weeks. If the candidate shows interest in the job offer, an appointment letter with terms and conditions of employment is issued by the Director of Samajik Seva Sadan (SSS). If the candidate accepts the employment contract is signed. In some cases a second meeting is required to further discuss the terms and conditions of employment before signing these documents. Each appointment letter would carry a copy of the staff policy document. Period of contract depends upon the nature of the project and it is not obligatory on part of SSS to extend the contract beyond the specified period.

A.9 Probation period

All new appointees stay under probation for a period that varies from 3-6 months. The goal of the probation period is basically:

- a) To test the ability of the probationer to perform well on the job
- b) To test the suitability of the probationer's character to fit into the organization

A supervisor for the probationer is deputed from among the senior staffs of the organisation that guides as well as monitors the work progresses of the probationer. If work performance during the probation period is not satisfactory, the contract shall be terminated. In special cases, where there is scope for improvement, during probation staff is only entitled to consolidated pay allowances. Leave, medical benefits and such other benefits as admissible under staff policy shall not be applicable to the probationers.

The first month of probation is meant to familiarize the probationer with the organization and also to help him/her to settle down and understand the organization's operations. After one month the supervisor and the probationer assess together whether the work progresses well and where improvements are needed. The supervisor prepares a performance report of the probationer and submits it to the Director of Samajik Seva Sadan (SSS) for review. If the first month was unsuccessful and there are no positive prospects for performance to be improved, at this stage the probationer can be dismissed or demoted the person to his/her former position (in case of an internal probationer) or can be transferred to another position, or can continue the probation period in the current position. However after completion of the probation period performance of the probationer is once again evaluated by the supervisor and based on his/her recommendation either the employment of the probationer is confirmed or probation is further extended or complete dismissal of the probationer or to transfer the

probationer to another position in the organization. In case the decision is to extend the probation period, this will be for a period of another 1-3 months.

If a probationer is dissatisfied with the decision of the organization he/she can appeal to the Director. The Director may in such case invite the probationer for a personal meeting. For this meeting the Director may invite other persons as well. After considering the appeal the Director will take a final and binding decision.

A.10 Notice of termination of contract or resignation

Written notice to terminate employment, by the organization to the employee or by employee to the organization must be done as follows:

- a. During probation: 7 days in advance
- b. Employees up to one year employed: 30 days in advance.
- c. Employees longer than 1 year employed: 60 days in advance.

One Month salary will be deducted and experience certificate will not be issued failing to comply with the Notice period for termination of contract or resignation

The organization may revoke these conditions on the basis of:

- a. Provisions within disciplinary procedures. Immediate dismissal can be given in case of insubordination, absenteeism, lack of performance, lack of co-operation and theft.
- b. Continuous Underperformance for a period of 3 months
- c. Upon closing of associated project and uncertainties of further funding by respective donor
- d. The employee has been certified permanently unable to work by a medical practitioner
- e. The employee has been imprisoned or convicted of an offense.
- f. The employee disobey the organization policies & norms
- g. The employee Working against the organization interest

A.11 Retirement:

Because of contractual nature of employment in the organization, as such there is no age limit in the organization for retirement. So no retirement benefits also laid down in the policy.

SECTION-II: LEAVE POLICY

Introduction

Employees serving under the Samajik Seva Sadan's Terms and Conditions of Service will be entitled to an annual leave totaling 24 working days for each year of service. Employees may opt to take their leave in one single block or sets of blocks. Leaves have to be agreed by the line manager and approved by the Director. This section comprises of the following

- 1) Planning of leave
- 2) Requests and authorization procedures
- 3) Paid leave
- 4) Compassionate leave
- 5) Maternity and paternity leave
- 6) Medical/Sick leave
- 7) Public holidays
- 8) Leave without pay

B.1 Planning of leave

A leave calendar is drawn at the beginning of the year and agreed upon by heads of programs. Then the list is forwarded to the director for approval. Head of concerned project is responsible for inquiring the leave plans of employees working under the Project.

