

# **HR POLICY**

(New Version: 2019)



**Social Education for Women's Awareness**

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## **Section-I: Introduction:**

SEWA is one of the leading Odisha based organization working for the development of the deprived people, established by the initiative of Mr. Sushil Kumar Dash, the founder member, with a group of committed activists. Its aim is to create an opportunity for these people to be included in the world that they have largely been left out from. SEWA's development activities focus principally on smaller stakeholders, marginalized groups, socially excluded with a special emphasis on vulnerable women, children under difficult circumstance, elders, people with special need (PwD), ultra poor families, migrants under distress condition including other weaker section of society.

**Mission:** The overall mission of SEWA is to represent empower people, in particular of disadvantaged group and women, and more specially to transfer the present condition of suffering of the people into self-reliant society, build a dynamic organizational framework through people's participation & work with a voluntary spirit to pursuit the excellence of work.

**Vision:** SEWA's core competencies lie in people who work towards unified vision of dedication towards a classless and exploitation free society. The combination of strong will power, ceaseless efforts and determination to bring ethos of society in chaining and social needs and urging towards concept of self-reliance among villagers, irrespective of cast, sex and religion.

### **Legal Status of SEWA:**

SEWA is a Non-Governmental organization registered in the year 1991-92 under Societies Registration Act XXI of 1860 bearing its registration No 4287186 of Government of Odisha, Registered with Ministry of Home Affairs, Govt. of India under FCRA Act of 1976 and renewed the Association in terms of the provision contained in the 16 of FCRA Act, 2010 bearing No 105060043, dated on 05/08/2016, Registered under 12A and 80G of the income Tax Act. SEWA has good operating position, Excellent MIS systems, accounting systems (Tally), adequate Control systems, and overall good management systems.

### **SEWA's management, structure, culture, belief and practices**

Management	The management of the organization is vested with a young, dynamic and professional people from various backgrounds, led by a leading Social worker and development Practitioner Mr. Sushil Kumar Dash holding the office as CEO/Secretary of SEWA.
Structure	The organization structure of SEWA has evolved over the years, from an informal structure in the initial years to a more formal and with evolving systems and organized structures over the time. The organization has built up along the principles of a line organization.
Culture	SEWA has come to the present state from a very grassroots initiative that began 1991-92 and built upon certain value system which may otherwise be termed as its organizational culture.
SEWA's Beliefs & Practices	<ul style="list-style-type: none"><li>• Complete dedication and commitment to the rural SEWA, especially the poor &amp; downtrodden</li><li>• Gender balance, gender awareness, mutual respect and maturity in</li></ul>

	<p>cooperation between women and men. Also shunning of any distinction in treatment on the basis of community, religion, language, background, caste and tribe.</p> <ul style="list-style-type: none"> <li>• Transparency and accountability in the management of resources, such as vehicles, equipment, time, money, one's availability to others, one's leave, traveling.</li> <li>• Working in team, joint consultation and participation in decision making, helping one another.</li> <li>• Creating an atmosphere of joy and openness towards each other, not standing by one's ego and hospitality towards visitors.</li> <li>• Discipline; timely attendance at work, listening to grievances of subordinates and settling matters right as soon as possible</li> </ul>
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## Section –II

### 1. HUMAN RESOURCES POLICIES & RULES:

These Rules may be called as SEWA Service Rules. It will come into force on the date it would get the approval of the Executive Board Members of SEWA and the General Body.

**1.1. Purpose:** This Policy Document is for the use of Staff of SEWA as a foundation of fundamental information about the organization and its Human Resource (HR) Policy. It is also intended as a ready reference for those specifically assigned with the responsibility of managing the HR function.

### 1.3. REPEAL & CHANGES:

All rules, circulars, resolutions, notices hitherto in force pertaining to the subject matter of any of these rules are hereby repealed. Any order made or action taken under the rules, orders and instructions so repealed, however, shall be deemed to continue to have force and effect, if they are in conformity with the current Service Rules.

The policies described below may at any time be subject to modification if the Executive Board Members of SEWA deems it necessary. In such cases, employees will be fully informed of the changes made.

