



HUMAN RESOURCE MANUAL



Warsi Sewa Sadan

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1 INTRODUCTION

This document has been developed by WARSI SEWA SADAN (WSS) Kannauj in order to familiarize its employees with and provide information about working conditions, key policies, procedures, and benefits affecting employment of WSS.

The information contained in this HR MANUAL applies to all employees of WSS. Following the policies described in this HR MANUAL is considered a condition of continued employment. However, nothing in this HR MANUAL alters an employee's status. The contents of this HR MANUAL shall not constitute nor be construed as a promise of employment or as a contract between WSS and any of its employees.

You are responsible for reading, understanding, and complying with the provisions of this HR MANUAL. The objective of the HR MANUAL is to provide the employee substantial knowledge on work environment that is constructive to both personal and professional growth.

1.1 Welcome

Welcome to WARSI SEWA SADAN! We are happy to have you as a new member of our family!

We at WSS inculcate a value system where all of us strive for:

- Integrity
- Team work
- Focus on the poorest, vulnerable and women
- A sense of urgency
- Sharing, collaboration
- Respect and dignity
- Empowerment: capacity building and learning, and
- Gender sensitivity: towards colleagues, communities and other stakeholders.

We are committed to creating an environment that attracts, develops and rewards highly effective people and to be recognized as one of the best groups to work for.

I once again welcome you on behalf of WSS, and look forward to us working together as part of the team that continuously improves on commitment to create sustainable progress among the poorest in rural/urban India/Uttar Pradesh.

(Meraj Bano)
Secretary

1.2 History

Warsi Sewa Sadan (WSS) is a non-governmental non-profit voluntary developmental organization of Central Uttar Pradesh, India. WSS primarily works at the grassroots level in urban and rural areas for social, cultural and economical development of communities. It also carries out networking and advocacy to seek solutions of the problems of communities it works with. WSS is registered under the Societies Registration Act of 1860 on February 12, 1982, with registration no. 4317/1981-82. It is registered under Foreign Contribution Regulation Act (FCRA) with registration no. 136420018. It is also registered under relevant sections of Income Tax Act for income tax exemptions.

Warsi Sewa Sadan was founded in the year 1982 by Ms Meraj Bano, who is its founder secretary. Starting from a small operational area in Kannauj, then a part of Farrukhabad district, and now an independent district, WSS is working in Kannauj, Farrukhabad, Kanpur, Auraiya and Etawah districts of Uttar Pradesh. The thrust areas of WSS are education, health and empowerment of marginalized women especially Muslim women through economic intervention by encouraging traditional handicrafts and political intervention for raising voices on civil rights, functioning of PRIs, social evils like female infanticide, superstitions, oppression against dalit and women, child marriage, dowry, etc.

More details about the Warsi Sewa Sadan' background approaches, and progress information can be access at www.wssindia.org.

1.3 Changes in policy

This HR MANUAL is effective from 1st April 2012 and supersedes all previous employee manuals, circular, memos and any other form of documents related to human resources development issues.

2 EMPLOYEE DEFINITION AND STATUS

An “employee” of WSS is a person who works for WSS on a wage or salary basis. WSS does not discriminate on the basis of caste, community, colour, religion, sex, age, disability and HIV status.

2.1 Employment classification

2.1.1. Creation of posts and appointment

All employees to any of the project run by WSS will be hired externally. Wherever the services required cannot be provided from the existing staff of various departments, the services of professionals will be taken on contract basis. The Secretary shall have full powers to recruit staff required for the concerned project. S/he has a right to form a committee to select the required staff.

2.1.2 Service conditions

All the service conditions will be decided by the Secretary as per the need of the project or donor agencies while contract hire professionals will be governed by their contract agreement as laid down by the society i.e. WSS.

2.2 Probationary period for new employees

The probationary period for all regular full-time employees will be for a period of 180 days from date of hire. During this time, employees have the opportunity to evaluate the project as a place to work whereas the management has its first opportunity to evaluate the employee. During this introductory period, both the employee and the WSS have the right to terminate employment by giving one week's advance notice.

Upon satisfactory completion of the probationary period based on the performance assessment, the employee will receive all benefits from the date of joining as appropriate and outlined in the agreement. All employees, regardless of classification or length of service, are expected to meet and maintain WSS standards for job performance and behavior (See Section 4, Standard of conduct).

3 EMPLOYMENT POLICY STATUS

3.1 Equal employment policy

In order to provide equal employment and advancement opportunity to all individuals, employment decisions at WSS will be based on merit, qualifications, and abilities. In providing employment, WSS does not discriminate on the basis of caste, community, colour, religion, sex, age, disability or HIV status. This policy governs all aspects of employment, including selection, job assignment, compensation, discipline, termination, and access to benefits and training.

Employees with questions or concerns about discrimination in the workplace are encouraged to bring these issues to the attention of their supervisor. Employees can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in unlawful discrimination will be subject to disciplinary action, including termination of employment.