B.2 Requests and authorization procedures

The schedule of leave for all employees is at the discretion of their immediate supervisor in consultation with the project heads. For each scheduled leave period, the employee will submit a leave form to the Project Head after agreement by the immediate supervisor (who signs the form for approval). This will be done at least one week in advance (except for sick leave and compassionate leave). Depending on the circumstances, the immediate supervisor may reschedule the leave (in consultation with the concerned employee). The Person in charge of Admin will verify the leave record and sign the leave form for approval. Final leave approval is done by the Project head with copy to the Director who may reverse the leave schedule if certain circumstances may warrant this to happen. The immediate supervisor informs the employee about non- approval.

Employees taking leave are required to return according to the dates agreed in the leave forms. Otherwise the normal disciplinary penalties will apply: a formal written warning and loss of pay for the days the employee was not present at work. An employee serving on probation will not be allowed to take leave; however it is the discretion of the Director to allow.

B.3 Paid leave

Employees who have successfully completed their probation are eligible for paid leave under the following conditions:

- a) Employee is not on temporary terms of service or on induction/probation.
- b) The employee can never take more than the monthly leave entitlement multiplied by the number of months worked during the year minus number of leave already taken.
- c) Employee must apply for leave at least one week in advance.
- d) Leave not taken within the contractual year shall automatically expire and cannot be transferred to the next contractual year. Paid leave days cannot be cashed in.

B.4 Compassionate leave

In the event of death of real mother/father, first degree sister/brother, father/mother in-law, spouse and children, compassionate leave of a maximum of two days will be granted. This applies to employees on permanent terms of employment but under discretion of the project head. Employee on probation or temporary terms be granted this leave by the Director.

If the employee wishes a leave longer than two days, he/she shall propose the use of his/her annual leave entitlement or opt for deduction in payment (if there are no paid leave days (left)). This needs to be agreed in advance following the procedures.

B.5 Maternity and paternity leave

A female employee shall be entitled a maximum of once every 3 years to 3 months maternity leave on full pay. During probation and under temporary terms of service, there are no provisions for maternity and paternity leave.

During the maternity leave period, the normal benefits and entitlements of the employee including her contractual rights and accumulation of seniority shall continue uninterrupted and her period of employment shall not be considered to have been interrupted, reduced or broken. In the event of illness, certified by a registered practitioner, arising out of pregnancy or confinement, affecting the employee or her child, the organization shall grant the employee additional leave as required according to the situation.

A maximum of four days, if applied for, will be given to the male employee once every three years for paternity leave. This leave will be taken within a period of four days after the spouse has delivered.

Employee is encouraged to announce her pregnancy to her immediate supervisor as early as possible, and on such grounds, she will be allowed time off for her antenatal visits. Similarly same way, the nursing mother will be allowed time off during working hours for breast-feeding. The duration of absence should be determined on case-by-case basis, but should not exceed a period of two hours per day for a maximum of six months after giving birth.

In circumstances whereby an expectant employee may be working under dangerous conditions, which could result, into serious health hazards, management may re-design her duties. This will have to be certified by the organization appointed medical doctor and approved by the line manager.

B.6 Medical/Sick leave

Sick leave will be authorized when the employee is unable to work because of sickness or injury, or when the employee needs medical examination or treatment, which can be obtained only during the time when employee would normally be on duty. Sick leave is not used for care of family members or treatment for a family member. Absences of such nature are subjected to the normally applying disciplinary procedures. Application for sick leave should be evidenced by a doctor's certificate delivered on the second day of sickness latest, with a written request from

the employee, also delivered on the second day latest. Always a sick leave should be filled in. The immediate supervisor will make approval of sick leave then forward it to the project head who seeks approval of the Director. The sick leave will start from the first day of absence. The management has the right to visit the employee or send a doctor to visit the employee for the purpose of cross checking.