### 2. STAFF RECRUITMENT, INDUCTION & ORIENTATION PROCEDURE:

**Step-1:** Upon award of project/program/assignment, a copy of the approved proposal/ToR to be shared with HR Section of SEWA for raising an indent for recruitment of the needed staff position. In case of any vacancy, the concerned Program Manager/Program Coordinator will ask in writing to the Manager, HR to fill up the vacancy.

**Step2.** HR Section develops the Job Description of the position(s) and the recruitment process in consultation with Administration Section.

**Step3.** The position(s) will be Webhosted through SEWA's Website and an advertisements is given referring to the Webhosted Advertisement preferably in Odia and English) local dailies:

**Step4.** A Panel of Selection Members consisting of Manager, HR, one thematic expert, Manager, Administration and two senior staff deputed by the Secretary shall carry out the selection procedure to its logical conclusion such as follows:

**1. Prepare for the selection procedure such as**

- a. Scrutiny of the CVs received & short listing the potential CVs.
- b. Invitation to the potential candidates in the ratio of **1: 5** for Written Test preferably with one week notice.
- c. Develop the Interview Questionnaire both Written & Verbal (Lead Questions).
- e. Develop the Scales for Scoring the Personal Interview (both individual & Consolidated) by the Selection Panel Members.

2. Conduct the Written Test, Score the papers and shortlist the potential CVs in the ratio of **1: 3** for Personal Interview preferably on the same day afternoon or may be next day if the number candidates are more.

3. Conduct the Personal Interview, Panel Members Score individually and then the individual Scores are totaled and scores Averaged by diving the total / number of Panel Members and a Merit List is prepared and empanelled and the list is handed over to the Manager, HR along with all the Scoring Sheets.

**Step-5 Letter of Offer, Verification of Documents & References and Joining**

i. HR Unit sends a Letter of Job Offer (Standard LJO is at Annexure ii) to the meritorious candidates

ii. Prior to joining of the Candidate (s), the following need to be carried out

- Verification of Certificates of Academic & Professional Qualifications;
- Verification from at Least Two References;
- If everything found okay, then the Candidate is asked to give a Joining Report

**Step-6 Induction & Orientation:**

All rules, circulars, resolutions, notices hitherto in force pertaining to the subject matter of any of these rules are hereby repealed. Any order made or action taken under the rules, orders and instructions so repealed, however, shall be deemed to continue to have force and effect, if they are in conformity with the current Service Rules.

1. Upon joining, the Candidate is given a Letter of Appointment along with a Job Description

ii. A Staff from HR Unit takes the new Staff member around the office and introduces him/ her to everyone in the office.

She/he is given the following induction, orientation and Immersion by HR Unit and concerned Project/Program/Unit: (HR Unit should prepare an Induction cum Orientation Module along with set of Reading Materials on SEWA and the concerned Project/Program/Unit).

- a) One Day Induction into the Organization
- b) One Day Orientation to SEWA(SEWA's Vision, Mission, Goal and Objectives and Programmatic interventions) and his/her job by Staff/Manager
- c) One Week of Immersion at the concerned SEWA field Unit
- d) The new staff is asked to submit a report of his/her induction, orientation & immersion

### **3. NATURE OF JOB:**

All jobs in SEWA are purely contractual in nature with a period of probation of six month and upto a maximum of one year.

### **4. AGE OF ENTRY AND RETIREMENT:**

While the age of entry into SEWA is 18 years, the age of retirement for a staff of SEWA is 60 years or when he/she is incapable of discharging his/her duty due to illness. However, if the service of the concerned staff is not dispensable, then s/he may be hired as a Consultant under consolidated payment subject to approval of Governing Body.

