



HUMAN RESOURCE POLICY



TEZPUR SOCIAL SERVICE SOCIETY (TSSS)

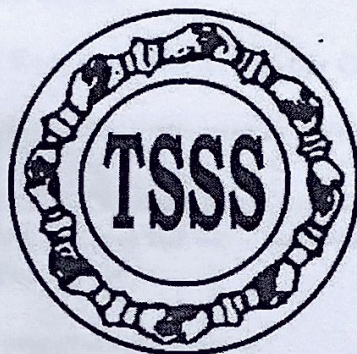
Registered HQ

Bishop's House, Tezpur, Sonitpur District, Assam - 784 001

Operational HQ

Dholaibil, Sonitpur, Assam - 784 182

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Tezpur Social Service Society

Registered Headquarters:

Bishop's House, Tezpur -784001, Sonitpur District, Assam

Operational Headquarters:

Dholaibil, Sonitpur, Assam – 784182





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**PART 1 – ORGANIZATION PROFILE**

Tezpur Social Service Society is a social wing of the Catholic Diocese of Tezpur, statutorily established as a non-profit and non-political organisation rendering humanitarian service among remote-poor and marginalised people irrespective of caste and creed in the Diocese of Tezpur, Assam. TSSS was initiated and promoted by social workers like Lt. Rt. Rev. Bishop. Robert Kerketta. The society was registered in 2005, vide Society Registration No. RS/SPR/242/C/02 of 2005-2006. TSSS is also registered with the Ministry of Home Affairs, govt of India, under the Foreign Contribution Act (FCRA) 1976 and Income Tax Act vide FCRA No. 020620012 with 12A Registration-22/12A (a)/CIT/GHY-1/2011-12 and PAN no – AACAT4454F.

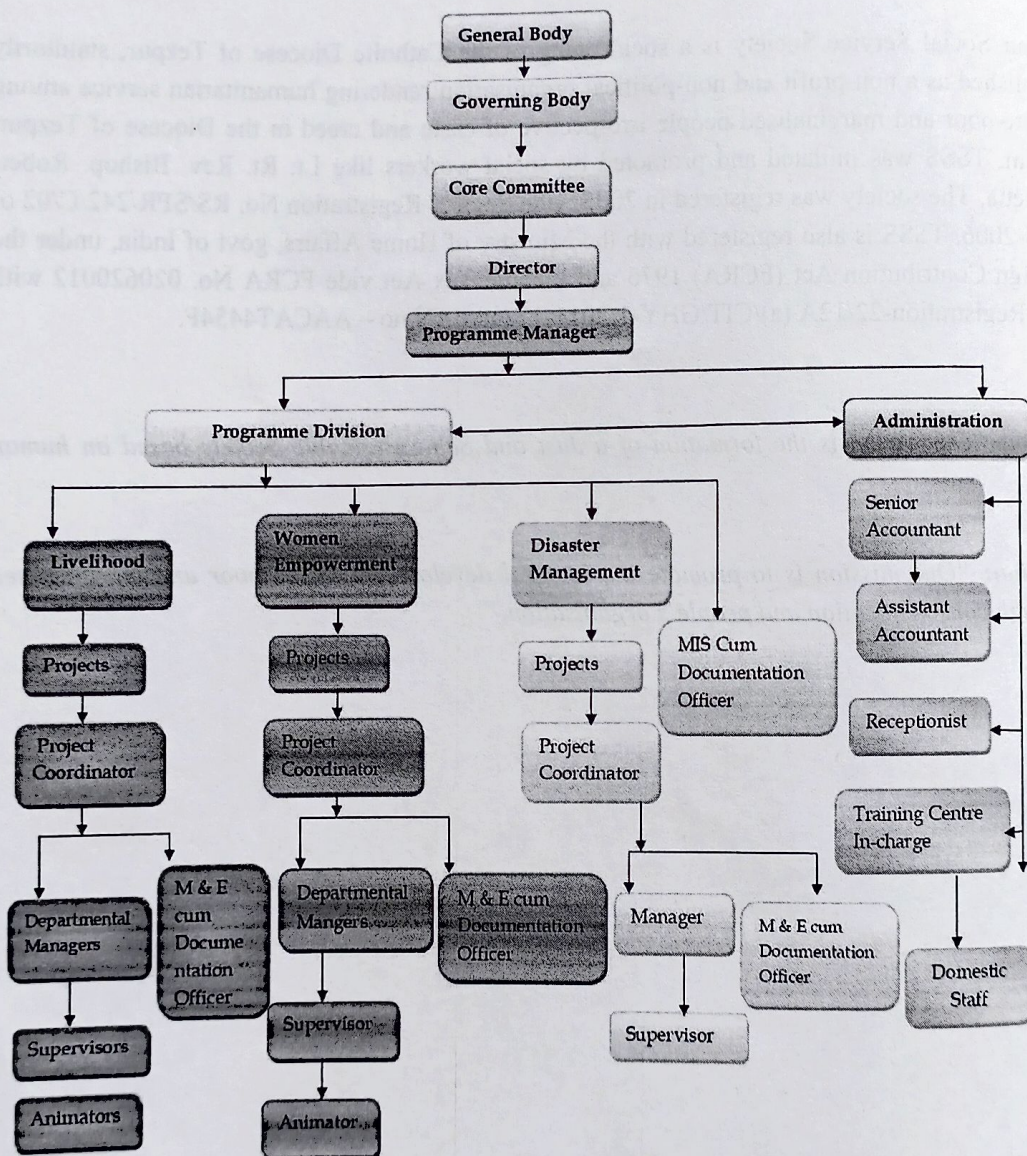
Vision: *“Our vision is the formation of a Just and Self-Sustainable Society based on human values.”*

Mission: *“Our mission is to promote the integral development of the poor and marginalised through conscientisation and people’s organisation.”*





PART 2 - ORGANIZATION STRUCTURE



**PART 3 – HIERARCHY AND REPORTING SYSTEM AS PER THE ORGANOGRAM**

| Category | Reporting Line |
|---------------------------------|---|
| Director | General Body/ Governing Body/Core Committee |
| Programme Manager | Director |
| Project Coordinator | Programme Manager |
| MIS Cum Documentation Officer | Programme Manager |
| Department Manager | Project Coordinator |
| M & E Cum Documentation Officer | Project Coordinator |
| Supervisor | Department Manager |
| Animator | Supervisor |
| Senior Accountant | Programme Manager/ Director |
| Assistant Accountant | Senior Accountant |
| Training Centre in charge | Programme Manager/Director |
| Receptionist | Programme Manager/Director |
| Domestic staff | Training Centre In-charge |