Employees are entitled to a maximum of 15 days sick leave days in year. This paid sickness benefit may be extended at management's discretion by another 15 days if employee is hospitalized. After the 30 days the case will be reviewed and the management will take a decision about termination of employment. Cases of misused sick leave will be subject to disciplinary action. This entitlement applies only if employee is on permanent employment contract and not on probation or on temporary terms of service.

B.7 Public holidays

The organization respects the public holidays as defined by the national authorities of the country. But because of the non-government nature of the organisation only 10 numbers of holidays against the public holidays declared by the government are allowed those are mutually agreed between staffs and the Management Committee. Public holidays falling within an employee's leave are not counted as leave days and as such are not deducted from the employee's leave record. Observation days declared by the government will be celebrated in the organisation and all staffs expected to attend the office. Other than this certain observation days will be celebrated by the organisation to show its solidarity towards the cause it is working for and will be decided by the Management Committee.

B.8 Leave without pay

Leave without pay is granted in exceptional cases to permanent employees who have been employed with the organization for a minimum of 18 months. The leave however fit into the planning of the organization and it should be able to (partially) replace the employee. The leave should be requested for three months in advance.

SECTION-III: SALARIES, ALLOWANCES & EMPLOYEE WELFARE POLICY

Introduction

In Samajik Seva Sadan (SSS) Salary means payment for work, made to an employee with an employment contract, usually done in the form of a monthly cash or cheque payment. The salary system of the organization is bound to agreed hard currency amounts and is followed by the organization. The amount of salary is paid according to the employment contract of the employee. The salary system is evaluated periodically by the organizations as per the funding support received from the Donor Agency.

Employees are expected to pay their government graduated tax to the concerned Authorities or any other tax they are obliged to pay, according to the law of the country. It is not the responsibility of the organization to pay this tax or to remind the employee to pay.

Incomplete months are paid by calculating the number of days actually worked. The salaries presented comprise the total of basic salary, housing and transport payments that an employee should receive. Necessary deductions paid by the organization for the employees also include in the salary. Each employee signs a pay slip (in duplicate) at the end of the month stating the above. One signed pay slip will remain with the employee and the other with the organization.

For each position in the organization it has been defined what the salary should be in hard currency. The salaries depend on:

- a) the position of the employee
- b) the time an employee has worked in the organization
- c) the performance of the employee.

This section consists of the following items

1. Basic pay
2. Performance Allowance
3. Acting allowance
4. Advance
5. Travel Allowances / per diem
6. Leisure
7. Break time tea and coffee
8. Work facilitation
9. Insurances
- 10. Support for Vehicle**

C.1 Basic pay

Basic as per the scale of SSS approved salary structure. New structure will be announced from time to time. If required, project specific revisions may be undertaken considering the special needs of that project.

C.2 Performance Allowance

SSS periodically undertake a performance appraisal with the employee. When the conclusion is that performance has been acceptable this results in either a promotion to a next step in the salary grading system of the organization or 5% increase in basic salary with due discussion with his/her supervisor of concern staff. This means that the employee from then on will receive the hard currency salary in the new step. Each step increase will be confirmed in writing by the Project head after obtaining the approval of the Director for the increase. In case of the salary increment of the Project heads, this will have to be approved by the EC. Employees with unsatisfactory performance will attract no promotion or step increase, but will continue to receive general compensations.

C.3 Acting allowance

Acting allowance is an additional allowance on top of the salary of an employee who acts on behalf of a higher grading position. Acting allowance may apply:

- a) If the employee for which one is acting is temporary absent (for instance for a training course or due to illness),
- b) in anticipation of the employee being promoted into the position he/she is acting for, or
- c) if the position is vacant and to be filled in the future by another person still to be recruited.

The granting of an acting allowance to an employee is decided on by the Director and Management team of SSS. The amount will be based on the grade the position the employee will act on behalf of. Acting allowance is not regarded as a merit increase. After acting is finalized and if the employee takes the full position, he/she will receive the payment suiting the post.