3.2 Diversity

WSS is committed to affirmative actions that will build on the strengths of our current workforce and continually enhance the diversity of our organization. Our actions include, but are not limited to, the following:

- Providing employment to the marginalized members of society. During selection process, weights will be given to applicants having scheduled caste and scheduled tribes' background, women candidates and candidates with disabilities.

- WSS envisions providing employment to 40 percent women at all levels of the Project-there will be gender equality, both in opportunities available and treatment in and by WSS (affirmative actions are given in Section 4.2).
- Disability and gender will be a key component of staff induction in WSS.
- WSS will ensure that staff with disabilities receives support in finding house, usage of four wheel during field visits, necessary support during working hours and financial provisions for support in the house; and
- Commit and budget infrastructure support to ensure safety and privacy for example, toilets, finding house, medical insurance covering pregnancy and availability of a driver with a four wheel vehicle during traveling to remote areas or when traveling late during the day and support of another women to stay with the women employee.

3.3 Employment background check

Prior to making an offer of employment, WSS will conduct a job-related background check. A comprehensive background check will consist of prior employment verification, professional reference checks, education confirmation and check of salary history.

We rely upon the accuracy of information contained in the employment application and the accuracy of other data presented during the hiring process and employment. Any misrepresentations, falsifications, or material omissions in any of this information or data may result in exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

3.4 Criminal records

When appropriate, a criminal record check is performed to protect WSS's interest and that of its employees and clients.

3.5 Anniversary date

The first day an employee reports to work is his or her official anniversary date. This anniversary date is used to compute the following benefits:

- Changing employee status from being a probationer to a confirmed employee after 180 days
- Eligibility for employee benefits, and
- Seniority in the organization for promotion or salary increases.

3.6 New employee induction

Induction is a formal welcoming process that is designed to make the new employee feel comfortable, informed about the organization, and prepared for their position. New employee induction is conducted by a senior representative of WSS, and includes an overview of the WSS history, an explanation of the project's core values, vision, and mission; and project's goal and objectives. In addition, the new employee will be given an overview of benefits, tax, and legal issues, and complete any necessary paperwork.

Employees are presented with all procedures needed to navigate within the workplace. The new employee's supervisor then introduces the new hire to staff throughout the project, reviews their job description and scope of position, explains the project's evaluation procedures, and helps the new employee get started on specific functions.

In the branch office, the in-charge of the office is responsible for the induction of staff on an ongoing basis.

3.7 Personal records and administration

The task of handling personnel records and related administration functions at WSS has been assigned to the Project Director/Secretary and will be kept at the WSS head office at Kannauj. Personnel files will be kept confidential at all times and include some or all of the following documents:

- Resume of work experience
- Copies of certificates of work experience and educational qualifications
- Permanent address and family details, and
- All medical records, if any, will be kept in a separate confidential file.

Personnel files are the property of WSS, and access to the information is restricted.

Employees who wish to review their own file should contact their supervisor. With reasonable advance notice, the employee may review his/her personnel file in project's office and in the presence of their supervisor.

3.8 Change of personal data

Any change in an employee's name, address, telephone/mobile number, marital status, dependents, or insurance beneficiaries, or a change in the number of tax withholding exemptions, needs to be reported in writing without delay to the Project Director/Secretary.

It is the responsibility of each employee to promptly notify their supervisor or Project Director/Secretary of any changes in this information.

3.9 Office timing, attendance and punctuality

The office timings are from 1030 hours to 1750 hours, with one hour lunch break, six days a week and all Sundays being holidays.

The WSS expects that every employee will be regular and punctual in attendance. This means being in the office, ready to work, at their starting time each day and to reasonably complete their work by the end of assigned work hours. Absenteeism and tardiness places a burden on other employees and on the project. Should undue tardiness become apparent, disciplinary action will be initiated.

If you are unable to report for work for any reason, notify your supervisor in writing or by telephone/mobile before regular starting time. You are responsible for speaking directly

with your supervisor about your absence. In case the notification is by telephone/mobile, or return to work, the employee should submit a written letter stating the date and purpose of leave of absence.

WSS allows for flexi-working timings for staff, provided the total working hours per week is the same as that of other employees. If for some reasons, the normal office timing of work cannot be maintained, notify your supervisor and seek his/her approval. However, the employee should revert back to normal working hours as soon as possible.

Absence from work for seven (7) consecutive days without notifying the supervisor or the Project Director/Secretary will be considered a voluntary resignation.

3.10 Transfers

WSS recognizes that a desire for career growth and other needs may lead an employee to request a transfer to another position/project site. Transfers will be allowed on the following premises:

- When the work demands a particular expertise/experience which is available with the given employee;
- Family reasons; and
- Improvement of employee's performance

Transfer within WSS will be allowed only once. All transfers need the approval of the Project Director/Secretary.