PART 4 – JOB RESPONSIBILITIES OF DIFFERENT POSITIONS

(a) Director

The person holding the position of Director shall:

1. Be responsible for all the programmes of the organisation and report to the Governing Body and Core Committee.
2. Oversee the overall functioning of the organisation
3. Ensure smooth functioning of all the programmes of the organisation
4. Translate the Vision and Mission of the organisation into action
5. Decide the projects to be taken up and the Agency to which to apply
6. Design the project proposal in consultation with consultants, programme manager and project coordinators.
7. Update the progress of the programmes to the Governing Body from time to time
8. Represent the organisation in various forums
9. Promote the organisational culture
10. Mentor the staff and develop second-line leadership
11. Ensure sufficient staff in all Programmes and projects
12. Ensure that progress reports and other correspondences with the agencies are done on time, and follows up on the same
13. Ensure that the organisation abides by the existing laws and new legislations applicable to the NGO sector
14. Ensure that different meetings, such as the General Body meeting, Governing Body meetings, Core Committee meetings and staff meetings, are held on time



15. Prepare the agenda of the General Body and Governing Body meetings and circulate the same to the members on time
16. Maintain the important documents of the organisation, such as registration certificate, MoUs and other related documents.
17. Ensure: Registration, 12 A, 80 G, FCRA – registration and necessary renewals are done on time
18. Operate the accounts and ensures that all projects get funds on time for the execution of the programmes
19. Ensure that accounts are maintained and audited, and monitored to prevent waste and corruption
20. Ensure that transparency is maintained in financial matters, and follow up on the same
21. Ensure that the financial audited statement is prepared on time, and financial transactions are done on time, and update the same from time to time to the Board
22. Strive to achieve the sustainability of the organisation
23. Network with the Government agencies and like-minded NGOs
24. Mobilise resources for the organisation and ensure proper utilisation of the same
25. Communicate necessary information to the concerned staff
26. Issue an appointment letter to the new employee along with the job description on time
27. Be involved in the selection of new staff
28. Address staff grievances
29. Take disciplinary action against misconduct
30. Motivate the staff to utilise their best potential
31. Be involved in the performance appraisal of the staff
32. Ensure the maintenance of discipline in the organisation

Note: The Director shall have the discretion of delegating any of the responsibilities listed above to the Programme Manager or any downline staff.





(b) Programme Manager

The person holding the position of Programme Manager shall:

1. Take up the responsibilities of the Director in the latter's absence
2. Translate the Vision and Mission of the Organisation into action
3. Decide on all the projects and programmes of the organisation in consultation with the Director
4. Plan and design project proposals as per the needs of the organisation in consultation with the Director
5. Design the Planning, Monitoring, Evaluation, Management Information System, Reporting system for all programs in consultation with the agency and project coordinators
6. Ensure the proper maintenance of the data and important documents of all projects in both hard and soft copies
7. Ensure the Annual Report, brochures, newsletters and other documentations of the organisation are prepared and circulated on time
8. Decide on external evaluators in consultation with the Director and the Project Coordinators on time and ensuring the incorporation of the feedback of the same while developing a new project proposal.
9. Decide and execute the Exposures and Trainings in consultation with the Coordinators of all projects
10. Monitor the project activities and ensure that they are implemented on time and achievement of the results
11. Be involved in the performance appraisal of the staff and follow-up on the findings of the appraisal for the growth of the individual staff
12. Provide proper guidance to the staff
13. Carry out such other responsibilities as entrusted by the Director
14. Assess the capacity-building needs of the staff and provide the necessary steps
15. Provide induction and orientation of the coordinators and ensure the same to all the subordinates



16. Network with other Agencies, Government Departments and other like-minded NGOs
17. Mobilise internal and external resources and ensure proper utilisation of the same
18. Be involved in the review of plans from time to time
19. Ensure timely submission of quality reports to the Director/funding agencies
20. Ensure that the expenditure incurred is within the project budget
21. Coordinate with different programme and project staff and the management
22. Carry out timely visits to the project areas to see the progress and achievement of results.
23. Review the progress reports of different projects and submit the same to the Director
24. Be involved in the selection of staff
25. Address the grievances of the staff and report the same to the Director
26. Report cases of misconduct to the Director
27. Ensure that staff meetings are held on time
28. Upgrade his/her knowledge from time to time by attending training, etc.
29. Respond to correspondence promptly
30. Communicate necessary information to the Director and the concerned staff promptly

(c) MIS cum Documentation Officer

The person holding the position of MIS-cum-Documentation Officer shall:

1. Coordinate with the Project Coordinators and M&E cum Documentation Officers of each project
2. Consolidate and verify the reports of the different programmes.
3. Collect/ analyze the necessary data from the Project Coordinators and M & E Cum Documentation Officer.
4. Prepare the organisation's newsletters/ Annual Reports/ Brochures, etc.





5. Maintain the project records/files
6. Compile the reports.

(d) Project Coordinator

The person holding the position of Project Coordinator shall:

1. Be the overall in-charge of the project
2. Plan the project activities and review them from time to time
3. Assist the subordinate staff in preparing their monthly plans
4. Facilitate result-based documentation of the project activities
5. Coordinate with the internal team to improve the work efficiency among the downline staff.
6. Ensure effective coordination amongst various departments of the project and achieve the project goals and objectives.
7. Work out the monthly plan with the Department managers
8. Get the monthly Reports from Department Managers and provide timely feedback for the same
9. Follow up on the progress of the project and update the same to the Director and the Core Committee
10. Visit the field as and when required to monitor the progress of the project
11. Give the necessary information to the Accounts Department in finance matters of the project
12. Manage the Audit with the help of the accounts department
13. Manage the Mid-Term and Final Evaluations of the project
14. Mediate and facilitate the problems arising in CBOs from time to time.
15. Coordinate between the Core Team of TSSS (Governing Board) and project staff.
16. Keep correspondence with the donor agency
17. Coordinate the visits of the agency and manage the same