### **5. PROBATION & CONFIRMATION:**

- For all staff recruited, period of probation is up to 06 months, and can be extended or he/she is terminated from the service if at all not lived upto the expectation within the extended period.
- Even after completion of the period of one year, on probation, as the case may be no right of confirmation accrues to the person unless confirmed by the Competent Authority in writing. Till an order of confirmation is issued, the service is purely temporary in nature.
- On completion of probation successfully, the staff may be confirmed and the Manager, HR will issue a letter of confirmation to that effect.
- If a staff in the opinion of the management is not doing well and confirmed, her/his service may be dispensed or discharged by giving one month's notice or one month's salary in lieu of one month notice period.
- Upon confirmation a staff is fitted into an appropriate scale and provided with other benefits applicable to her/his category/grade

### **6. PROMOTION:**

Normally if a staff performs consistently well consecutively for 3 years as per the Performance Reports he/she may be considered for a promotion provided there is a vacancy. In case of promotion, the concerned staff would be placed as 'Acting' in the new position with a special allowance for 6 months. Upon successful completion of 6 months, he/she would be confirmed in the new position.

## 7. TRANSFER:

- All Staff positions in SEWA are transferable from one section to another; from headquarter to field or vice versa and from one field office to another or from one programme/project to another.
- Normally it will be done at the same rate of wages/ remuneration or as applicable to that location.
- In case of shouldering greater responsibilities especially in difficult areas, special allowances may be considered as per HR Policy Guideline from time to time.

## 8. RESIGNATION / SUSPENSION:

**Resignation:** A staff may resign from her/his position by giving one-month notice in writing to the Secretary. The resignation tendered by a staff may not be accepted if disciplinary proceedings are pending or contemplated against him/her.

**Suspension:** The management of SEWA may place a person under suspension if a disciplinary proceeding or any criminal investigation is pending against her/him. A staff committing regular error in spite of repeated warnings will be terminated from the organization with or without prior notice.

## 9. CODE OF CONDUCT:

### **Applicability:**

A staff member of SEWA will be bound by certain professional code of conduct including those already specified on the employment contract.

**Rule 1:** The above list is illustrative and not exhaustive and conditions may be altered as per the discretion of SEWA.

Rule 2: A staff member should never:

1. Misappropriate property, money or stores;
  - Obtain illegal gratification;
  - Falsify SEWA/office records;
  - Prefer false claims on the SEWA/project – like T.A. claims, reimbursement claims, etc.
2. Possess disproportionate assets;
3. be in a state of habitual indebtedness;
4. Disobey the orders of the Supervisor (s) and/or SEWA Authority;
5. Participate in strike, or activities of a political party or election to any legislature or local authority;
6. Indulge in activities prejudicial to the interests of the sovereignty and integrity of India;
7. Criticize the project, SEWA, funding agency in Radio Broadcast, Print and Electronic Media etc.
8. Contract second marriage without obtaining divorce against the present wife
9. Take dowry; encourage others to take dowry or get involved in any pro-dowry related activities;
10. Take intoxicating drink / drug in a public place or be in a state of intoxication while on duty.
11. Practice untouchability.

12. Bring political influence in matters pertaining to his/her services.
13. Make joint representations in matters of common interest;
14. Get involved in unauthorized communication of any official document /information.

**Rule 3:** Apart from those rules of conduct, there is an unwritten code of conduct implied in his/ her service condition, which, if violated, may also render him liable for disciplinary action. Some such instances are given below:-

- i. sleeping during duty hours;
- ii. doing personal work during duty hours;
- iii. gambling / playing cards at the work place;
- iv. Loitering, etc.
- v. money lending business;
- vi. Not dressed appropriate to the occasion while discharging the official duty including having the ID card issued by SEWA.

#### **10. DISCIPLINARY NORMS:**

- The staff at all time shall maintain absolute integrity; maintain organizational decorum in every sphere of work, devotion and commitment to the assigned job and the organizational mission, vision etc.
- Every staff shall carry out the orders and act according to his/her job description and in line with SEWA's policy guidelines and as per the demand of the project/program that he/she is assigned to.
- All the disputes / grievances, individual or common, or for any other reason should come to the Secretary in a written form through proper channel for its redressal.