3.11 Performance reviews

The performance of full-time salary employees will be assessed for January to December cycle. The performance appraisal system will have the following:

- Annual goal setting for all individuals-these should be the outcomes (not activities) that they will prioritize in consultation with their supervisor. These goals need to be aligned with the goals of WSS and with any other departments or groups whose support is needed.
- Planning- documentation of tasks, activities, timeliness, responsibilities, milestones, measures of success etc are needed to for consistent execution of goals.
- Periodic feedback for all- staff needs to have formal meetings with their supervisor on a regular basis to discuss their progress on their goals, or to make any needed course correction. Making this as a quarterly process is recommended.
- Annual appraisal- this needs to focus on providing a fair assessment of the individual's performance by celebrating successes and exploring modalities of improving performance. The appraisal process is an opportunity for discussion that adds value to the individual.
- Improvement plans- following the appraisal, it is recommended to have an improvement plan for the appraiser and appraisee to make sustainable improvements in the skills and competencies of employees.

The details about the forms, process and timeliness are detailed in the Performance Appraisal System (to be developed). A sample form has been attached in Appendix...

3.12 Safety and security

The safety and health of employees is a priority. WSS makes every effort to comply with all workplaces' safety and security requirements. Each employee is expected to obey safety and security rules and exercise caution and common sense in all work activities, either in office or while working with communities. Employees must immediately report any unsafe conditions to their supervisor.

WSS's safety and security rules and regulations are the following:

- Offices of WSS, at Kannauj and districts, will have fire extinguishers and first aid kits and will be within reach and access of all employees in the office.
- All employees will participate in fire drills and other safety induction sessions.
- The last employee, or a designated employee, who leaves the office at the end of the day assumes the responsibility to ensure that all doors are securely locked and all appliances and lights are turned off with exception of the lights normally left on for security purposes.
- Due to the nature of work with the communities and in project villages, it is difficult to adhere to strict office timing. However, keeping in mind the safety and health of the employees, the employees should avoid travelling and or should not be forced to travel during odd hours, like late in the night or very early morning. This is not applicable when employees are travelling by train.
- While visiting communities in project villages, especially remote and difficult terrain, employees should move as a team/group and take personal care. Any unsafe conditions should be immediately reported to the supervisors.
- Employees travelling on a bike/scooter should always wear a helmet.
- Drivers driving WSS four wheel vehicles will wear seat belts along with passengers while driving and is mandatory.
- All meetings/training sessions need to be scheduled and communicated well in advance to enable arrangements for safe travel and accommodation.
- Employees are not allowed to carry firearms and weapons.
- Employees working late or coming to the office on weekends and holidays should take prior approval from their supervisors head of office.

3.13 Visitors in the workplace

For safety, insurance, and maintaining office decorum, only authorized visitors are allowed in the workplace. When making arrangements for visitors, employees should request that visitors enter through the main reception area and sign in and sign out at the front desk.

3.14 Weather-related and emergency-related closings

At times, emergencies such as severe weather, fires, civil unrest or power failures can disrupt the operations. In such instances, the decision to close the office will be taken by the Project Director in consultation with the Secretary.

4 STANDARDS OF CONDUCT

4.1 General Guideline

The work rules and standards of conduct for WSS are important, and the project regards them seriously. All employees are urged to become familiar with these rules and standards. In addition, employees are expected to follow the rules and standards faithfully in doing their own jobs and conducting the project's work. Please note that any employee who deviates from these rules and standards will be subject to corrective action, up to and including termination of employment (see Section 4.16 Corrective Procedure).

While not intended as a list of all the forms of behavior that are considered unacceptable in the workplace, the following are examples of rule infractions or misconduct that may result in disciplinary action, including termination of employment.

- Theft or inappropriate removal or possession of property.
- Misleading clients or favouring a vendor.
- Falsification of attendance/timekeeping records.
- Possession, distribution, sale, transfer, or use of alcohol or illegal drugs in the workplace (See Section 4.12, Alcohol and Substance Abuse).
- Fighting or threatening violence in the workplace.
- Boisterous or disruptive activity in the workplace.
- Negligence or improper conduct leading to damage of project-owned or client-owned property.
- Insubordination or other disrespectful conduct.
- Violation of safety or health rules.
- Smoking in the workplace.
- Sexual or other unlawful or unwelcome harassment (See Sections 4.3 and 4.4 Harassment and Sexual Harassment Policies).
- Excessive absenteeism or any absence without notice (See Section 3.9).
- Unauthorized use of telephones, or other project-owned equipment (See Sections 4.8 to 4.10).
- Using organization equipment for purposes other than work (i.e. playing games on computers or personal Internet usage).
- Unauthorized disclosure of project "secrets" or confidential information.
- Violation of personnel policies.
- Unsatisfactory performance or conduct.

