

HUMAN RESOURCE POLICY
OF
THE SOCIETY FOR WELFARE, ANIMATION & DEVELOPMENT



SOCIAL SERVICE CENTRE
CONVENT ROAD, RAYAGADA- 765 001, ORISSA, INDIA

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I. INTRODUCTION

SWAD, the developmental wing of the Catholic Diocese of Berhampur, Odisha, India, since 1993, has been walking with the poor in eight districts of South Odisha.

SWAD **envisions** building a just, equitable peaceful, harmonious, inclusive and self-reliant society that is rooted in love. SWAD **mission** is to promote livelihood, education, health, gender equality, environmental justice, human rights and dignity of all-especially that of the poor and the marginalized such as Tribals, Dalits, Women and Children through the process of non-violent conflict transformation and participatory sustainable development.

As a social service society, SWAD seeks to walk with the poor in their journey toward integral development. This inspires the society to see its staff as human resources and as partners in delivering its services to the poor. Basically the personnel are to be motivated by a spirit of voluntarism and service to the poor. Though specialization capacitates a person to become efficient and effective in delivering a particular type of service, in the spirit of team work every staff member of SWAD is expected to be multi tasking. However, as an organization SWAD is committed recruit and help each staff member grow with a core competency in a specific thrust area. The following policies guide SWAD in managing its human resources.

II. STAFF STRUCTURE

A. Categories :SWAD is to have six categories of staff:

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

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

i. Full-time Regular Employees are those employees who have been regularized after a certain period of probation or contractual work. They work for 35 hours per week and are eligible for all the benefits.

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

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

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

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

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

D. Qualification: The staff members of SWAD are to be professionally qualified both in academic degrees as well as in experience for the type of services the Organization recruits them. Persons with degrees in Social Sciences, Social Work, Sociology, Applied Economics, Agriculture, Development Communication, Rural Management may be recruited as collaborators. Over and above the academic degrees, most importantly, people seeking opportunity at SWAD to get involved in the development process of the poor are also required to be caring, sensitive, accommodative and a team member. Those desirous of working at SWAD are to be ready to work in all the eight districts of South Orissa, in the villages or in the town, in the field or in the office.

III. STAFF RECRUITMENT POLICY

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

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

C. Interview: Every post in SWAD is to be filled after standard procedures of interviews consisting of oral and written tests, scrutiny of the transcripts of certificates and after cross

checking with previous work place and references given by the candidates. The interview is to be conducted by a panel of interviewees duly constituted by the executive committee of SWAD. External consultants are to be approached to select certain managerial candidates.

D. Probation Period: For any employee joining SWAD, he/she is to spend a period of probation consisting of three to six months as per the nature of the work and category of the staff. This probation period may be waived by the executive committee of SWAD in some special cases. During the probation period only 75% of the salary of the approved amount would be given and the balance of 25% would be deposited in the Human Resource Development Fund (HRDF). If the employer and the employee are satisfied then an official appointment is given at the end of the probation period. Any decision taken by SWAD not to regularize after the probation is over cannot be contested by the applicant. The decision of SWAD is final. The terminated candidate will have no claim from the organization.

E. Contract Appointments: Most of the staff recruited by SWAD is to work on a contract basis for definite programs. As salary support depends on the continuation of the programs, it is to appoint personnel on a contract basis for the program period.

IV. SALARY, STAFF RETENTION AND STAFF PROMOTION

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

B. Salary Package: SWAD is committed to a minimum honorarium of Rs. 5000/- for the Community Organizers, Rs.12000/- for the Coordinators and Rs.15,000/- for the Program Managers per month.

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

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

V. STAFF DEVELOPMENT

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

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

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

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

VI. HOLIDAYS AND LEAVE POLICY

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

A. SWAD Holidays: The following 15 days of national importance and festivities shall be holidays for all the staff of SWAD.

- | | | |
|---------------------|---------------------|---------------------------|
| (1) New Year's Day | (2) Republic Day | (3) Holi |
| (4) Maundy Thursday | (5) Good Friday | (6) Eve of Easter |
| (7) Utkal Divas | (8) SWAD Annual Day | (9) Independence Day |
| (10) Gandhi Jayanti | (11) Durga Puja | (12) Diwali |
| (13) Christmas Eve | (14) Christmas | (15) Last Day of the Year |

B. Leave Policy: Every staff member of SWAD may avail 10 days of leave during the year for general purposes. Each staff will have to seek prior permission to use these leave days from the Director of the Organization through his or her immediate supervisor. The application for leave will have to be applied for in a prescribed format available at SWAD office in person and not through a proxy. This should include the person who will be incharge during leave period.

C. Special Leaves with Pay and with Loss of Pay:

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

(ii) Maternity Leave: A female member of SWAD staff may avail two months of maternity leave with full pay.

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

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

Though SWAD desires that its staff members pay attention to the welfare of their family and spend as much time as they can on Sundays and holidays, it being a social service

organization expects its collaborators and staff to cultivate a spirit of self-sacrifice and work even on Sundays if the situation so requires.

VII. ETHICAL BEHAVIOUR & CONDUCT EXPECTED FROM THE STAFF

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

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

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

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

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

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

G. Use of Internet & Mobile Phone: The use of mobile phone is strictly prohibited in the main office room and training hall. The staff needs either to switch off or to keep them in the silence mode while working or attending meetings and seminars. During working hours

only important personal calls are to be made or received. No one is allowed to browse through the internet for personal purposes during office hours. It is strictly prohibited to browse through or download pornographic material.

VIII. SUBSTANCE POLICIES

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

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

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

IX. POLICY OF TERMINATION

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

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

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

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

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

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

X. DISPUTES AND GRIEVANCES

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

XI. HARASSMENT POLICY

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

- If a person's behavior makes an employee uncomfortable, the employee should feel free to immediately advise the person that, in the employee's opinion, the behavior is inappropriate and that the employee would like it to be stopped.

- If the staff member is not comfortable discussing the issue with 'the person', or if the person fails to respect the staff member's request, the staff in concern should report the incident to his or her supervisor. If, for whatever reason, the staff does not feel that the supervisor is a suitable person to whom the incident could be reported, then the Executive Director or, if necessary, the President of the Governing Body or the Gender Desk may be contacted.

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

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

XII. POLICY ON CONFIDENTIALITY

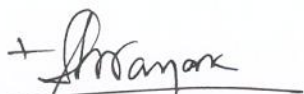
Any information that an employee learns about SWAD, or its members or donors, as a result of working for SWAD that is not otherwise publicly available constitutes confidential information. Employees may not disclose confidential information to anyone who is not employed by SWAD or to other persons employed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

XIII. ACKNOWLEDGEMENT FROM THE STAFF AND AGREEMENT TO THE HR POLICIES

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

XIV. PERIODIC REVIEW

SWAD reviews its Human Resource Policies and scrutinize its efficiency every three years.



Bishop Sarat Chandra Nayak

President
PRESIDENT
SWAD.RAYAGADA



Fr. Joseph Valiaparambil
Secretary cum Director
DIRECTOR/SECRETARY
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