

HUMAN RESOURCE POLICY-2009

LOK KALYAN SANSTHAN



Human resource policy

Human Resource is the most valuable asset of any organisation. It takes utmost care to keep its human resources satisfied and motivated. Organizations performance and resulting productivity is an indicator of the satisfaction level of its employees. For the betterment of the Human Resources, Lok kalyan sansthan has laid down a vision, mission, objectives and strategies.

Human resource vision

To attain organizational excellence by developing and inspiring the true potential of Lok Kalyan Sansthan human capital and providing opportunities for growth, innovation and enrichment.

Human resource mission

To create a value based organization by inculcating a culture of learning, creativity & team work and aligning social vision priorities with the aspiration of our people leading to development of an empowered, responsive and competent human capital.

Human resource objectives

- To foster a climate of creativity, innovation and enthusiasm
- To provide a work environment that is a source of creativity and enjoyment
- To develop and sustain core values

- To provide opportunities for growth and development
- To inculcate a spirit of learning and enjoying challenges
- To provide job contentment through empowerment, accountability and responsibility
- To demonstrate fairness, equality of opportunity and respect to all
- Make them to tack responsibility
- Feel free to any type of fear-----

Purposes

HR policies allow an organization to be clear with employees on:

- * The nature of the organization
- * What they should expect from the organization
- * What the organization expects of them
- * How policies and procedures work
- * What is acceptable and unacceptable behavior?
- * The consequences of unacceptable behavior

ABOUT THE ORGANIZATION

Organization was formed, with a vision of equitable and just society where everyone can live without fear, hunger and corruption. It was an individual effort that took a shape of an organization. Founder of this organization was a fellow of the developmental studies. During his fellowship, he decided to establish an organization to address the plight of the community, to that he belongs.

Lok kalyan sansthan is a non-government non-profit making and politically independent organization, registered under Rajasthan Societies Registration Act–1958. The organization from last six years is working on the prominent issues of the community like Education, Health, Dalits, Agriculture, Drought, and Drinking water with a view to address the plight of the people and enhancing its intervention to the poverty reduction.

Vision: – Organization visualizes its vision through minimizing fear, hunger and corruption in the community for the cause to establish an equitable n just society, based on values where every individual can enjoy their fundamental rights, guaranteed under Indian Constitution.

Mission: – Social, economical and political empowerment of disadvantaged and marginalized section of the society, especially women, children and dalits, so that they can be self-reliant and empowered enough to assert their due share and right to the mainstream of development.

Human resource policy functions

1. Selection and recruitment of staff

- Agreement by candidate

2. Assessment of candidates

3. Salary of the staff

- Increment
- Availability of financial resources
- Performance
- Additional responsibility

4. Facilities and benefits

- Leaves
- Maternity leave
- Maternity support
- Group insurance

- Casual support
- Pan card
- Bank account
- Health related facilities
- Advance loan
- Allowances

5. Administration

- Monthly meetings
- Quarterly meetings
- Annually meetings
- Reporting
- Working hours
- Organizational assets
- Disputes
- Dismissal

1. SELECTION PROCEDURES

- **Selection of staff**

Staff is an important asset for any organization. Therefore, selection of any employee is important. In our selection and recruitment committee five members are there, two women and 3 men. Thus for selecting an employee, we first invite the applications as per the eligibility criteria for that post. This invitation might be through newspaper, Internet, website, visit in colleges or through declaring in the village meetings. After receiving the applications, we short list the probable candidates and then call them for the interview on the decided date. After the interview conducted, few days' later results are declared and the selected candidates are informed and asked to join by the tentative date. As per the number of vacancies, candidates are kept in wait list. If the main list candidate does not join the organization, then the waiting list candidate is asked to join at the same place. We are having minimum qualification criteria for man is higher secondary and for woman is high school passed

- **Agreement by candidate**

After the selection of the candidate, he is made to sign an agreement, in which it is clearly mentioned that the first three months will be on a probation basis and after that, an assessment of that employee will be done. Agreement also clearly mention that the post offered is temporary and project based. After the assessment, it will be decided, whether that employee will continue with the organization or not. Depending on the assessment, type of work, project, field area, community for that employee will be decided. Assessment will be done by the core team that involves secretary, project coordinators, staff members of the project in which that employee has worked. Decision of this core team is final. Though there is option that core team can extend the period of probation or can reduce the period, but it is the last body to decide and take decision. Generally we decided the criteria at least three month for new candidates.