4.2 Gender sensitive working environment

WSS envisions being the role model in creating a gender-sensitive workplace, where the special needs of individuals are met and people feel valued for their contribution. WSS will:

- Mainstream gender in the working of the project including recruitment and hiring;
- Ensure employment to 40 percent women at all levels of the project;
- Provide training programs to all staff on gender;
- Commit and provide budget infrastructure support to ensure safety and privacy (for example: toilets, finding suitable accommodation, medical insurance covering pregnancy and availability of a driver with a four wheel vehicle during travelling to remote areas or when travelling late during the day and support of another women to stay with the women employee);
- Recruit women staff, when qualified and experienced, as technical specialists;
- Recruit men and women, when qualified and experienced, as gender and social development specialists;
- Support women staff joining in field to get settled (for example, finding house, safety, social network);
- Ensure that women staff gets a reasonable and safe accommodation at the branch office especially when a branch office level meeting continues beyond 7 pm; and
- Not approve unacceptable work place behaviours including unwelcome speech or conduct in the workplace, harassment, hostile or offensive work environment or any actions that demeans that status of women employees.

4.3 Harassment

WSS does not tolerate workplace harassment. Workplace harassment can take many forms. It may be, but is not limited to, words, signs, offensive jokes, cartoons, pictures, posters, e-mail jokes or statements, pranks, intimidation, physical assaults or contact, or violence.

4.4 Sexual Harassment

WSS does not tolerate sexual harassment. Sexual harassment may include unwelcome sexual advances, requests for sexual favours, or other unwelcome verbal or physical contact of a sexual nature when such conduct creates an offensive, hostile, and intimidating working environment and prevents an individual from effectively performing the duties of their position.

4.5 Violence in the workplace

WSS prohibits violence in the workplace. Consistent with this policy, acts or threats of physical violence, including intimidation, harassment, and/or coercion, which involve or affect WSS or which occur on WSS property, will not be tolerated.

4.6 Confidential information and nondisclosure

By continuing employment with WSS, employees agree that they will not disclose or use any of WSS's confidential information, either during or after their employment.

4.7 Ethical standards

WSS insists on the highest ethical standards in conducting its work. Doing the right thing and acting with integrity are the two driving forces behind WSS's great success story. When faced with ethical issues, employees are expected to make the right professional decision consistent with WSS's principles and standards.

4.8 Use of equipment

WSS will provide employees with the equipment needed to do their job. None of this equipment should be used for personal use, nor removed from the physical confines of WSS- unless it is approved for a job that specifically requires use of project equipment outside the physical facility.

4.9 Use of computer, Internet, Phone, and Mail

WSS property, including computers, internet, phones, electronic mail, and voice mail, should be used only for conducting project's work. Incidental and occasional personal use of project computers, phones, or electronic mail and voice mail system is permitted.

Employees are responsible for using the Internet in a manner that is ethical and lawful.

4.10 Use of computer software

WSS does not condone the illegal duplication of software. The copyright law is clear. The copyright holder is given certain exclusive rights, including the right to make and distribute copies. The only exception is the user's right to make a backup copy for archival purposes.

4.11 Smoking in office premises

No smoking of any kind is permitted inside any WSS office. Smoking may take place only in designated smoking areas outside WSS facilities.

4.12 Alcohol and substance abuse

It is the policy of WSS that the workplace is free of illicit drugs and alcoholic beverages, and free of their use. The rules apply during working hours to all employees of the project while they are on WSS premises or elsewhere on WSS work.

Being under the influence of illegal drugs, alcohol, or substances of abuse on WSS property is prohibited. Working while under the influence of prescription drugs that impair performance is prohibited.

4.13 Gifts

Advance approval from management is required before an employee may accept or solicit a gift of any kind from a client, vendor or service provider. Employees are not permitted to give unauthorized gifts to clients, vendors or service providers.

4.14 Solicitations and distributions

Solicitation for any cause during working time and in working/field areas is not permitted. Employees are not permitted to distribute non-project literature (election campaign, promoting products of private companies for example, water pumps, insurance) in work/field areas at any time during working time.

4.15 Suspension

Though committed to a progressive approach to corrective action, WSS considers certain rule infractions and violations of standards as grounds for immediate termination of employment. These include but are not limited to: theft in any form, insubordinate behavior, vandalism or destruction of project property, the use of project equipment and/or project vehicles without prior authorization by the leadership of the locality, untruthfulness about personal work history, skills, or training, divulging WSS confidential information, and misrepresentations of WSS to a client, a prospective client, the general public, or an employee.

An employee who commits any such serious violation of WSS policies, at minimum, will be suspended without pay pending an investigation of the situation. Following the investigation, the employee may be terminated without any previous disciplinary action having been taken.

4.16 Corrective procedures

WSS holds each of its employees to certain work rules and standards of conduct (See Section 4). When an employee deviates from these rules and standards, WSS expects the employee's supervisor to take corrective action. Corrective action at WSS is progressive, i.e. the action taken in response to a rule infraction or violation of standards typically follows a pattern increasing in seriousness until the infraction or violation is corrected.