C.4 Advance

One can avail one month salary as advance. To settle the advance s/he get minimum five installment slab.

C.5 Travel Allowances / per diem

The Organization shall meet the following maximum expenses while staff is sent on official duty outside the place where the organization is working. These allowances are only paid against actual costs made. Travel bill will be reimbursed as per the travel norms given below:

	Particulars	Supporting documents
Inter-city travel	Actual – Normally sleeper class.	Tickets and travel agent bill not required with TA bill
	3-T AC is entitled for journeys more than 24 hours. In case of extra ordinary circumstances team leader can approve travel by AC tickets.	Ticket and travel agent bill required with TA bill
	Airfare in extra-ordinary circumstances and with permission of CEO.	Ticket and travel agent bill required with TA bill
	Private Taxi only with permission of the Team Leader/ CEO	Bill& Slip required with TA bill
Local Conveyance	Auto-rickshaws for normal travel within city.	Bill not required
Boarding	Unless provided for by the organization, this will be divided as follows: Metros – Rs 200 State Capitals – Rs 150 District HQ & Other Places – Rs 100	Bills not required

Lodging	Metros, State Capitals – Rs 500 project staff) Other Places – Rs. 200 Permission of CEO required if accommodation is not available within these limit.	Bill required with TA bill
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If an employee is sent on a training course the organization will determine the allowances needed. If for instance lunch is provided during the training course, the employee will not be given the lunch part of the allowance; when a training course takes place within the town where the employee lives and the employee can eat and sleep at home no allowance will be given at all. If third parties pay allowances (e.g. organizers of the training course) the employee is allowed to accept these but the organization will in such case not give an allowance to the employee. **On request employee can be given an advance, but that must be settled immediately after returning.**

The following are conditions for all employees in the organisation:

- a) All tour plans gets prior approval by an approval authority. The 1st mode of transportation is 2nd class train fair and bus fair in the shortest route.
- b) Travel bill must be submitted within three days of completion of travel. Travel bills submitted after 3 days without any appropriate reason will not be entertained.
- c) No travel advance will be given before the settlement of previous travel advance.

C.6 Leisure

The senior management shall arrange a staff get together with other employees once in a calendar year (usually as Christmas party). Venue and date will be decided upon by vote or discussion.

C.7 Break time tea and coffee

Tea or coffee is served to office staffs in the afternoon only in working days. The exact time is decided by the organization. Tea and coffee items are provided by the organization. Snacks, meals and extra drinks have to be paid for by the employees themselves.

C.8 Work facilitation

Depending on the position and tasks of the employee the organization will do as much as possible to facilitate the employee in his/her work. This means that the employee can use the organization's computers, transport (if stated in the job description), stationary, calculators, field equipment and helmets all while on duty. Usually these items are not taken home, but left in office.

Protective measures are provided for all employees but items/materials (except consumables) remain the property of the organization. Stationary can be used in normal quantities as required by the work. Employees can request for equipment or items needed to be able to perform duties. These can be granted at the discretion of the management.

C.9 Insurances

All employees are insured for bodily or material damage they cause to a third party while being on duty. This means they can't be sued by a third party on personal level provided the damage was not caused willfully or by negligence.

All employees are also insured for medical treatment as a result of an accident being on duty and income for a period of at least 3 months in case of full disability (based on their current income). The employee always has to wear a helmet while driving or co-driving a motor cycle while being on duty. In case death occurs while on duty as a result of an accident, the direct relatives are paid at least 3 months' salary. All these provisions depend on the insurance's assessment and are only paid if the insurance company decides to pay.