18. Establish linkages with the government departments and other like-minded NGOs
19. Identify training needs of the subordinate staff and report the same to the Programme Manager
20. Ensure that trainings are conducted in his/her project area as per the plan
21. Ensure that expenditure incurred in the implementation of project activities is within the budgeted amount
22. Submit vouchers and bills on time
23. Address/report grievances of subordinate staff
24. Be involved in the induction and orientation of new staff as per the instructions of the Programme Manager and Director
25. Be involved in the performance appraisal of the subordinate staff
26. Respond to correspondence promptly
27. Communicate necessary information to the Director and the concerned staff promptly
28. Upgrade his/her knowledge and skills from time to time
29. Implement the learnings of capacity-building programmes whenever attended
30. Ensure the implementation of learnings from capacity building programmes attended by the subordinate staff and conduct necessary follow-up of the same

(e) M & E cum Documentation Officer

The person holding the position of M& E -cum-Documentation Officer shall:

1. Monitor the field activities like training, record keeping, etc.
2. Measure the impact of the implementation
3. Suggest measures for the improvement of the activities
4. Collect/analyse the data
5. Maintain the proper documentation of the project files and update them from time to time





6. Provide necessary assistance to the Coordinator in the preparation of progress reports
7. Consolidate the compiled reports submitted by the Department Managers and submit the same to the Project Coordinator
8. Develop tools for monitoring and evaluation, and work on the continuous improvement of monitoring and evaluation tools
9. Upgrade his/her capacity from time to time
10. Document case studies and success stories
11. Develop data collection tools like questionnaires and supervise the field implementation of data collection
12. Contribute to the internal evaluation of the project

(f) Departmental Manager

The person holding the position of Departmental Manager shall:

1. Report to the coordinator
2. Prepare timely reports
3. Plan activities for the month
4. Conduct/facilitate training at the central and field level
5. Evaluate the trainings and follow up on their implementation from the stakeholders
6. Collect the report from the supervisors and compile the same
7. Follow up on the activities
8. Supervise the subordinate staff
9. Create linkages with line departments
10. Visit the field regularly for follow-up
11. Submit bills and vouchers
12. Verify bills and vouchers submitted by the Supervisors and submit the same to the Coordinator



13. Provide handholding support to the subordinates
14. Provide induction and orientation to subordinate staff
15. Address/report grievances
16. Be involved in performance appraisal
17. Upgrade his/her capacity
18. Ensure proper mobilisation of resources
19. Verify attendance records of subordinate staff

(g) Supervisor

The person holding the position of Supervisor shall:

1. Report to the Department Manager
2. Collect reports and data from the field from animators
3. Prepare timely reports of events conducted at the field along with participants' list, pictures and evaluation sheets and submit the same on time to the department manager
4. Organise meetings and facilitate training as and when needed.
5. Regular field visits, follow up & supervise field activities
6. Ensure proper maintenance of records of the CBOs
7. Maintain daily diaries
8. Prepare monthly action plans and submit to the department manager for approval
9. Submit bills and vouchers on time
10. Prepare monthly reports
11. Establish and maintain linkages with line departments
12. Mobilise resources
13. Supervise the work of the subordinates
14. Ensure the capacity building of subordinates
15. Give orientation on activities to the community
16. Collect monthly reports from the animators





(h) Animator

The person holding the position of Animator shall:

1. Prepare a monthly Report and submit to the supervisors
2. Select a new operational area.
3. Select the beneficiaries
4. Organise trainings & conduct meetings
5. Establish linkages at the block and panchayat levels
6. Mobilise resources
7. Monitor the work of the CBOs
8. Monitor the utilisation of schemes
9. Maintain an attendance diary

(i) Senior Accountant

The person holding the position of Senior Accountant shall:

1. Maintain all the finances of the organisation in a systematic order
2. Prepare the financial statement and cash flow for each project with the approval of the Director
3. Maintain the passbook (both local and Foreign Contribution account) and ensure the updating of the same
4. Carry out the transaction of the organisation with the authorisation from the Director and knowledge of the Programme Manager
5. Ensure the proper maintenance of all the books of accounts of the organisation
6. Ensure the reconciliation of the bank account in consultation with the Director
7. Ensure that the accounts are audited on time
8. Ensure the timely release of funds to the coordinator
9. File income tax returns on time as per the instructions of the Director
10. Report the daily cash transaction to the Director on time
11. Prepare a report on the income and expenditure of the organisation



12. Be involved in the planning/revision of the project budget from time to time
13. Ensure the timely payment of the salary of staff with the Director's approval
14. Verify vouchers, cash memos
15. Ensure that the expenditure is within the budgeted amount
16. Maintain transparency in financial matters
17. Ensure the capacity building of the accountant
18. Supervise and monitor the work of the Assistant Accountant
19. Coordinate with the project staff regarding financial matters
20. Conduct a financial assessment for future budgeting.
21. Upgrade his/her capacity
22. Be involved in the performance appraisal of the accountant
23. Be involved in the induction and orientation of new staff related to finance

(j) Assistant Accountant

The person holding the position of Accountant shall:

1. Assist the Senior Accountant
2. Enter everyday cash transactions
3. Rectify any errors made in the entries earlier
4. Prepare the statement of expenditure for each programme conducted and submit the same on time to the senior accountant
5. Prepare vouchers and challans
6. Update the passbook from time to time as per the instructions of the Senior Accountant
7. Maintain Salary Register, Attendance & Leave Record, Assets Register
8. Maintain and update the daily expenditure of the project activities in the cash book and ledger for each project
9. Prepare the financial report and submit the same on time to the Senior Accountant
10. Maintain the account files separately for all the projects





11. Properly maintain the vouchers, cash memos and other important financial-related documents
12. Close the account at the end of the day and communicate the same to the Senior Accountant
13. Upgrade his/her capacity

(k) Training Centre in Charge

The person holding the position of Training Centre In-charge shall be responsible for:

1. Proper management of the training centre during all trainings, visits by the external exposure teams, funding agencies and other inspections.
2. Providing for the accommodation of visitors
3. Planning and executing all purchasing for centrally based training, including both CCS and external sources. In doing this, he/she is entitled to take the help of the Helpers/ Drivers / Caretakers and the Cooks.
4. Maintaining the keys of the store room and the centre.
5. Maintaining the day-to-day account of the cost involved and submitting to the Accountant
6. Maintaining the registration of trainees in the register and also in the computer.
7. Looking after the logistics arrangements of the training
8. Supervising and directing the caretakers and the cooks properly to get work done on time and also to maintain the whole complex neat, clean & green.
9. Reporting any loss, damage/breakage to the Coordinator/Director.
10. Submitting the Bills to the accounts department on time



(I) Receptionist:

The person holding the position of Receptionist shall be responsible for:

1. Receiving the public who visits the organisation and providing the required information.
2. Displaying important information on the notice board
3. Maintaining keys, log books and office assets like cameras
4. Giving proper information to the person concerned whenever required.
5. Acting as the mediator between the Director and visitors.
6. Maintaining the visitor's book
7. Answering phone calls and providing necessary information to the callers.
8. Screening and directing calls
9. Communicating the received messages to the concerned person on time
10. Directing persons to the correct destination
11. Dealing with the queries from the public
12. Maintaining an appointment diary either manually or electronically





PART 5 - SOURCES OF RECRUITMENT, SELECTION CRITERIA AND SELECTION PROCESS FOR VARIOUS POSTS

A. Sources of Recruitment:

For recruitment to vacant posts, TSSS shall use either internal or external or both sources of recruitment.