WSS has laid down detailed steps and procedures to undertake the corrective actions and are given below:

- When an employee is found to have committed an offence/misconduct/fraud/ or any actions that creates/ or could create a negative image of the organization, a fact finding/ preliminary inquiry is conducted by the immediate supervisor or a deputed committee soon after an offence has been reported to ascertain whether prima facie the staff member is guilty of committing an offence/ misconduct. This must be finalized as soon as possible preferably within one working day from the first reporting of the offence to his/her supervisor.
- If after holding a preliminary inquiry by the person's supervisor, a staff member is found to have committed an offence/misconduct he/she will go through the disciplinary procedure as laid down by WSS below:
 - **Stage One-** counseling by his/her immediate supervisor/Project Director/ Secretary. This must be recorded in the staff member's personnel file.
 - **Stage Two-** verbal warning by the supervisor/Project Director/ Secretary. This must be recorded in the staff member's personnel file.

- **Stage Three-** if the supervisor is satisfied that prima facie the employee is guilty of serious misconduct (willful disobedience, insubordination, breach of faith, breach of any criminal law, insulting, riotous and disorderly behavior on the premises of the establishment) he/she may after consultation with the Project Director/ Secretary, they may issue a show cause notice to the staff member concerned.
 - If the staff does not answer the show cause notice in writing within a reasonable period (maximum seven days), the contract of the staff member may be terminated and his or her terminal benefits may be forfeited.
 - Before taking action as suggested above, the supervisor will give a report in writing to the Project Director/ Secretary who will review the situation for moderating the decision to verbal warning, written warning or written warning with loss of increment.

Stage four- if the answer of the staff is not found satisfactory by his/ her supervisor, regular domestic enquiry will be ordered by Project Director/ Secretary and the staff will be liable to be dismissed, if the charges against him or her stand. Any punishment lesser than dismissal such as, stoppage of increment, withdrawal of benefits or transfer can be imposed on the staff at the discretion of the Project Director depending upon the nature and gravity of the misconduct committed by the staff.

These above stages will be recorded and placed on the staff members file.

4.17 Appeal

If an employee is not satisfied with the fairness or outcome of the action taken, he/she may take recourse to the grievance redressal mechanism. The organization will continuously strive to create and sustain a grievance free climate, yet when grievances arise; readily accessible machinery is available for prompt redressal of the same.

The procedure to be followed by an aggrieved staff member for presentation of the grievances and process of actual settlement is detailed below:

- **Stage One-** An aggrieved staff member shall first present his/her grievance, verbally or in writing to his/her supervisor, who shall try to settle his/her grievance within 3 days.
- **Stage Two-** If the staff member is not satisfied with action taken by his/her supervisor, he/she may submit his/her grievance in writing to the Project Director within 15 days from the occurrence of the cause of the grievance. The Project Director then investigates the grievance or appoints a delegate to do so and after making necessary enquiries, reply is sent to the grievant within seven days of completion of the investigation.
- If the staff member is not satisfied with the outcomes of Stage Two, he/she may submit his/her grievance in writing to the Secretary within 7 days of the receipt of

Stage II outcome. If required, the Secretary may investigate the case or depute somebody to do so. The decision of the Secretary will be final and binding.

4.18 Outside employment

Employees are not allowed to take an outside job, either for pay or as a donation of their personal time, with a provider of services to or competitor of WSS; not are employees allowed to do work on their own if it competes or interferes in any way with the services that WSS provides.

4.19 Employment termination/ resignation

Termination of employment is an inevitable part of personnel activity within any organization, and many of the reasons for termination are routine. Below are a few examples of some of the most common circumstances under which employment is terminated:

- Resignation- voluntary employment termination initiated by an employee,
- Termination- involuntary employment termination initiated by WSS, and
- Layoff- involuntary employment termination initiated by WSS for non-disciplinary reasons.

Employees and WSS shall give at least (four (4) weeks) written notice or one month's gross salary, when the employment relationship comes to an end.

Since employment with WSS is based on mutual consent, both the employee and WSS have the right to terminate employment at will, with or without cause during the Probationary Period for New Employees by giving one week's advance notice.

All dues payable to employer/employee will be settled at the time of termination.

4.20 Exit interview

In a voluntary separation situation, WSS management would like to conduct an exit interview to discuss the employee's reasons for leaving and any other impressions that the employee may have about project.

4.21 Return of organization property

Any employee who terminates employment with WSS shall return all files, records, keys and any other materials that are property of WSS. No final settlement of an employee's pay will be made until all items are returned in appropriate condition. The cost of replacing non-returned items will be deducted from the employee's final pay. Furthermore, any outstanding financial obligations owed to WSS will also be deducted from the employee's final pay.

5 GRIEVANCE REDRESSAL MECHANISM

WSS is committed to being open and accountable. Being "open" is a key organizational value. WSS works towards being transparent in all its operations.

Very occasionally, as in all large organizations, a person or persons working with or for WSS may appear to be acting improperly, negligently or criminally. WSS encourages individuals and organizations with whom it works in partnership to report serious malpractice in accordance with the procedures set out below.