C.10 Support for Vehicle

- a) The program co-staffs not having a personal vehicle (2-wheeler) are allowed to request for a vehicle loan to the organisation. The amount is deducted from the salary of the staff in a reasonable terms
- b) As per the project provision a monthly travel allowance is paid to staffs using personal vehicle (2-wheeler) as approved by the appropriate authority from time to time for official purpose. In case of heavy running the travel bill will be reimbursed in per KM basis @ Rs.2.00 along with the Log Book.
- c) The project staffs can avail project allocated vehicles in a long term basis as per the need of the project. An agreement must be signed for the safety Security and maintenance of the vehicle will be allowed after duly fill up of vehicle requisition form. No staffs are allotted vehicle without a valid Driving License (DL)
- d) Vehicle running expenses bill should be submitted along with the copy of logbook within 7 days of completion of the month and must be scrutinized by the team leader. Bills submitted after 7 days of completion of the month without any appropriate reason will not be entertained
- e) The organization vehicles will be kept in office premises and will used for official works. The users have to maintain the log book otherwise the fuel bill will not accepted
- f) Only Coordinator and other senior Program Officers is provided with a jeep / motor vehicle can use vehicle or taxi within the budget limits. Any other senior Program staff or staff together wants to avail use of vehicle, prior approval from appropriate authority is essential
- g) The petty maintenance within Rs.50/- will bear by the vehicle holder. Other than that will be reimbursed by the office. The servicing of the vehicle is lies with the vehicle holder. If any time it is observed the vehicle is not safe, secured or maintained properly then vehicle can be withdrawn
- h) All two & four wheelers will be covered under third party insurance, to meet the loss of life and property of staff and 3rd party

SECTION-IV: STAFF DEVELOPMENT POLICIES

Introduction

Samajik Seva Sadan (SSS) has a system of staff development in place for employees at all levels. This consists of performance appraisals of the employees and the possibility for employees to follow internal and external trainings when they are invited to do so. Employees are also free to apply for training courses that they would like to follow. This section comprises of the following

1. Employee performance appraisal
2. Performance appraisal process:
3. Training
4. Transfers
5. Promotion
6. Use of notice board

D.1 Employee performance appraisal

Samajik Seva Sadan (SSS) periodically review the performances of all its employees that aims at improvement of performance in their current job. The objectives of performance appraisal of staffs by the organisation is

- a) To satisfy the individual's needs for feedback on performance and to assist him/her in improving the performance in the current job.
- b) To strengthen supervisor - employee relationships.
- c) To get feedback on the level of employee motivation.
- d) To help the employee to perform better in order to strengthen the organization as a whole to perform better.

D.2 Performance appraisal process:

After completion of the probation period and annually, each member of staff undergo an appraisal exercise to review his/her performance and to agree on new targets, as well as identifying training and employee development needs. Each employee is evaluated based on targets set, and then other new targets are set for the next year. It is the responsibility of employee and immediate supervisor to ensure that individually set targets are monitored on regular basis as specified in the completed performance appraisal report. Failure to comply with this will have an adverse implication on the part of the immediate supervisor and concerned employee. One copy of the appraisal form is given to the employee in duplicate and the original copy of the form is filed in the employee's personal file. If the employee does not agree with the outcome of the appraisal, he/she can appeal with the Director.

D.3 Training

The organization supports a policy of progressive development of employees. Training needs of employees at all levels are assessed regularly and where required for the job, internal or external training are organized at the organization's expense. Training wanted and initiated by

the employee but do not suit the organization's budget or priorities should be paid by the employee and be done outside working hours.

Employees who pursue courses sponsored by the organization, and have a high cost implication, are obliged to serve the organization for a minimum of 1 or 2 years (depending on the amount) after training before they can resign/retire from the organization. They will have to sign an agreement under this arrangement.

D.4 Transfers

The organization appoints the employee to a specific project location (District Office) and this may be subject to transfer at any time. An employee may be given the opportunity to transfer because of:

- a) The organization may initiate the transfer. In this case the employee needs to be consulted on the possibilities for him/her to transfer.
- b) Transfer may be effected as a result of personal interest/request and this may take place after request by the employee to be transferred to another office. An employee wishing to transfer from one Branch office to another usually has to apply for an existing vacancy. If the post is advertised externally, he/she would have to equally compete with external applicants.