(i) Internal Source:

Internal recruitment will be done, provided eligible candidates are available within the organisation. Notice will be placed within the organisation so that interested candidates may apply.

(ii) External Source:

The organisation shall use external sources such as advertisements in the newspaper, employee referrals, church circulation, and information through the parish.

The advertisement shall mention the key responsibilities involved in the job.

B. Selection Criteria:

(i) Programme Manager-

A candidate applying for the post of Programme Manager should be

- A postgraduate in any discipline, preferably in Social Sciences, with 5-8 years of experience, or
- MBA with 5-8 years of experience.

He/she should have excellent communication skills (both verbal and written), motivational skills, leadership skills, managerial skills, documentation skills, analytical skills and should be innovative.

(ii) Project Coordinator-

A candidate applying for the post of Project Coordinator should preferably be

- a Post Graduate in Social Sciences, or
- a Post Graduate in any other discipline with a minimum of 2-3 years of experience, or



- a graduate in any discipline with a minimum of 5 years of experience.

He/she should be proficient in computers and should possess good communication skills (both verbal and written), documentation skills, coordination skills, facilitation skills, team building skills, leadership skills and should have the willingness to travel.

(iii) Department Manager:

A candidate applying for the post of Department Manager should be a graduate with 2-3 years of experience in the relevant field.

He/she should be proficient in computers and should possess communication skills (both verbal and written), documentation skills, coordination skills, facilitation skills, team building skills, leadership skills and should have the willingness to travel.

(iv) Supervisor:

A candidate applying for the post of Supervisor should be a minimum HS pass.

He/she should possess communication and facilitation skills, leadership skills, organising skills, willingness to travel extensively and the ability to work in difficult situations.

He/she should be from the local area and should be fluent in the local language.

(v) Animator:

A candidate applying for the post of Animator should have passed at least the 8th standard.

He/she should possess communication and facilitation skills, leadership skills and organising skills.

He/she should be from the local area and should be fluent in the local language.

(vi) MIS cum Documentation Officer:

A candidate applying for the post of MIS cum Documentation Officer should be a graduate with computer proficiency. Preference would be given to candidates having a diploma in computer applications. He/she must possess a minimum of 3 years of working experience in the relevant field.





He/she must possess analytical skills, communication skills (verbal and written), documentation skills, creativity, and innovativeness and should be able to work under pressure.

(vii) M& E cum Documentation Officer:

A candidate applying for the post of M & E cum Documentation Officer should be a graduate with at least 1 year of working experience in the relevant field.

He/she must possess analytical skills, communication skills (verbal and written), documentation skills, creativity, and innovativeness and should have the willingness to travel.

(viii) Senior Accountant

A candidate applying for the post of Senior Accountant should be a B. Com with 3-5 years of experience in the relevant field.

He/she must be proficient in Tally and Excel.

(ix) Assistant Accountant

A candidate applying for the post of Assistant Accountant should be

- a B. Com, or
- a graduate in any discipline with knowledge of Tally and Excel

(x) Training Centre in Charge

A candidate applying for the post of Training Centre in Charge should have passed at least H.S. He/she should possess administrative skills and the ability to communicate in English, Hindi and local languages.

(x) Receptionist

A candidate applying for the post of Receptionist should have passed at least the HSLC. Preference shall be given to women candidates. He/she should possess communication skills (verbal) and should have a pleasant personality. He/she should be able to communicate in English, Hindi and the local language.



C. Selection Process:

The following stages shall be incorporated in the selection process for various posts in TSSS:

(a) Screening/Short listing:

The application of the candidate shall be scrutinised in the first stage to assess his/her eligibility for the post. If he/she does not meet the criteria, then the candidate will be rejected and will not go to the next stage of the selection process. If the candidate is found suitable as per the criteria, then the organisation shall proceed with the selection process. The shortlisted candidates shall be invited through letter/e-mail/phone.

(b) Briefing about the Organisation and the Job:

In the second stage, the shortlisted candidates shall be briefed about the job and TSSS to evaluate their interest in the particular job.

This step shall be applicable only for the following posts

- i. Programme Manager
- ii. Project Coordinator
- iii. Departmental Managers
- iv. MIS cum Documentation Officer
- v. M & E cum Documentation Officer

This step shall not be applicable in the case of the following posts:

- i. Supervisor
- ii. Animator
- iii. Receptionist and
- iv. Training Centre in Charge

(c) Written Test/Proficiency Test:

Those shortlisted candidates who are found interested in the job after the briefing shall be called for a systematically designed written test/proficiency test to assess his/her knowledge and skill.





This step shall be applicable only for the following posts:

- i. Programme Manager
- ii. Project Coordinator
- iii. MIS cum Documentation Officer
- iv. Departmental Managers
- v. M & E cum Documentation Officer
- vi. Senior Accountant
- vii. Assistant Accountant

This step shall not be applicable in the case of the following posts:

- i. Supervisor
- ii. Animator
- iii. Receptionist and
- iv. Training Centre in Charge

(d) Personal Interview

The candidates shall appear for a personal interview. The organisation shall prepare a set of questions to assess the knowledge, skill and attitude of the candidate during the interview.

(e) Final Selection

The final selection shall be based on the candidate's performance in the aforesaid steps as applicable to the post applied for.

Selection Committee:

A Selection Committee shall be constituted in the event of a vacancy in the organisation. The Committee shall consist of the Director, the Programme Manager and experts in the related field.



PART 6 - APPOINTMENT PROCEDURE

The selected candidate shall be issued the offer letter. The letter shall ask the candidate to report within a week of issuing the letter through phone or email. If he/she does not report within the stipulated period, the first candidate in the waiting list shall be offered the post.