**The following acts of omission and commission are deemed to constitute as part of the Disciplinary action from the management;**

#### **Part-I**

- For violation of any rule, orders, instruction, or guidance issued by the organization.
- Negligence or failure to perform duties of the post to which one is assigned to.
- Continuing late attendance, or early cessation of duty without valid or justifiable reasons.
- Repeated absence without informing the supervisor and obtaining leave, when the authority has issued a written warning.
- Absence for more than three consecutive days or over staying on leave sanctioned without satisfactory grounds and without informing to the organization through the respective Supervisor/reporting authority. If a staff remains absent without leave and without informing the office for more than 15 days, she/he deemed to resign and will automatically cease to be a staff of the organization from the date of the expiry of 15 days.

## Part-II

**Minor Offence:** Commission of any act including drunkenness when on duty, fighting, losing one's temper and using objectionable language against the superior/colleagues or clients, disorderly or indecent behaviors, gambling, criticizing without base to the organization or to any one of its office bearers/ staff members, committing any act that is prejudicial against the discipline, reputation or goodwill of SEWA or the morale of its staff.

### Major Offence:

- i. Making false statements, committing frauds or misrepresentation and thereby obtaining unintended or unearned advantages or putting the organization to wrongful loss.
- ii. Tampering with official records, documents or disclosing information not meant for outsiders, printing matters in the press that is prejudicial to SEWA.
- iii. Threatening or intimidating or using force or any form of violence against any person, inside or outside the premises of the organization.
- iv. Theft, fraud, embezzlement, misappropriation including temporary one, negligible usage of any instruments, objects, books, documents etc.
- v. Holding meetings with anti organizational attitude inside or near the office premises without prior permission of the competent authority.
- vi. Accepting or giving bribes or any illegal gratification, directly or indirectly.
- vii. Part-time or ad-hoc employment in any other organization without the explicit written permission.
- viii. The Management has been authorized to identify other malpractice(s) as disciplinary and to impose suitable punishment.

## 11. PROCEDURES OF GRIEVANCES REDRESSAL:

In order to ensure a fair hearing of the grievances the staff may be having against the management or against fellow staff members, the following procedure- having four steps is followed in SEWA to mitigate the same. The maximum time limit for each step is also suggested as below;

<b>Step-1:</b>	The staff having grievances will first try to settle the dispute informally with her/his colleagues to clarify the matter or remove the grievances. The timeline prescribed for the first step is seven days.
<b>Step-II:</b>	If the first step does not give satisfactory solution, s/he may consult with the immediate supervisor or team leader to resolve the case. This should be done in writing within a week's time.
<b>Step-III:</b>	If the second step does not satisfy the staff, s/he may call on the Manager, HR with a written grievance. The Manager, HR will listen, consult with the concerned staff and communicate the decision to the aggrieved staff within 10 days.
<b>Step-IV:</b>	In extraordinary circumstances, if the staff is not satisfied with the outcome of step three, s/he may appeal to the Governing Body through the Secretary in writing. The later will look into the matter and give the final verdict in writing to the concerned staff within 15 days.



## **12. WORKING HOURS & DAYS:**

The official working hours are as follows:

- Monday to Saturday: 9.30 am - 5.50 pm with half an hour lunch break preferably from 1.30 pm to 2.00 pm.
- All staffs are expected to be available in their offices/tables during working hours.
- The field staff will proceed directly to the field as per their approved weekly/ monthly plan of action/ Tour Itinerary. For any official transactions they may come to the office with due intimation to their respective Supervisor.

## **13. ATTENDANCE:**

- All Staff must sign the Attendance Register/ swipe their finger in the Bio-Matrices Machine if maintained in H.O. and/or field offices. In case a staff is on Tour (T) or on Leave (L), the Attendance Register will be marked 'T' or 'L' by a person so authorized by the Management.
- A monthly Absentee Statement showing attendance and approved leave, if any taken, by each staff or any unauthorized absence will be sent by the respective Coordinators to the H.O. by 2<sup>nd</sup> of the succeeding month for posting of leaves and advising the Accounts Unit for deduction of salary in cases involving leave without pay/unauthorized absence.