Transfers need the approval of the Director. Employees who are transferred may apply for coverage of incurred costs involved in the transfer. This will be looked into per each case.

D.5 Promotion

Samajik Seva Sadan (SSS) gives adequate scope to its staff to take advantage of joining higher position as per the guidelines outlined for recruitment. Promotions are linked to the past performance of the staffs in the organisation and their eligibility for that particular position. If an employee takes up another position in the organization his/her salary is fixed according to the grading level of the new position, starting as if the employee was newly employed.

D.6 Use of notice board

All important communication regarding vacant positions, the change in positions of employees (whether being promoted, acting on behalf of, transfers, new appointments, resignations, etc), training courses and other important issues regarding staff development are announced on the notice board in the office for every employee's information.

SECTION-V: DISCIPLINARY PROCEDURE

Introduction

Samajik Seva Sadan (SSS) has developed a Code of Conduct for the employees. Every employee upon acceptance of a position with the organization signs the Code of Conduct at the same day the employment contract is signed. The Code of Conduct comprises the rules to which all employees should comply. This section comprises

1. Code of conduct and working Rules

2. Disciplinary procedures
3. Procedures to be followed
4. Guidelines for handling offences
5. Appeals
6. Grievance handling procedures
7. Grievances against employees

E.1 Code of conduct and working Rules:

All staffs are required to :

- a) Observe their contract of the employment in all respects; this includes the terms and conditions mentioned in the appointment letter and the staff policy document and performing effectively the duties of the job for which they have been employed.
- b) Observe all SSS directives, procedures, instructions and policy statements and respect the confidentiality of information.
- c) Give due consideration to the safety and welfare of others.
- d) Observe SSS's normal working hours including any variation agreed for field projects/ specific projects; obtain the prior approval of their supervisor for any absence from work and inform as soon as practicable of reasons and duration of their unexpected and unavoidable absence from work; send to the appropriate office, medical certificates for longer period of sickness absence.
- e) Behave to colleagues and seniors in a manner which expresses love, respect and maintains individual dignity, maintenance of good working relationships and the ethics of a charitable organization; the behavior not only be consistent in performance of their duties, but personal integrity; as SSS provides a lot of freedom in work and financial dealings, it expects the staff to be much more honest, transparent, self-controlled and high level of self-accountability; the staff should have personal responsibility and care to maintain its good image outside the internal working environment should be of helping each others , extending warm welcome to new comers as well as relating in a similar manner with the ex-colleagues; violation of any working rules shall be treated as offences and disciplinary action will be initiated.

E.2 Disciplinary procedures

Disciplinary procedures apply to all employees at all levels irrespective of the nature of employment.

This is to ensure that the organization's policies, standard of performance and behavior are maintained at an appropriate high level. The organization's policy is to ensure that always a

positive approach is used to motivate the employee. Disciplinary procedures only come in if the encountered situation is of willful nature and (potentially) damaging to the organization and/or colleagues. It is at the discretion of the Director to judge whether an offence is minor or major. Depending on this judgment Samajik Seva Sadan (SSS) follows standard disciplinary procedures. An Ad hoc disciplinary committee is instituted to deal with disciplinary cases and settled mutually.

The following are the step by step disciplinary actions followed by the organization:

- a) **Verbal warning:** (not recorded in personal file of the employee).
- b) **Written Warning:** Each warning letter is recorded in the personal file of the employee. Each warning letter has a particular level, depending on the offense. If warning letters issued to an employee exceeds 4 times during the whole time of service of the employee, the Project heads of the organization can decide to start the procedures for dismissal or suspension of the employee whenever he thinks this is necessary.
- c) **Suspension.** Suspension means that an employee is sent off the job for a limited time of 2 weeks maximum without payment of salary. The decision to suspend someone is taken by the Director.
- d) **Transfer to another job / place**
- e) **Down grading in present job with a reduction in salary**
- f) **Withholding of future increments**
- g) **Supervision for a period without pay**
- h) **Dismissal:** Dismissal can be with or without pay, depending on the offense. The decision to dismiss someone is taken by the Director in consultation with the Project heads.