2.EVALUATION OF CANDIDATE PERFORMANCE

- **Assessment of candidates**

Assessment done by the core team is based on a set process. The decided process is always used for the assessment of every employee, until there is an exceptional case (as of Accountant). The core team on the expiry of the probation period does assessment. Core team involves Secretary, project coordinators and some staff of that particular project. Certain parameters have been identified to assess the individuals. These are fieldwork ability, documentation, reporting, punctuality, vocal capability, relationship making, commitment and decision-making. Core team members are asked to give that employee points out of 10 on each trait. After it, all the points of different traits are added and if that employee gets 40 or more than 40 points, he considered as passed and if the marks are less than 40, he is considered as fail. Moreover, in this, two parameters are critical and one has to pass in that and out of eight, one has to clear six including those two parameters. If the results are found satisfactory, then the employee is asked to continue with the organization otherwise he has to quit it. Once rejected, we do not consider the same employee again for the organization (except in very few cases but that should be reasonable enough and the core team should ensure that now he is really going to contribute well for the organization). The assessment result and process will be declared in the general meeting and then a formal welcome or farewell will be given to that employee.

3.SALARY OF THE STAFF

Salary of the employee will base on her/his educational background, experience of the developmental sector, attitude and commitment. We have an organizational policy that we are not going to have more than 10 times difference in the salary of the lowest level staff and uppermost staff.

- ❖ Salary in the organisation should be monthly paid.

- ❖ Always keeping a principal of minimum wage.
- ❖ The women field employee salary should be start - 3500 Rs/month
- ❖ The men employee salary should be start - 3500 Rs/month
- ❖ One month salary of the employee (maximum Rs 5000) should be taken as a security, but he can take some advance money from the organization at that time but he/she should deposit this amount within 3 month of joining the organisation.

- **Increment**

Growth is one of the important factors, which motivates individuals/organizations to perform better in their work. Thus, organization is very much sensitive to this issue and therefore it has decided to provide annual increment to their employees. But as it is a fact that everybody do not perform equally, we have laid certain conditions for imparting increment to the individuals.

- **Availability of financial resources**

As it is a grass root organization, salary of the staff is project based and National / International funding agencies or the government/non govt. organization supports almost every project. These projects are surrounded in the budget boundaries. After every year, when we revise the budget, we keep the provision of 10% or more increment in the staff's salary. As we have mentioned our limitations, generally this 10% or more is sanctioned but sometimes this does not happen due to some reasons. In that case, considering our financial limitations we do provide only sanctioned increment to that particular staff (provided some one, have not done an exceptional work). Else, taking into account other parameters we provide 10% or more increment to the project staff. Criteria for the increment will be post, responsibility and salary drawn.

- **Performance**

Performance of all staff has measuring by the core team at the end of every quarter and taking necessary action like skill developments, training opportunity within the organisation and outside opportunity if any and some time changing the responsibility of particular project or programme to achieve the maximum uses of human assets, As well as this happens within the programme or project in which programme coordinator is this much powered that he/she can measure the performance of his/her staff and can change the position, training, skill development or can send to out of project / programme.

- **Additional responsibility**

The other important parameter, which will be considered, is the additional responsibility taken by the individuals on the voluntary basis or paid responsibility. Potential of handling different jobs by the individuals will also be considered while considering for the increment.

Additional responsibility taken by the individuals are a very important for organisation because many works which are not covered in any project are also necessary to do, and some time PRI- project assessments, analysis and presentation are must for a organisation to move further.

4-Facilities and benefits

Apart from their salary, LKS also entitles its staff to additional benefits to get greater employee satisfaction. Though we have plan for several other benefits, but currently we are imparting only following –

- **Leaves**

Leave is one of the important and sensitive issue for the employees in the grass root organizations. We recognize it and are committed not to make it an issue in LKS. For the same we have decided to eliminate

Sunday leave. Instead of bounding an employee to take leave on the Sunday, we have kept a provision of taking four leaves in a month. Employee can take these four leaves any time in the month (Provided there is no specific condition such as funding agencies visit, evaluation etc. or some organizational work). Keeping the outstation employees into consideration, we also have a provision for pooling these holidays for three months and one can take these holidays on a cumulative basis. Thus, one can take **12 holidays** at the end of third month. However, these holidays cannot be pooled for more than three months. Except this, there is a provision of **12 casual leaves**. One can take these leaves any time in emergency. Along with it, there are gazette holidays. Total **20 gazette holidays** given by the organisation.

