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# MAHILA JAGAT LIHAZ SAMITI

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## HUMAN RESOURCE POLICY

### 1. General Employee Policies

- 1.1. All organisation staff are required to maintain a clean and neat appearance at all times and to behave in ways that bring credit to the organisation.
- 1.2. Staff may not make any public statements on behalf of the organisation without prior authorisation from the Chief Executive Officer.
- 1.3. In a professional public context, staff are required to give the organisation's position and not their personal opinion.
- 1.4. Staff are employed as members of a team. In order to achieve the mission of the organisation all staff must work together effectively and are expected to demonstrate mutual respect and co-operation with their fellow team members. Personal differences should not be allowed to interfere with the implementation of work.
- 1.5. Staff may have access to information about the internal operations of the organisation, its donors, staff or beneficiaries which is needed to carry out the work. Staff are expected to exercise good judgement in safeguarding the confidentiality of information and not disclose information which would be considered private or personal to others outside of the organisation.

### 2. Recruitment and Selection of Staff

- 2.1. A position description describing the responsibilities and qualifications for each new position will be prepared based on the needs of the organisation.
- 2.2. The organisation is committed to providing equal employment opportunities to all employees and applicants regardless of race, colour, religion, sex, national origin, age, disability, veteran status, sexual orientation, or any other legally protected status.
- 2.3. Qualified candidates would be identified through referrals, word of mouth or through advertisements.
- 2.4. The organisation seeks to promote gender balance at all levels within the organisation. Recognising that the socio-cultural environment often places women at a disadvantage the organisation will endeavour to ensure that women are considered for all new positions or opportunities for promotion.
- 2.5. Staff members will be designated to participate in the selection of candidates through interviews as appropriate for the position being recruited.

### 3. Categories of Employees

- 3.1. Full-time Permanent Employees: An employee who works full-time (44 hours per week) and whose appointment is authorised, subject to satisfactory performance and adherence to the organisation's systems and procedures, will be considered to be permanent.
- 3.2. Short-term Contract Employees: The organisation may occasionally hire staff for limited time periods. Terms of employment would be defined in the individual's Employment or Consultancy Agreement.

### 4. Conditions of Work

- 4.1. Organisation staff will work 44 hours per week.

- 4.2 Any work outside of normal office hours for which an employee intends to request compensation time must be approved by the employee's supervisor before the additional hours are worked.
- 4.3 An employee who is absent from work without permission or reasonable explanation involving extenuating circumstances (e.g., emergency, accident, serious illness) will have salary deducted for the period of absence.
- 4.4 Recurring absence without permission is grounds for disciplinary action, including dismissal.
- 4.5 Leave, to ensure appropriate support on matters related to health and general welfare, will be given to employees in accordance with norms decided by the Executive Committee.

## **5. Employee Compensation**

- 5.1 Salaries for each position will be based on the responsibilities and required qualifications of the new position. Starting salaries will be set at a level which is consistent with salaries for similar positions in other organisations of a similar size and nature and salaries in the general job market.
- 5.2 Salary will be paid at the end of each month.
- 5.3. Salaries will be reviewed and adjusted on the employee's anniversary date of employment. Adjustments will consider changes in cost of living as well as available funding.

## **6. Performance Reviews and Staff Development**

- 6.1 Performance reviews will be conducted as a constructive and forward-looking process. These reviews will provide an opportunity to systematically assess and discuss the performance of staff over the review period, reflect on accomplishments, and identify priorities for staff development and targets for improvements for the next period.
- 6.2 The organisation will support the professional development of staff in areas considered relevant to the employee's roles and responsibilities within the organisation.

## **7. Grievance Redressal**

### **7.1 Grievances Between Individuals**

- 7.1.1 Minor grievances should be dealt with in the first instance by talking directly to the person/persons involved.
- 7.1.2. If the grievance can not be resolved between the individuals involved, the problem may be taken to the employee's supervisor or the Chief Executive Officer. A plan of action will be developed to investigate and address the grievance.