E.3 Procedures to be followed

The line managers and supervisors are primarily responsible for identifying offenses. They communicate each offense to respective the Project heads. In reaction to an offense the Project heads provide a verbal warning to the involved employee in case of small offenses. In case of larger offenses the Project heads and/or the Director coordinate the disciplinary action. After the approval of the Director the agreed disciplinary action is imposed on the involved employee.

The following authorization levels can be distinguished with regards to disciplinary action:

Verbal warning:	Line Managers
Warning letters:	Project Heads
Suspension:	Project Heads in consultation with Director
Dismissal:	Director

E.4 Guidelines for handling offences

The table below shows a guideline for how to handle offenses.

Type of offence	Minor	Major
Willful failure to obey legitimate instruction	Warning letter	Warning letter
Willful loss, misuse, damage, theft, unauthorized use of organization's property	Warning letter	Warning letter, suspension or dismissal
Improper publicity of organization's image	Warning letter	Warning letter
Absenteeism	Verbal warning / Warning letter	Warning letter, dismissal
Lateness or leaving work without permission	Verbal warning / Warning letter	Warning letter
Failure to co-operate with other employees	Verbal warning / Warning letter	Warning letter
Gossip among and about colleagues within/outside the organization	Verbal warning	Warning letter
Reporting on duty under the influence of alcohol/narcotics	Suspension	Dismissal
Breach of safety rules	Warning letter	Warning letter, suspension, dismissal
Careless or neglect of work	Warning letter	Warning letter
Fighting at workplace	Dismissal	Dismissal
Threatening behavior towards another worker	Warning letter	Warning letter, suspension, dismissal
Having private business with suppliers of the organization on organization's deals	Warning letter	Suspension, dismissal
Claiming expenses from the organization which are higher than the actual expenditure or which do not exist	Warning letter	Suspension, dismissal
Any other offence not stated above	Verbal warning, Warning	Suspension, dismissal

	letter	
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If a formal warning is written to the employee it explains the nature and seriousness of the offense. A copy of this warning will be given to the Director and placed on the employee's personal file. Following the delivery of the formal disciplinary action the Project Head concerned hold a formal interview with the employee during which contents of the letter is discussed. Minutes is taken and filed as well.

The disciplined employee must countersign all disciplinary letters or minutes of the proceedings of the disciplinary interviews. Failure to the employee member to endorse the document should be reported to the Director and noted on the employee's personal file.

E.5 Appeals

At any stage in the above proceeding, the employee may appeal through the Project Head for suspension or change of the disciplinary action. The Project Head ask advise from others within the organization and produces an advise in writing which is handed to the Director who make a final decision about the disciplinary action. No further appeals will be permitted.

E.6 Grievance handling procedures

An employee may have a legitimate grievance against a colleague, a manager or the organization. This for instance includes conditions of work, unreasonable instructions, poor co-ordination, poor or inappropriate communication or other matters. The employee is encouraged to feel free to seek settlement of problems, complaints and grievances without fear of interference or dismissal. In such case the employee is, however, obliged to follow the procedure mentioned below. Always the person against whom the grievance is held is heard too.

E.7 Grievances against employees

The employee will approach the Project head for grievance. In case the grievance is against the Project head the employee will approach the Director. The Project head/Director investigates the matter and if possible solves the issue to the employee's satisfaction. Grievance complaints are always taken very seriously by Samajik Seva Sadan (SSS) and are given full attention immediately. The organisation resolve the grievance by inviting the person against whom the grievance is held and the employee who expressed the grievance to come to terms with each other in a personal conversation in which the Project heads/Director acts as a facilitator. Agreed points between both the persons during discussion are laid down in writing and both persons sign it for approval. The agreement is made up in three-fold: one copy for each of the two involved employees and one copy for the filing system. If the issue is not resolved in this process decision of the Director is final and binding.