The new employee shall submit self-attested copies of all his/her testimonials regarding educational qualification, experience, age and such other relevant information along with 2 copies of passport size photographs.

The appointment letter shall be issued to the new employee on the day of joining duty or before. The appointment letter shall spell out the job title, name of the project, project period, salary and nature of employment. A copy of the job responsibilities and the rules and regulations of the organisation shall be enclosed with the appointment letter.

The appointment letter, duly signed by the employee, shall be retained by the organisation.

The new employee shall be issued an ID card on the confirmation of his/her appointment.





PART 7 - INDUCTION AND ORIENTATION SYSTEM

TSSS believes in the importance of induction as the first step in building a long-standing relationship between the new staff member and the organisation. Every staff member will go through a structured induction programme when s/he joins the organisation.

New staff are expected to be proactive in seeking information and in making use of existing resources, and must also interact with more experienced staff.

Aspects of Induction:

Induction shall include the following aspects:

- History
- Vision and Mission
- Organisation structure
- Programmes
- Donors
- Partners
- Staff
- Rules and regulations
- Policies
- Facilities
- Culture
- Areas of operation/Beneficiaries

Aspects of Orientation:

All new recruits to TSSS shall receive a comprehensive orientation on the following aspects:

- Goal and objectives of the project
- Job responsibilities
- Project Area
- Project Duration
- Expected Results
- Activities
- Reporting system
- Funding Agencies
- Budget
- Team members
- Logical Framework Model (LFM)



Process:

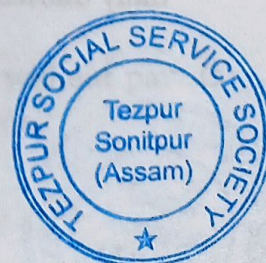
The new employee shall be taken around the staff and shall be introduced to the other staff. He/she shall be formally welcomed and introduced at the monthly meeting, followed by a get-together.

Duration:

The induction and orientation shall be completed within a week of joining of the new staff joining.

Methods:

- Document review
- PowerPoint Presentation
- Field visit
- Interaction
- Discussion and any other methods as deemed appropriate.





PART 8 – SERVICE RULES

(i) Working Hours:

The working hours shall be from 9.30 am-5.00 pm with a half-hour lunch break.

(ii) Working Days

Monday to Saturday shall be full working days, with the third Saturday of the month as a holiday.

(iii) Compensatory Off:

Any staff required to work on any non-working day shall be entitled to avail a compensatory off on any working day within one month. Compensatory leave shall be availed only with the prior permission of the Director.

A staff member shall not be entitled to accumulate compensatory off.

(iv) Attendance:

(a) Office Staff:

A staff attendance register shall be maintained for recording the time of arrival and departure of every office staff. The Receptionist shall be responsible for maintaining the attendance register and for marking the attendance and sending the same online to the Director/Programme Manager.

The reasons for non-attendance shall be marked as follows:

- Absent without leave or permission- A
- Academic Leave- AL
- Casual Leave- CL
- Sick Leave-SL
- Field Visit- To the field
- Compensatory off- Off

(b) Field Staff:

The field staff shall maintain a daily diary for recording attendance in the field. The staff shall get the same signed by the President/Secretary of the CBO. The daily diaries shall be submitted to the Project Coordinator at the staff meeting.

(v) Leave System:**(a) Casual Leave:**

The total number of casual leaves shall not exceed 15 days in a year. The casual leaves can be taken at a stretch for a maximum period of 3 days. Casual leave may be taken verbally over the phone or through e-mail in emergency circumstances when it is not possible for the employee to apply in writing. However, the application for leave must be submitted on the day of resuming office.

(b) Sick Leave:

The number of sick leaves shall not exceed 12 days in a year. If the sick leave is taken consecutively for a period exceeding 3 days, the application for leave must be accompanied by a copy of the prescription or medical certificate, whichever is applicable. Sick leave may be taken verbally over the phone or through e-mail in emergency circumstances when the employee can't apply in writing. However, the application for leave must be submitted on the day of resuming office.

(c) Maternity Leave:

Maternity leave shall be for 3 months per year. It can be taken either pre- or post-delivery. An employee on maternity leave shall be entitled to full salary for 2 months and 50% salary for 1 month.

Maternity leave can be availed only for the first and second child during her tenure in the organization.

(d) Paternity Leave:

Paternity leave shall be for a maximum period of 15 days in a year.

Paternity leave can be availed for the first and second child during his tenure in the organization.

(e) Academic Leave:

An employee shall be entitled to academic leave as per the examination timetable.

Note:

- "Year" for the calculation of leaves shall mean the calendar year
- Any leave taken without permission will be considered leave without pay. In extreme cases, the decision shall be at the discretion of the Director.

- Employees serving the probation period shall not be entitled to any other leaves except sick leave.
- A part-time employee shall not be entitled to any other leaves except sick leave.
- Maternity /paternity leave can be availed only if the concerned employee has worked for a minimum period of 1 year in the organisation
- The leave record shall be maintained and updated by the Assistant Accountant
- The leave record of each employee will be displayed every quarter on the office noticeboard.
- Any leave under any of the categories of leave left during the year shall lapse and shall not be carried forward to the next year

(vi) Holidays:

The organization shall observe the following holidays:

(a) National Holidays:

- Independence Day
- Republic Day
- Gandhi Jayanti
- Diwali
- Id-ul-fitr
- Holi

(b) State Holidays:

- Bihu
- Durga Puja

(c) Religious Holidays:

- Easter Holidays (Thursday-Monday)
- Christmas Holidays (22 Dec- 2 Jan)

The list of holidays shall be prepared at the beginning of the year and displayed on the notice board.

(vii) Probation Period:

Recruits shall be initially appointed on probation for 3 months, which is extendable by another 3 months. If his/her performance is found unsatisfactory during the probation period, he/she may be terminated with or without notice. If his/her performance is found satisfactory, he/she shall be issued the confirmation letter.

During the probation period, the performance of the employee shall be continuously monitored, and necessary feedback and guidance shall be provided.

(viii) Nature of Employment:**a) Contractual Employees:**

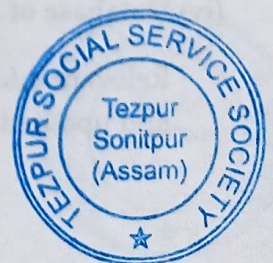
All the project staff shall be contractual employees

b) Part-time Employees:

Part-time employees shall be those who work for particular days in a month

c) Casual Employees:

The organization can hire casual employees in case of need.