WSS will ensure that those who raise concerns of suspected serious malpractice are protected from dismissal, victimization or any other detrimental treatment by WSS, provided that they follow the procedures set out below:

The term serious malpractice would include:

- Criminal activity, for example, abuse, fraud, theft,
- Illegality, (including: negligence, breach of contract, breach of administrative law),
- Miscarriage of justice,
- Danger to health and safety or the environment,
- Victimization, harassment including sexual harassment,
- Activities against the values of WSS, and
- The cover up of any of the above

The list is not exhaustive.

5.1 Staff

In most cases staff should raise any concerns immediately with their supervisor. If for some reason (for example, the supervisor may be implicated) this not possible, they should speak to a more senior manager.

There may be circumstances when a member of staff feels that he/she is unable to do this, for example when he/she feels that his/her supervisor is involved, or that he/she has previously raised this concern and feels that no action has been taken about his/her concern.

If the member of staff is in such a situation, he/she is encouraged to contact a more senior manager, the Secretary.

All staff that raises concerns of serious malpractice will be protected from victimization or any other detrimental treatment if they come forward with serious concerns, provided that they have followed the procedure and provided that concerns are raised in good faith.

The identity of staff that raises concerns will be kept confidential as far as possible.

5.2 Stakeholders

The term “stakeholders” includes all other NGO partners, other government departments, and community representatives, panchayat representatives, elected representatives, citizens and others.

- Stakeholders who are concerned that an act of serious malpractice may be taking place should immediately, in the first instance, raise their concerns with the Project Director or Secretary.
- There may be circumstances when stakeholders feel that they are unable to do this, for example when they feel that the Project Director/other person is involved, or that they have previously raised this concern and feel that no action has been taken. In such circumstances, the stakeholders are encouraged to approach a more senior person or Secretary.
- Stakeholders who raise concerns of serious malpractice will be protected from victimization or any other detrimental treatment if they come forward, provided that they follow the procedure and provide that concerns are raised in good faith.

The identity of stakeholder who raises concerns will be kept confidential as far as possible.

5.3 Management responsibility

Where an allegation of serious malpractice has been made the Secretary will be informed immediately. He/she will appoint an individual not implicated in the complaint (either an independent officer or an appropriate external professional) to carry out an urgent and confidential investigation within 7 days of receipt of the complaint.

Officers have a responsibility to treat concerns raised seriously and will investigate them thoroughly in accordance with WSS's values and policies.

In all cases management will endeavour to give feedback to those who raise concerns on what action/s have been initiated on the complaint/issue raised by the complainant. However there may be circumstances where, given the confidential nature of the allegations or the material covered, it will not always be possible to give feedback on actions taken.

Where feedback is possible this will be given as soon as possible. Some situations may be resolved promptly; others may take longer because they require formal investigation or hearings.

All those who raise concerns will be treated fairly and will not be discriminated or harassed to perform any of his/her official duties.

If someone tries to prevent an individual from making a confidential report or victimizes that person for raising their concerns, WSS will treat this as a serious disciplinary offence which will be investigated in accordance with WSS's disciplinary policy and procedure.

5.4 Confidentiality

The identity of the person/persons who raise concerns will be kept confidential as far as possible.

However, due to the nature of some investigation processes like fraud or sexual harassment it may not be possible to retain complete confidentiality.

5.5 Decisions and actions

Feedback and the progress of any concerns raised will be given as soon as possible. Some situations may be resolved promptly, whilst others may take longer because they require formal investigation or hearings.

Once the investigation is complete, decisions will be made and shared. If the complainant is not happy with the decision made, s/he then can follow the procedures laid down in Section 4.17.

6 COMPENSATION POLICIES

6.1 Base compensation

It is WSS's desire to pay all employees wages or salaries that are competitive with other employers in the marketplace and in a way that will be motivational, fair, and equitable. Compensation may vary based on roles and responsibilities, individual performance, and in compliance with all applicable laws.

6.2 PAY RULES

6.2.1 Officers on deputation

If one officer is being deputed from one project to another project, a mutual discussion with the Secretary shall decide if there is any increase in basic pay.

6.2.2. Contract employees

The salary of the contractual employees will be decided as per the nature of the project and the final decision will be of Secretary.

The details of individual employees, their scale of pay, provident fund and other deductions will be maintained in the project officer in the pay bill register.

6.3 Telephone/mobile reimbursement

The project involves extensive travelling by officers and staff and they are required to be in touch with each other and with their branch and head offices. The reimbursement decision is rest with the Secretary and the same will be conveyed to particular employee upon mutual discussion.

6.4 Reimbursement for newspaper and periodicals

The Secretary has responsibility for taking this decision and she may be contacted for the same.

6.5 Medical allowance

The Secretary has responsibility for taking this decision and she may be contacted for the same.

6.6 Cash allowance

There is no such provision in the organization. The cash is handled by Accountant and it is a part of his/her duty.

6.7 Travel allowance

6.7.1 Daily allowance

Employee who is required to go out on tour shall be entitled to draw daily allowance of his grade from the time of his departure from headquarter till the time of his arrival to his headquarter. If boarding and lodging arrangements are made by the office/organization only a quarter of the daily allowance will be permissible. The time spent on journey will also count for daily allowance out of district:

- Less than six hours- no daily allowance
- Between six and twelve hours- half day allowance
- Over twelve hours- full daily allowance

The rates of the daily allowance will be decided by the Secretary.