If any employee did the work in holidays, then LKS should be given the extra holidays of other times.

If any employee was sick or any health problem occurs then LKS will be provided 20 leaves on the basis of medical certificate given by doctors. And full salary should be given to the employee.

- **Maternity leave**

LKS has number of female staff and it has always promoted participation of women in the development sector. Thus to address the need of women staff, along with other provisions, we have a special provision of maternity leave for the women. They are entitled to get one month paid leave and four month honorary leave. These leaves are not enforced for four month but two month morally forced leave because we are working on child rights. It depends if a female staff ask for it. Considering the period of leave, we temporarily appoint a female staff on her place, but that is provisional .If both husband and wife are the staff members of the organisation, then in this case 10 leaves should be given by the organisation to the husband also at the time of delivery.

- **Maternity support**

Apart from one-month salary, we also have a provision for maternity financial support. In it we will manage support during maternity. This is something, which we feel necessary, considering the financial status of field worker.

- **Group insurance**

Keeping in mind that this world is dynamic in nature, we are also sensitive for the future security of our employees, especially in case of casualties. Thus to ensure security, we have gone for the group insurance. For availing this insurance, an employee has to contribute Rs. 200.00 per year only. In it, if an employee met an accident, which results into her/his death or permanent disability, the amount will be given to that individual or her/his family members. The organisation should be given 2 lakh Rs group insurance. And every employee of the organization should be given one month salary to his/her family for support.

- **Casual support**

Causality means problems on an individual but if that is a life causality of an earning member, it results into hell lot of problem for her/his family. Extending its sensitiveness to the family of our staff, we have taken a decision for providing a casual support to that family under suffering. As we are grass root organization, we always have very tight budget. Thus for the casual support, our employees have taken initiative and decided to give their one month's salary to that family under suffering for immediate relief. We recognize their contribution and sensitiveness towards their team member.

- **Pan card**

Employees whose annual income is more than Rs. 150, 000.00, should have a PAN Card. She/he should submit her/his PAN No. to accounts department of organization so that it can be used for annual income tax assessment of that individual.

- **Bank account**

It is mandatory for every employee to have a bank account in nationalize bank and salaries of that employee will be directly paid to the bank account. The employee will operate bank account and organization will only be responsible to deposit salary in her/his account.

- **Health related facilities**

If any employee suffering from any serious disease in which expenses are more than one month salary of particular staff, then the organisation will be provided the support up to 10,000 Rs payment in his/her treatment. And the paid leaves up to 12 days will be provided by the organisation, and the organizations employees also having the duty to support the affected employee morally as well as financially. On the basis of admit in the hospitals and doctors prescriptions.

- **Advance loan**

If any employee needs some payment in emergency, then the organisation should be given up to 5,000 Rs and employee returns it in within three month of installment. He will give a latter with revenue ticket pasted and with two guarantors of LKS staff.

- **Provision fund:** - p.f. provision/p.p.f. is decided as per the government rules and procedures.

- **Allowances**

- ❖ **TRAVELLING ALLOWANCES:-**

Organizations believes in comfortable but not more expensive travel so allowances should be given as per class of city, in 'A' class city second class fair and in 'B' class city third class fair or as per arrangements in project / organizers arrangements.

❖ **FOOD ALLOWANCES:-**

Organizations should be given 200 Rs per day in 'A' class city and 150 Rs in 'B' Class city as food allowance on producing bills but expenses are less than said amount than only actual amount will be paid.

❖ **STAY ALLOWANCES:-**

Organisation should be given stay allowances in 'A' class city 300 Rs and 200 Rs in 'B' class city.

❖ **TELEPHONE ALLOWANCES:-**

Telephone allowances are given as per decided by the core committee on the basis of work requirement to each staff and these are flexible as per job responsibility.

Project coordinators: -	500 Rs
Program coordinators: -	850 Rs
Chief coordinator Rs: -	1500/-
4000 – 6000 salary :-	300 Rs
Less than 4000 :-	200 Rs

❖ **FIELD VISIT ALLOWANCES:-**

Travelling fare should be given as per the distance and breakfast allowances should be provided to the field worker.