## **Section- III:**

### **14. STAFF SALARY/COMPENSATION**

#### **Salary / Remuneration/Reward/Incentives:**

Monthly remuneration for the staff includes a basic salary. In case of some Staff; only consolidated monthly remuneration is given. Annual increments shall be decided by the Management. The Management will decide the compensation of personnel those who are not on the pay roll of SEWA such as Young Professionals, Consultant, and Evaluator etc. on the basis of the assignment(s)/ToR. Since the post of Secretary is honorary in nature, his/her entire expenses which includes, local conveyance, travel, accommodation during tour, communication (Phone, Cell Phone, Email etc.), Per Diem, secretarial assistance etc. will be taken care of by SEWA or reimbursed to him/her. Such expenses/allowances and limits thereof will be decided by the Governing Board from time to time.

#### **Tax Deducted at Source (TDS):**

SEWA will deduct tax at source for staff where applicable as per Government rules. Same is applicable to any consultant who receives more than Rs.100, 000/- in a given Financial Year.

SEWA is registered with Government for deduction of professional tax. It is renewing the registration every year. Professional Tax is deducted from the staff and paid to Commercial Tax Department.

**Payment for Contractual Services:**

Payment for contractual services is done through cheque disbursements. The schedule of payment depends on the Terms of Reference (TOR) agreed upon by the personnel concerned and the SEWA. Payments are covered by a Request for Payment Form prepared by the accountant and approved by the Secretary.

**Procedures for Fund Disbursements**

- All requests for payments are to be made using the appropriate forms.
- Requests for payments are to be properly substantiated with bills/receipts and essential documents.
- Requests for payments are prepared by accountant and submitted to the General Secretary for checking and approval.

**Travel Allowance:**

**Accommodation:** Accommodation will be reimbursed on actual basis but not more than the limit specified from time to time through Circular. Actual T.A. to the staff will be reimbursed if deputed for specific assignment(s) outside one's operational area. The D.A. in such cases will be as follows:

#	Location	T.A.	Per Diem	Accommodation
1	Out of State	Actual	Rs.500.00	Rs. 1000.00
2	Within the State	Actual	Rs.150.00	

Note: In case food is provided by the program, then the staff is required to deduct the same at the following rate from the entitled D.A.:

- i. Breakfast: 15% of the Per Diem
- ii. Lunch : 25% of the Per Diem
- iii. Dinner : 35% of the Per Diem
- iv. Incidental: 25% of the Per Diem

**Field Visit:** DA will be given to the Staff for visiting field operation when and where required.

**Training:** Capacity enhancement strategy is one of the core elements of the organization. The selected staff will attend different external and in-house capacity building programs. Capacity building of the staff at all levels is an ongoing process. Further, the staffs who are invited from outside NGOs/ institutions as Resource Persons to facilitate/impart different programmatic and thematic capacity building programs may be allowed if the authority gets convinced.

**Salary Advance:** Confirmed Staff can take salary advance upto 50% of their take home salary and the same will be deducted from the salary of that month. Management is authorized to take decision based on the merit of the request for advance.

**Accommodation (House Rent):** Accommodation or House Rent Allowance to staff wherever applicable shall be provided. Decision of the Management is final in this regard.

#### **15. STAFF WELFARE FUND (PROVIDENT FUND):**

**Employees' Provident Fund:** SEWA will register with Employees' Provident Fund Organization India, Ministry of Labor & Employment, Government of India towards welfare of its staff following the rules and regulations of the organization.

All the Staffs are required to contribute 12% of their Basic, DA and ADA amount to the EPF on a monthly basis. SEWA will contribute a matching amount to that of staff. This Fund will be deposited in one of the Nationalized Bank and registered with EPF Commissioner. The staff will be provided with the updated PF information in the month of May for the preceding Financial Year. The fund will be governed by the law of the land.

**General Nomination and Authorization:** Staffs are advised to give the details of their nominee in the prescribed format at the time of joining to enable SEWA to settle any claim at the unfortunate time of Staff death or any such critical cases.

#### **Insurance Coverage (Group Insurance):**

Insurance cover is provided to Staff under Group Accident Insurance. All SEWA Staff need to be insured against accidents immediately after the date of joining. The coverage is available round the clock while on duty, leave or tour etc., against bodily injury resulting from accidents only.