6.8 Lodging charges

The rates of the lodging charges will be decided by the Secretary.

6.9 Conveyance

An employee who while on tour outside the headquarter incurs expenditure on hiring conveyance for movement within the city of halt, may draw actual charges paid by him for the distance travelled subject to a maximum Rs..... Per day, in capital cities and Rs..... per day for other cities.

The decision about the local conveyance is rest with the Secretary.

6.10 Entitlement to travel

The eligibility to travel by the various modes while on tour is provided below:

Grades	By air	By rail	By bus
Secretary	Economy class	Any class	Any class
Officers of WSS	-	AC III	Exp bus
Employee of WSS	-	Sleeper class	Exp bus

In special condition, the Secretary is the final authority to decide and take any decision on the travelling.

An employee who undertakes journey on tour by his own vehicle will be entitled to road mileage as given below:

Mode of conveyance	Rate per kilometer
Motor car	Rs.8/-
Motor cycle/Scooter	Rs.5/-

However prior approval should be obtained from competent authority for using own conveyance on official tour. Tour charges, if levied on roads shall be reimbursable on production of actual receipts. If two or more employees travel together in a conveyance belonging to one who would claim the normal mileage allowance for the journey, the others will be entitled to daily allowance only.

6.11 Payroll and paydays

Regular full-time salary employees are paid monthly on or by the first working day of each month. All WSS employees will be given a salary slip at the time of receiving salary stating the receivables and deductions if any. The salary will be disbursed through cheque/bank.

6.12 Employee rewards and recognition policy

WSS is committed to creating an environment where the effort and achievements of employees are appreciated. The extraordinary and commendable work of the employees will be appreciated through suitable rewards.

6.13 Opportunities for advancement-Progression and Promotion

WSS will provide employees with every opportunity for advancing to other positions or opportunities within the project. Approval of progression moves or promotions depends largely upon vacant positions and or new opportunities that may come up during the life of the project. Work record of employees, performance assessment of the employee's competence and project's needs. However, WSS reserves the right to look outside the project for potential employees as well.

7 GROUP HEALTH AND RELATED BENEFITS

7.1 Benefits summaries and eligibility

WSS sponsors a comprehensive benefits program for eligible employees. All full-time employees will enjoy all of the benefits described in this policy.

7.2 Employee requiring medical attention/health-related issues

The details of health/medical related benefits are explained in the subsequent sections.

Employees, who become aware of any health-related issue, including pregnancy, should notify their supervisor and Secretary of health status. The policy has been instituted strictly to protect the employee.

A written "permission to work" from the employee's doctor is required at the time or shortly after notice has been given. The doctor's note should specify whether the employee is able to perform regular duties as outlined in his/her job description.

Employees should report all work-related injuries and accidents immediately to their supervisor and seek medical attention.

7.3 Health Insurance

The issue is under consideration will be declared soon by the Secretary.

7.4 Employee provident fund

This is under consideration and details will be declared soon by the Secretary.

7.5 Training and professional development

A specific schedule of basic training and induction has been established for job and employment classifications. WSS will provide guidance in professional development and whenever possible, project staff would be sent to specific training programs and courses to further enhance their skills and competencies. All such training programs must be approved by employee's supervisor and the Secretary.

8 TIME-OFF BENEFITS

8.1 Attendance and timekeeping procedures

By law, WSS is required to keep accurate records of the time worked by employees. Each employee must sign in the attendance register at their office every working day. The supervisors are accountable for regular and accurate documentation of attendance and leaves taken by their direct reports.

All employees will mark their attendance in the prescribed manner. Failure to record attendance appropriately may be treated as an absence. Attendance is the legal record of the time an employee is at work. Salary will be prepared based on the attendance record. Employees are responsible for accurately recording the time worked, leave periods, etc.

In all cases of absence, employees must ensure that information about the absence is communicated to their supervisor or to the office at the earliest. Should you remain absent from work, without any reasonable explanation, for more than seven (7) consecutive days, it will be presumed that you are no longer interested in working for the project and have abandoned its services, thereby terminating your contract of service. In such as case, you will not be entitled to any statutory compensation.

Any matter not specifically covered under the above guidelines shall be referred to the Secretary for necessary advice. The interpretation of this policy rests exclusively with the Project Management. The decision of the WSS shall be final and binding.

8.2 Leave rules

An employee will be eligible for the following leave:

Casual leave- ...

Sick leave-

Earned leave-

The casual will not be accumulated and will be lapsed in not taken during the year.

8.3 Holidays

All WSS employees of regular status are eligible for holidays. WSS recognizes the holidays approved by the UP State Government.

- Sundays will be observed as weekly offs.
- The office will remain closed on festivals like, EID, Diwali, Dushehara etc and National holidays, like Republic Day, Independence Day, Gandhi Jayanti and as notified by the Government of Uttar Pradesh.