### **7.2. Grievances Which Involve Individuals and the Organisation**

- 7.2.1. All staff are invited to discuss with the Chief Executive Officer any individual grievances or concerns related to:
  - Understanding of and disagreement with the organisation's activities or philosophy
  - Job satisfaction
  - Personal problems which impact on work
  - Difficulties with other employee's, including the employee's supervisor
- 7.2.2. If there are problems which impact on teams or the organisation as a whole, a meeting will be held to share and discuss the problem and strategies for resolving the issue.

## **8. Disciplinary Procedures**

Disciplinary procedures are not concerned with job performance or ability but with any aspects of an employee's behaviour which is unacceptable. Disciplinary procedures are serious because they may lead to an employee being dismissed. The procedures in this section should therefore be followed carefully so as to ensure that no one is treated unfairly. Judgements about other people's behaviour may

vary from one person to another, and it is therefore especially important to be confident that discipline is the appropriate action to take. If in doubt the supervisor should consult the Chief Executive Officer.

## **8.1. Responsibility**

- 10.1.1. Each employee's immediate supervisor is responsible for minor discipline matters. However, any behaviour which causes the supervisor to discipline the employee should be notified to the Chief Executive Officer, and put in writing on the employee's file.
- 10.1.2. Serious matters of unacceptable behaviour or repeated incidents of minor matters after oral warning should be referred to a senior manager for action.
- 10.1.3. Behaviour serious enough to require dismissal should be referred instantly to the Chief Executive Officer. No one except the Chief Executive Officer has the authority to dismiss a member of the staff. The Board will not be active in disciplinary matters unless the person being disciplined is the Chief Executive Officer. However, the Chief Executive Officer is encouraged to call upon the Board or individual members of the Board, for advice and support when dealing with disciplinary matters.

## **8.2. Procedures to be Followed in Disciplining an Employee**

8.2.1. Disciplinary procedures will usually proceed through a series of steps starting with an oral warning. Depending on the seriousness of the behaviour, disciplinary action could be initiated at a higher step, including immediate dismissal.

### **8.2.2. Oral Warning**

- At the first incident of behaviour that requires discipline the supervisor should give the employee an oral warning.
- The employee should be invited to attend a private interview with their supervisor, and the purpose of the interview should be made clear to them at the time the interview is arranged.
- Before the warning is officially given the employee should be given an opportunity to explain their conduct. If the explanation is reasonable the supervisor should take it into account.
- The warning should include a detailed explanation of the behaviour that is unacceptable; details of the improvement that is required (if appropriate); and, make it clear that details of the warning will be recorded on the employee's personnel records.
- After three oral warnings for the same or similar behaviour an employee will be given a written warning.

### **8.2.3. Written Warning**

- A written warning may be given either: a) if there is further incident of the same or similar nature within six months of the third oral warning being given; or b) if the first incident of unacceptable behaviour is serious enough to bypass the oral warning stage.
- The employee should be invited to attend a private interview with their supervisor, and the purpose of the interview should be made clear to them at the time the interview is arranged.
- The employee should be told clearly what behaviour has caused the disciplinary proceedings, and be given an opportunity to offer an explanation for their behaviour. The supervisor should then decide whether to continue with the warning.
- The written warning should include a detailed explanation of the behaviour that is unacceptable; the improvement that is required; how the behaviour will be monitored and by whom; and, when the behaviour will be reviewed. A copy of the written warning should be placed in the employee's personnel file.

8.2.4. Further Proceedings: If further incidents arise within one year of the written warning then the matter should be referred to the Chief Executive Officer or Board for a decision on the next action. This may involve counselling, suspension from work without pay or dismissal.

### **8.2.5. Suspension**

- An employee who is suspended for disciplinary reasons must leave the premises immediately.
- The employee must be given written notice of the reasons for suspension within two working days of the date of suspension.
- Unless extenuating external reasons exist a decision about further action resulting from the suspension must be made, and conveyed to the employee within two weeks of the date of suspension.
- Criminal investigations by the police may be classed as extenuating external reasons and no decision should be made until the criminal proceedings have been concluded.