❖ **Mess system**

In LKS mess system should be start and diet system should be followed. 20 Rs diet, and 10 Rs breakfast, 2.50 Rs tea should be rated. And if outsiders will come then diet should be rated as 45 Rs diet breakfast 20 Rs. provisions, tea 5 Rs. should be followed.

5. Administration:-

Following rules and regulations are made to ensure the proper functioning of the organization –

- **Monthly meetings:-**

Monthly meeting is organized in the organizational premises for the project coordinators and some core staff of the organization. This is monthly planning meeting and daily activity of the project staffs is determined. This is one day meeting. In this meeting all the food and stay allowances are given by the organization to every employee.

- **Quarterly meetings:-**

Quarterly meeting is organized in the organizational premises and it is mandatory for every employee to attend it. This is a planning and review meeting. This is a two-day residential meeting and organization bears all the costs of the staff on actual basis.

- **Annually meetings:-**

Annual meeting is organized by our organization, where the assessment of project, employee, and future task discussed. The analysis of every process and related work also done in this meeting.

- **Reporting:-**

All the field support staff will directly report to their respective project coordinators. They will submit their monthly report to their project coordinators. Project coordinators will assimilate the staff report and responsible to report to the partner organization. She/he will also report to the organizational head about the progress of the project.

- **Working hours:-**

This is a responsibility of every individual to ensure eight productive hours in the organization. In summer, the timings will be from 9:00 a.m. to 6:00 p.m. with a lunch break of 1 hour. In winters, the timing will be from 10:00 a.m. to 5:00 p.m.

- **Organizational assets:-**

No staff of organization is allowed to use the organizational assets for their personal use. Assets are there for better implementation of the project. If found involved in doing so, administrative action will be initiated. For vehicles, no one without driving license can drive the vehicle. In doing so, if she/he causes injury or any financial

fines, will be self-responsible. Organization is not going to bear that cost. Few main principles are follows to keep all assets are safe and long lasting

1- All assets are numbered in a series

2- All assets should be insured by a reputed insurance agency

3- Assets should be issue to an individual should be return and should have handling capacity

4- Assets are our responsibility to keep safe, protect from harmless if any damage occur than 50% cost should be charged from responsible.

- **Disputes:-**

If there is any dispute regarding the administrative procedures, it should be brought to the knowledge of the Core Committee in written. Core Committee will decide on the issue and its decision will be considered as final. Individual is bound to follow the decision. If any body is not satisfied with decision taken by core team then only he/she can take it to outsiders. Any discrimination again women, Dalits, differently able or child rights are not permitted and these are the high risk issues in which action should be taken within a weak is necessary.

- **Dismissal:-**

As we are proud to honor our prestigious employees, we are also very serious to put off those individuals who district the healthy environment, indulge in corruption, malfunctioning, discrimination against dalits and women or in any other type of activity which affects the values and morality of an organization. Because dismissal is the saddest part of an organization, therefore we want to ensure that no employee should be dismissed without clear and proven allegation. Thus to ensure the same, we have declare a clear guidelines. This guideline is formed with the experience of last several years. These are following

- An allegation is established on an individual based on statements of staff members or villagers. To establish the allegation, core team meeting is called and clarification is asked from the accused.
- If core team will feel the requirement, it will issue a notice to the accused asking him to suspend its visits of the field and attach himself to the office.
- Core team will analyze the seriousness of the allegation and if found necessary, it will form a team of 2 members internal and one member external to collect statement and evidences against the accused.
- Inspection team will submit an inquiry report to the core team and based on the report submitted, it will forward its recommendation to the governing body of the organization.
- Governing body will finally approve the recommendation (provided if it is satisfied with the statements and evidences) or can ask for further clarification.

At last we all LKS team members are signings this documents with theses limitations that

1. human assets are our main strong assets and this should not be suffered
2. use values and principals where not any written provision are available
3. work responsibility, arrangements like field stay, office administration reporting pattern are the matters of core team and all staff should be bounded to follow all.
4. Changes if any required can be done by the 2/3 majority of total staff in any time but cannot be changes in values, principals and organisation mission vision without 2/3 majority of governing body also.