8.4 Family/medical leaves of absence

Occasionally, for medical, personal, or other reasons, employees may need to be temporarily released from the duties of their job with WSS. It is the policy of WSS to allow its employees to apply for and be considered for certain specific leaves of absence. All requests for leaves of absence should be submitted in writing to management and the Secretary.

9. EXPENSES

9.1 Introduction

The following is a comprehensive guide to the WSS expense policy and procedures for the reporting and reimbursement of expenses. Any manager who approves expense reports should be familiar with this policy-authorizing an expense report indicates to WSS that the expenses reported are legitimate, reasonable, and comply with this policy. For details please refer to the **Finance Manual** kept in the Head Office.

10. EMPLOYEE COMMUNICATIONS

10.1 Open communication

At WSS, we encourage open and honest communications between and among employees at all times. The objective is to improve individual awareness and productivity and increase the effectiveness of employees as “ambassadors” on and off the job by keeping employees informed and engaged. Employees are expected to be active in the communication process and are individually accountable for getting the information they need to do their jobs and ask questions when they do not understand information that is available to them.

WSS encourages employees to discuss any issues they may have with a co-worker directly with that person. If a resolution is not reached, employees should arrange a meeting with their direct supervisor. If the concern, problem, or issue is not properly addressed, employee should contact the Secretary. Any information discussed in an Open Communication meeting is considered confidential, to the extent possible while still

allowing management to respond to the problem. Retaliation against any employee for appropriate usage of Open Communication channels is unacceptable.

The following channels of communications are currently in use in WSS:

- E-mail
- WSS intranet
- Face to face meetings
- Field visits

The Secretary is the final authority while developing and communicating policies related to communication. Other communication roles and responsibilities are defined in this document.

10.2 Roles and responsibilities

The Secretary (or her/his delegation) leads the investigation and advancement of new media formats for employee communications (for example, message boards, forums, usage of SMS etc.) and ensuring the material is consistent with the Project's policies, philosophy, and priorities. All requests to establish new channels of communication with employees must be reviewed and approved by the Secretary.

With the exception of day to day specific operational memos, Project Manager is responsible for coordinating the development, approval, and delivery of the following materials:

- Communication to build and sustain focus on the Project's vision, strategy, and goals,
- Changes in the Project's scope of work or organizational structure,
- Changes in Government policies that may positively or negatively impact the Project
- The launch of new services that impact the unit and/or Project's performance
- Media coverage that promotes the interest of the Project, and
- Crisis communications.

10.2.1 Publications and Newsletters

The Secretary or Project Manager is responsible for the content, development, production, review, and distribution of any of internal or external publications and newsletters.

10.2.2 WSS intranet

The Secretary (or her/his delegation) is responsible for overall governance of the design and change control process of the WSS intranet, and coordination with the content owners to ensure overall consistency and quality of the WSS intranet. Once approved, the addition of content to the WSS intranet must be approved by Secretary or an authorized designate prior to posting.

10.2.3 Human Resources Policy

The Secretary is responsible for coordinating the development and delivery of communications to WSS employees regarding WSS's Human Resources Policy.

10.3 Meetings

Staff meetings are crucial in informing staff about important developments, progress made and lessons learned in the Project. They are also an important platform to disseminate and communicate key messages. All formal meetings should be recorded in the form a minute and shared with the participants of the meeting.

10.4 Field visits and reports

All project staff who undertakes field visit will prepare Field Visit Report within 7 days of returning from the field or as advised by director supervisor. The field visit report among others will include projects/ villages visited, key observations and recommendations made. A copy of the report should be sent to Secretary.

10.5 Intranet (Notice board)

WSS has the project intranet where employees can find announcements, news/events, and discussions about specific topics. The employee is responsible for reading necessary information posted on the bulletin boards.

10.6 Suggestions

WSS encourages all employees to bring forward their suggestions and good ideas about making WSS a better place to work and enhancing service to WSS clients. Any employee who sees an opportunity for improvement is encouraged to talk it over with management. Management can help bring ideas to the attention of the people in the Project who will be responsible for possibly implementing them. All suggestions are valued.

10.7 Closing statement

Successful working conditions and relationships depend upon successful communication. It is important that employees stay aware of changes in procedures, policies, and general information. It is also important to communicate ideas, suggestions, personal goals, or problems as they affect work at WSS.

11. ACKNOWLEDGEMENT

I acknowledge that I have read and understood the WSS Employment Policies, and I do commit to follow these policies.

I am aware that if, at any time, I have questions regarding WSS's policies I should direct them to my manager or the Secretary.

I know that WSS policies and other related documents do not form a contract of employment and are not a guarantee by WSS of the conditions and benefits that are

described within them. Nevertheless, the provisions of such WSS policies are incorporated into acknowledgement, and I agree that I shall abide by its provisions.

I also am aware that WSS, at any time, may on reasonable notice, change, add to, or delete from the provisions of the policies.

Employee's printed name

Position

Employee's signature

Date