Compensation is payable by the insurance company in case of death due to accident, to the person nominated by the employee in the 'General Nomination and Authorization Form' and at varying percentages of this amount in respect of accidents resulting in various kinds of disablements, permanent or temporary.

In case of accident, the Staff needs to inform the Accounts Unit at H.O. as soon as possible, but within 7 days from the date of occurrence of such accident. They should forward the instructions/advice of a registered medical practitioner and on recovery from the accident should submit the claim in the prescribed form obtainable from the Accounts Unit. The claim form, duly filled in, should be submitted within 7 days of recovery/resumption of duties to the Accounts Unit for doing the needful.

#### **Accidental Benefit:**

- SEWA will introduce group insurance coverage for the welfare of its staff. In case of minor accident at the time of official engagement (working period at SEWA), the concerned person will get as per actual treatment cost subject to production of bills and doctors/medical certificate.

- In case of major accident at the time of official engagement, the concerned person will be reimbursed with the medical expenses to a maximum of Rs.10, 000/- or actual expenses whichever is lower.
- In case of accident of the staff while discharging official duties, the organization will take care in case of legal complication. If a staff, who has worked at least for Five (05) years in the organization, is not in a position to work in the organization due to serious accident/major illness, he/she is entitled to get half of his/her salary or compensation from SEWA for a maximum period of 06 months.

## 16. LEAVE AND HOLIDAYS

Following are the LEAVE RULES:

#	Nature of Leave	Description of Leave
1	Leave During Probation	A staff during probation or extended probation period is not entitled to any leave except on medical ground subject to maximum of 1 day per month.
2	Casual Leave (CL)	Confirmed staff is entitled to 06 days of CLs in a Calendar Year. Not more than 3 days of CL at a stretch can be availed. It cannot be clubbed together with any other leave. Unavailed CLs will lapse by end of the Calendar Year. CL should be applied in the prescribed Leave Format at least before 24 hours to her/his supervisor. In case of emergency, a SMS, Email or hand written note could be sent to the concerned Supervisor to avail CL. CL over telephonic conversation will not be entertained.
3	Sick Leave (SL)	Confirmed staff is entitled to 06 days of SLs in a Calendar Year. Unavailed SLs shall be carried forward to next year and so on.
4	Maternity Leave (ML)	Confirmed female staff is entitled to 3 months of MLs which is applicable for the first two children only. This may be availed in tranches during pregnancy and delivery and upto six months after delivery.
5	Paternity Leave (PL)	Confirmed male staff is entitled to 05 days of PLs which is applicable for the first two children only. This can be availed within two weeks from the date of delivery of the children or else it will lapse.
6	Privileged Leave (PL)	Confirmed staff is entitled to 12 days of PLs in a Calendar Year for one completed year. PL cannot be availed along with any other leave.
7	Special Leave (SPL)	Staff who have completed at least 3 years is entitled to SPL. Based on the merit of the request for such leave (prolonged medical treatment, higher study, professional training etc.) management shall decide with terms & condition as may be deemed correct by the management.
8	Mourning Leave	In case of death of a parent, child or spouse, employees are given mourning leave of 12 days each.

9	Emergency Leave	Emergency leave is granted to employees for any serious illness of a parent, child or spouse and/or personal emergencies. A total of 7 days per year can be allowed for emergency leave.
10	<b>Sunday</b>	Sunday is a holiday in the organization and it is mandatory
<b>Holidays will be observed as per the NI Act. in a calendar year</b>		

**Procedures and Operational Aspects of Leave:** Availing of leave should be with proper leave application in the prescribed format of SEWA applied for at least two days in advance and after getting permission so that the work of the Organization does not suffer.

**Absences:** Absence without leave application or due permission shall be without payment. The staff can get casual leave sanctioned up to 3 days by respective Project Coordinators. The Coordinators can get leave sanctioned up to 3 days by the Secretary and for leave above 3 days the Secretary of SEWA or person authorized by the Secretary with the recommendation of the Coordinator has to sanction. Weekly or other holidays occurring during the leave period will be counted as part of the leave. Granting of leave will be the sole discretion of the competent person and depend on the exigencies of the Organization's work.