PART 9 - DATA MANAGEMENT SYSTEM

(i) Personnel File:

Basic information of the staff shall be maintained in separate staff personnel files. The following documents shall be maintained in the personnel file of each staff:

- Appointment Letter
- Confirmation Letter
- Job description
- Resume
- Testimonials of educational qualification, age, and previous work experience
- Warning letters
- Appreciation letters
- Transfer letter
- Performance appraisal sheets
- Promotion Letter
- Passport-size photographs
- Other relevant documents

The personnel file of every staff member shall be in the custody of the Director. The employee who wants to access his/her file shall submit an application in writing to the Director.

(ii) Staff Capacity Building Records:

Staff capacity building record shall be maintained and updated by the MIS-cum-Documentation Officer.

(iii) Human Resource Information System:

Relevant information about the existing and previous employees shall be maintained and updated by the MIS-cum-Documentation Officer.

(iv) Database of Partner Organizations:

Relevant information pertaining to the partner organizations shall be maintained and updated by the MIS-cum-Documentation Officer.

PART 10 - PERFORMANCE MANAGEMENT SYSTEM

The organization will do the performance appraisal for all the staff. The organization will set the standards/ aspects of appraisal for various levels of staff according to the project they are dealing with. The standard of performance appraisal shall be communicated to all the staff before conducting the performance appraisal.

(a) Frequency of Appraisal:

The performance appraisal shall be conducted twice a year, that is, in the months of **February and August**.

(b) Methods:

The Appraisal team shall use different methods such as document review, continuous monitoring of the performance, seeking feedback from colleagues, subordinates, beneficiaries, and other stakeholders, and interaction.

(c) Aspects:**(i) Performance Appraisal Aspects for Programme Manager & Project Coordinator:**

- Knowledge of project management
- Knowledge of financial management and budgeting
- Enriching the knowledge/ updating himself/ herself of the latest trend
- Networking skills
- Resource mobilization
- Reporting and documentation
- Communication skills
- Team management
- Leadership skills
- Relationship Building
- Managerial Skill
- Motivational skill
- Decision-Making Skill
- Coordination skills
- Timeliness
- Interpersonal relationship



- Openness to new ideas and suggestions
- Transparency
- Achieving results
- Analytical skills
- Innovative
- Initiative
- Fairness
- Promoting the goodwill of the organization
- Following the rules of the organization
- Personal growth and development
- Accountability
- Ability to face challenges

(ii) Performance Appraisal Aspects for Departmental Manager:

- Knowledge of budgeting
- Enriching the knowledge/ updating himself/ herself on the latest trend
- Knowledge of the project that he/she is dealing with
- Planning
- Report writing
- Coordination
- Communication
- Facilitation skill
- Ability to work in a group
- Leadership Skill
- Relationship Building
- Managerial Skills
- Motivational skill
- Punctuality
- Co-operation
- Transparency

- Achievement of the result
- Interpersonal relationship
- Following the rules and regulations of the organization
- Personal growth

(iii) Field Staff

Performance Appraisal Aspects for Field Staff:

- Knowledge of the project she/he is dealing with
- Reporting
- Timely completion of activities
- Achieving of result
- Communication skills
- Facilitation skills
- Rapport building with the community
- Openness
- Adaptability to different cultures
- Leadership Skill
- Relationship Building
- Motivational skill
- Convincing skills
- Timeliness
- Fairness
- Carrying the goodwill of the organization
- Commitment
- Personal growth

(d) Usage of the Findings of the Performance Appraisal

The results of the performance appraisal shall be used for:

- Providing feedback on the performance
- Identification of the strengths and areas for improvement





- Making decisions on promotion, increment, and incentives
- Recognition through rewards and certificates of appreciation
- Deciding the "Employee of the Year"
- Highlighting the achievements of distinguished employees in the organization's newsletter
- Providing opportunities for capacity building through training, exposure and counseling, and follow-up of the same
- Providing proper guidance and handholding support by the immediate supervisor with proper follow-up
- Entrusting additional responsibilities to good performers
- Providing scope to good performers to utilize their potential in other projects
- Taking decisions regarding demotion or termination in extreme cases of consistently poor performance, where the employee shows no signs of improvement

Note: The organization shall evaluate the effectiveness of the other provisions of the Human Resource Policy and incorporate necessary changes based on the overall result of the performance appraisal.



PART 11 - STAFF CAPACITY BUILDING

TSSS recognizes the need for a holistic approach to developing its entire staff through individual and group learning. Staff capacity building is a continuous process, and together with the management, every staff member is expected to take proactive responsibility for their continuous learning.

The capacity building needs of the staff shall be identified through Performance Appraisal and continuous Monitoring.

The organization will build the capacity of the staff in the following ways:

- Trainings
- Seminars
- Workshops
- Exposures
- Handholding support
- Guidance
- Counseling
- Feedback

The organization will try to ensure the institutionalization of the learnings from the capacity building inputs through various means such as:

- Creating appropriate platforms for the implementation of the learning.
- Providing adequate and timely support to implement the learning.
- Making it mandatory for the staff to prepare reports whenever they attend any capacity-building programme
- Encouraging the staff to share the learnings with the superior or colleague, and during staff meetings.
- Making time-bound and result-oriented action plans for the implementation of learnings and providing inputs if necessary
- Follow-up on the implementation of learnings



PART 12 – MOTIVATION

The organization shall see to it that the motivational needs of the staff are identified and addressed to inspire them to utilize their potential to the best.

The motivational needs of the staff shall be identified through:

- Performance Appraisal
- Interaction
- Observation
- Workshops for assessments of motivational needs

The Organization shall adopt the following ways to motivate the staff:

- Incentives
- Verbal and written appreciation
- Promotion
- Certificates/awards for good performance.
- 'Best Employee of the Year' certificates/awards
- Sharing success stories of role models
- Sharing the achievements of staff in monthly meetings serves as encouragement for other staff.
- Capacity building opportunities for staff to upgrade their knowledge and skills.
- Annual get-together and celebrations.
- Encouraging the staff to focus on achievements
- Recognition for the good work done.
- Social security measures.
- Ensuring that there is a proper system and accountability where the staff can work in an environment that is conducive to bringing out the best, where work culture and ethics are taken care of, and where there is good infrastructure to bring out this.



PART 13 - PROMOTION

(a) Promotion in TSSS shall be based on the following criteria:

- The first criterion shall be performance
- The second criterion shall be the years of experience in the organization
- The third criterion shall be educational qualification.