#### 8.2.6. Dismissal

- Only the Chief Executive Officer may dismiss an employee.
- Before taking action to dismiss an employee the person responsible for the decision must ensure that the matter has been fully and fairly investigated, and that the employee is guilty beyond reasonable doubt.
- In an employee is to be dismissed they will be told in writing and orally the reasons for the dismissal.
- The circumstances of the dismissal will be recorded in the employee's personal file.
- Any person dismissed for disciplinary reasons must leave the premises immediately.
- Under no circumstances will benefits be paid to an employee dismissed for disciplinary reasons.

### **8.3. Behaviour that will lead to disciplinary proceedings**

8.3.1. The following list provides an indication of the types of behaviours that are not acceptable. It is not comprehensive, and employees may be disciplined for actions other than those on this list.

- Disclosure of confidential information
- Failure to carry out reasonable instructions given by a supervisor or manager
- Chronic failure to follow organisation policies and procedures
- Frequent absence or lateness without good reason
- Failure to disclose potential conflicts of interest
- Personal behaviour which is contrary to the values and principles of the organisation and which could have a negative effect on its credibility
- Alteration or misuse of the organisation's documents
- Negligence with the organisation's property, including money
- Causing frequent disagreements or conflicts with colleagues
- Defaming the organisation or any member of its staff

8.3.2. Gross Misconduct: The following behaviours are classified as gross misconduct and will result in immediate dismissal. This list is not comprehensive and an employee may be dismissed for other behaviour.

- Violence towards anyone in or near the organisation's premises, or while on organisation work elsewhere, unless in self-defence
- Bringing weapons of any description onto organisation premises, or on organisation work elsewhere
- Drunkenness at work
- Theft of property or money belonging to the organisation or any staff member
- Deliberate damage to organisation property
- Gross misrepresentation on application for employment

- Taking or offering bribes, commission or any other type of benefit while conducting the organisation's work
- Falsifying receipts or any other documents for personal gain
- Using organisation property without permission
- Failure to inform the organisation of criminal court appearances

#### **8.4. Disciplinary Records**

- 8.4.1. Oral Warnings: Details of an oral warning will be kept on file for a period of six months from the date of the warning. After that period has elapsed with no further incidents of the same or similar behaviour, the warning will be removed from the file and in no circumstances counted against the employee.
- 8.4.2. Written Warnings: Details of a written warning will be kept on file for a period of one year from the date of the warning. After that period has elapsed with no further incidents, the warning will be removed from the file and in no circumstances counted against the employee.
- 8.4.3. Suspension: Details of a suspension will be kept on file for a period of two years from the date of the warning. After that period has elapsed the warning will be removed from the file and in no circumstances counted against the employee.
- 8.4.4. Dismissal: If an employee is dismissed for disciplinary reasons the details will be held on file indefinitely, and may be used if other parties request information about the employee.

### **9. Ending Employment**

#### **9.1. Resignation of Employee**

- 9.1.1. Staff must give at least one-month notice of their intention to leave employment with the organisation unless otherwise specified in the employee's Employment Agreement.
- 9.1.2. Annual leave may not be taken during the notice period.

#### **9.2. Termination of Employment by the Organisation**

- 9.2.1. The organisation's permanent staff are hired with the intention of providing long-term employment. Never-the-less, changes in the organisation's staffing requirements due to internal reorganisation, reduced availability of funding or closure of the organisation may lead to the elimination of positions and lay off of staff.
- 9.2.2. The organization will endeavour to provide at least three months notice to staff who are required to leave employment for reasons other than unacceptable behaviour. A minimum of one month notice will be provided, or payment of one month's salary in lieu of notice.
- 9.2.3. Annual leave may not be taken during the notice period.
- 9.2.4. The final pay will include any annual leave owing.