(b) Process of Promotion:

The decision for promotion shall be communicated to the concerned staff. On acceptance of the offer for promotion, a promotion letter shall be issued to the staff along with the new job description. He/she shall also be oriented about the post to which he/she has been promoted.

The organization shall announce the promotion by displaying the name of the promoted staff on the notice board and publishing in the newsletter. A gathering shall also be arranged to congratulate the employee.





PART 14 - STAFF BENEFITS

The benefits currently available to the staff are thirteen months' salary and an increment as per the project.

The organization shall take the initiative to provide benefits like Staff welfare funds, Provident fund, and Medical insurance.

PART 15 – GRIEVANCE REDRESSAL PROCEDURE

(a) TSSS shall address the grievances of its staff for the smooth and effective functioning of the organization. Staff grievances may be related to:

- Working environment
- Culture
- Policies and systems
- Rules and regulations
- Management, Policies, and Practices
- Interpersonal problems between individual employees

(b) Procedure for handling Grievances:

(i) When the grievance is between staff and it relates to interpersonal issues and the like, the **aggrieved staff are encouraged to discuss and resolve the issue with the person/persons directly against whom there is a grievance**, on a one – to – one basis.

(ii) The aggrieved employee can **share his/her grievance with his/her immediate superior**. In case the grievance is resolved at this level and the aggrieved employee is satisfied with the resolution, the grievance shall not be taken to the higher level. If the grievance is not resolved to the satisfaction of the aggrieved employee, he/she can present the grievance to the next level of authority.

(iii) If the grievance is against the immediate superior or the aggrieved employee does not feel comfortable sharing any grievance directly with his/her immediate superior, then the **grievance can be shared directly with the Director**. The Director shall take the necessary action for redressing the same.

(iv) The staff are also encouraged to share their grievances during **monthly meetings**.

Note:

(i) An aggrieved employee can share his/her grievance either verbally or in written form.

(ii) In case a grievance is addressed to the management and it is resolved at this stage amicably and to the satisfaction of the aggrieved staff member, such resolution shall be documented, duly signed by both the parties and the document will be handed over to Director for recording in the personal files of both parties.

PART 16 – DISCIPLINARY PROCEDURE

The organization will direct all its employees to maintain the code of conduct for general ethical behavior of the staff, professionalism, and diligence in the performance of work. The purpose of disciplinary procedures is to help those not meeting acceptable standards of conduct assess their shortcomings, to ensure fairness and consistency in line with the values of the organization.

(a) Acts of Omission and Commission Constituting Misconduct:

Given below are the acts of omission and commission constituting misconduct. The list is not exhaustive.

1. Coming to the office under the influence of alcohol or narcotic drugs
2. Use of abusive language
3. Disrespect coworkers
4. Willfully damaging office property
5. Use of office assets for personal use
6. Coming late to the office
7. Misbehaving with staff
8. Spreading false propaganda about the organization
9. Spreading rumours
10. Giving false promises to the community
11. Intentionally giving wrong information to the community
12. Misappropriation of funds
13. Smoking within the office premises
14. Sexual harassment of female staff
15. Giving false information regarding name, age, previous employment, qualification, etc., at the time of joining
16. Misusing identity cards
17. Misutilization of leaves taken
18. Misutilization of the office hours



19. Taking a bribe either in cash or kind
20. Manipulation of office files
21. Accessing confidential information of the organization without permission

(b) Procedure:

The nature of the misconduct, whether it is a minor misconduct or a major misconduct, shall be decided at the time of its commission after due enquiry. The employee alleged to have committed misconduct shall be given the right to be heard, and he/she shall be required to furnish a due explanation of the same either in written or verbal form.

(c) Nature of Disciplinary Action:

Violation of the code of conduct shall attract disciplinary action.

(i) Disciplinary action to be taken in case of minor misconduct:

- Verbal or written explanation
- Fines
- Replacement of the asset in case of damage
- Warning letter in case the minor misconduct is committed more than 3 times
- Termination

(ii) Disciplinary action to be taken in case of major misconduct:

After due enquiry, it is proved that an employee has committed major misconduct, he/she shall be liable to any of the following disciplinary actions

- Suspension
- Demotion to a junior post/ lower pay
- Deduction of salary
- Termination with or without notice in extreme cases
- Legal action if necessary



PART 17 – ORGANIZATION CULTURE***Culture of Timeliness:***

The working style of TSSS and the staff members shall reflect the culture of timeliness. Every staff member shall reach the office or the field on time, shall try to complete the given assignment within the stipulated time frame, and provide timely feedback on the performance of colleagues or subordinates. Lunch hours shall be scrupulously observed, and the staff shall not use institutional time for personal work. The staff shall also be willing to put in extra hours of work beyond the office time to maintain the timeline. Failure to maintain time shall be discouraged through such practices as imposition of fines and deduction of salary. Adherence to timeliness shall be encouraged through appropriate rewards and recognition.

Culture of Discipline:

All the staff shall strictly adhere to and maintain the rules and regulations of the organization. Disobedience of the rules and regulations shall be strictly prohibited through the imposition of fines and the deduction of salary. Each staff member is responsible for the proper utilization and maintenance of office equipment. Office assets shall be handled with proper care. The staff shall make diligent use of office hours and avoid wastage of time by loitering around or engaging in talks across the table. All the staff shall be decently dressed, whether in the office, in the field, or in any other Forum where they represent the organization.

Culture of Fairness

All the staff of TSSS shall be treated equally irrespective of their caste, creed, sex, religion, and tribe. All the staff shall be given equal capacity-building opportunities within and outside the organization. The superior shall give equal support and guidance to his/her subordinates without discriminating against anybody. Fairness shall be observed in implementing the various provisions of the HR policy.

Culture of Commitment

The organization shall explain clearly the vision and mission, goals, and objectives of the organization to all the staff to enable them to inculcate the values for which TSSS stands. The staff shall properly utilize the given opportunities. The staff are encouraged to carry out additional responsibilities when required and put in extra time and effort as a mark of commitment towards their work and the organization. The organization shall ensure that the morale of committed employees is boosted through due recognition.



Culture of Cordial Relationships

TSSS staff shall maintain a respectful relationship with fellow colleagues and also with the community at large. Each staff member shall promote positive interaction among the staff and abstain from using unpleasant words or remarks. There shall be exchange of greetings and pleasantries, appreciation for each other's good work, and observation of important occasions such as birthdays and anniversaries.

Culture of Openness

TSSS encourages its employees to think, express, and share their views and concerns with the management to facilitate decisions with collective wisdom. The organization shall promote a culture of openness to ensure the free flow of communication. The organization welcomes positive ideas, suggestions, and viewpoints from the employees for the betterment of the organization. Each staff member is encouraged to actively participate in the staff meetings and other important meetings of the organization.

Culture of Transparency:

The organization shall uphold the culture of transparency through free and fair sharing of information, enabling every staff member to gain clarity about his/her work, promotion of collective decision making, and maintenance of transparency in financial matters.

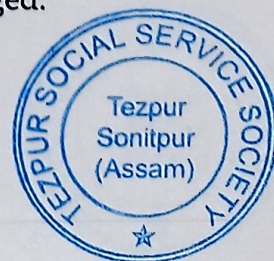
Culture of "We" feeling

The organization shall promote the culture of "We" feeling where all the staff have a sense of belongingness to the family of TSSS. The staff shall come together as a family during various celebrations and get-togethers in the organization to strengthen the bond of unity. Exchanging greetings, pleasantries, and appreciation for each other's good work shall be promoted. The staff are also encouraged to offer consolation and financial contributions in times of grief.

Culture of Cooperation

The staff shall work together as a team and promote proper coordination with other project staff. All the staff shall motivate and encourage each other. It shall be ensured that the good practices and systems prevalent in one project are gradually imported into the other projects as well, for the overall growth of the organization.

In times of need and difficulties, experienced staff shall give support and guidance to the other project staff. Project-centric attitude is strongly discouraged.



Culture of Healthy Competitive Spirit

Every staff member is encouraged to learn from each other and strive to excel in their own field. Performance appraisal shall be conducted fairly, and a good performer shall be recognized for promoting professionalism, proficiency, and personal growth. The staff shall work together in a spirit of togetherness without undermining their co-workers. There shall be freedom to debate and discuss, and an opportunity to share one's opinion.

Culture of Cleanliness

Every staff member shall maintain personal hygiene and keep themselves neat and tidy. They shall keep the office and the surroundings tidy and keep the office chair and table, and other equipment in proper order. They shall keep all the office equipment, such as files, tables, and chairs, in place, especially before leaving the office.

Culture of Image Building

The organization promotes the culture of image building through the visualization of pictures of project areas, project achievements, and quotes of the organization in the office. As an image-building exercise, the organization shall document the project work through various mediums to be placed in the public domain.

Culture of Greenery

The staff shall promote planting of trees on its premises, nurture them, and water them for the promotion of greenery.

Culture of Austerity

All electrical equipment, like lights, fans, and computers, shall be switched off when not in use. Wastage of food shall be avoided. There shall be a sensible use of water and office stationery.

The organization culture will be displayed in a prominent place at the organization's premises along with the Vision and Mission statements. It will be ensured that the culture is promoted during the induction of new staff. Occasions like meetings, workshops, and trainings will be used as opportunities for reminding the staff about the culture. All staff are responsible for upholding the culture of the organization and also for making sure that other members also follow the same.



PART 18 - TRANSFER

(a) Basis for transfer

The decision for transfer shall be taken in the following cases:

- As per the needs of the project
- In case the staff faces such problems in his/her working area that affect his/her performance.
- As part of disciplinary action.

(b) Process of transfer:

The decision for transfer shall be communicated to the concerned staff to get his/her viewpoint. The transfer letter shall be issued to the concerned staff, and an acknowledgement of the same shall be received from him/her. He/she shall be given orientation on the area to which he/she has been transferred.

Note: In case of disciplinary action, the decision for transfer shall be binding on the concerned staff, and refusal to abide by the transfer order shall amount to commission of misconduct.



**PART 19 - RESIGNATION****Resignation with Notice:**

Any staff member willing to resign shall serve a one-month notice period. Employees on probation may resign without notice.

Resignation without Notice:

Any staff who resigns without notice shall either forfeit one month's salary or repay the salary in case the same has been drawn (whichever is applicable).

Handing Over Procedure on the Part of the Employee:

The outgoing employee shall properly hand over all the files and other related documents, the organization's assets (if any) held in his/her possession. A written report of the status of the work she/he was handling shall have to be submitted. He/she shall also provide orientation to the new staff in case appointed during the notice period. He/she shall also clear his/her outstanding dues and hand over his/her ID card.

Handing Over Procedure on the Part of the Organization

On the completion of the handing over procedure on the part of the outgoing staff, he/she shall be given the experience certificate, clearance certificate, pay slip and the relieving certificate.

The organization shall organize a small gathering/ farewell to thank the outgoing employee for his/her service in the organization.

**PART 20 - TERMINATION**

The services of an employee shall be terminated in case his/her duration of contract expires or as a part of a disciplinary procedure.

Termination can be with or without notice

Termination with notice:

In case of termination with notice, the concerned employee shall be served with one month's notice period.

Termination without notice:

In case of immediate termination, i.e., termination without notice, the concerned employee shall be paid one month's extra salary.

Handing over Procedure on the part of the Employee:

The outgoing employee shall properly hand over all the files and other related documents, the organization's assets (if any) held in his/her possession. A written report of the status of the work she/he was handling shall have to be submitted. He/she shall also provide orientation to the new staff in case appointed during the notice period. He/she shall also clear his/her outstanding dues and hand over his/her ID card.

Handing Over Procedure on the Part of the Organization:

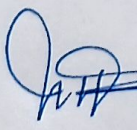
On the completion of the handing over procedure on the part of the outgoing staff, he/she shall be given the experience certificate, clearance certificate, pay slip, and the relieving certificate.

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Revised and Approved by the Governing Body of TSSS / Chairman of the Society

HUMAN RESOURCE POLICY

This HUMAN RESOURCE POLICY has been revised and approved by the Governing Body of TSSS and duly signed in the presence of all Managing Committee Members:

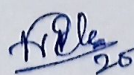


28/8/23 20/8/23

Bishop Michael Akasius Toppo

President
Chairman

Tezpur Social Service Society
Bishop's House, Tezpur
Sonitpur, Assam

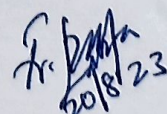


20/8/22

Fr. Biswajit Ekka

Secretary
Director

Tezpur Social Service Society
Bishop's House, Tezpur
Sonitpur, Assam



20/8/23

Fr. Christoraj Lakra

Treasurer

Tezpur Social Service Society
Bishop's House, Tezpur - 784001
Sonitpur, Assam, India