- i) An employee who is unable to come to the office is required to notify the office of the reason for his/her absence.
- ii) Unauthorized absences are grounds for disciplinary action.

The following procedures shall apply.

- iii) An employee that has been absent for two consecutive working days without notice nor explanation shall be personally sought of by the Secretary. He/she shall be asked to put in writing the reason(s) for his/her absence.
- iv). If after seven consecutive days of absence, the employee continues to fail to give any explanation of the cause of his/her absence, the employee will be considered to have resigned from his/her
- iii. In cases where the employee cannot give any satisfactory answer to the cause of his/her absences, in the judgment of the Secretary, the employee may be subjected to disciplinary action.

Leave of any kind, however, cannot be claimed as a matter of right, but will be granted according to the exigencies of the work in organization. Leave taken without prior information and/or without the sanction of the appropriate authority will entail loss of emoluments, besides inviting disciplinary action.

The Head office prepares a list of official holidays during the last week of December every year for the subsequent year. The proposed Holiday List in SEWA:

Sl. No	Local Festival	In number	Option
1	Nuakhai	3 day	Republic day -1day
2	Pousapurnima	1 day	Independent day -1day
3	Rakhi purnima	1 day	Mohashivaratri-1day
4	Holi	1 day	<b>Note: A Staff can avail maximum one Optional Holiday in a year.</b>
5	Dewali	1 days	
6	Ratha yatra ( Chariot Festival)	1 day	
7	Bahuda dasami	1 day	
8	Dushera Puja	3 days	

**Staffs members are entitled to get festival leave of 15 calendar days in a year**

#### **17. PROFESSIONAL RESPONSIBILITIES:**

**Accountability:** All Staff must live up to the highest standards of accountability, in terms of resources put at their disposal. All funds and assets of SEWA are, in the final analysis, public funds meant for the disadvantaged people of our society.

**Performance Appraisal:** All Staff must see themselves accountable for their performance. To facilitate this, a process of Annual Performance Appraisal (APA) review and feedback mechanism is in place. On the basis of the APA, corresponding financial and/or non-financial incentive or disincentive will be decided as per the organizational rule.

#### **Staff Development/Human Resource Initiative:**

With the aim of nurturing and retaining highly skilled, high performing, well-supported and motivated staff within the organization, SEWA has undertaken the following initiatives throughout the year:

#### **Skill mapping Exercise:**

SEWA will engage an external HR Consultant to understand and assess the current skills present in the organization, as well as to identify the skill gaps. Over a period of 3-4 months, the Consultant will meet with each individual staff member, their peers, and their immediate supervisors and also with Senior Managers. From this he will learn a comprehensive understanding of the organization and its staff and recommend various levels of Staff in order to build capacity and improve staff performance. Hence the following 4 levels of staff are organized for different layers of staff in the organization.

**Step Up:** For Senior Managers, to improve their staff management skills for a sustained high performing team.

**Inner Orbit:** A Journey into Self for middle-level Managers, to encourage self-exploration, life-role analysis and life-mapping.

**Staff Development:** For support staff, to educate them on staff etiquette and to enhance their customer driven behaviour.

**Uses of Social Accountability Tools:** For staff in the Governance theme, to bring about conceptual clarity on the need for and uses of social accountability tools.

Another recommendation is for Skill Mapping Exercises to offer staff counseling from low performing staff to enable them to understand the present situation of the organization vis-a-vis the individual performance required to help them to analyze their individual strengths and weaknesses, and to assist them in planning and taking appropriate career decisions.

## **STAFF PERFORMANCE MANAGEMENT**

### **Performance Appraisal**

SEWA strongly believes that it is beneficial for both the organization and the staff to have a regular staff appraisal system. Against the AWP there will be an Annual Performance Appraisal (APA). Respective APA Format and Self Appraisal Format is at annexure-...the process of appraisal will be as follows:

- Self Appraisal writing by the respective staff member and submits it to her/his supervisor
- Staff and supervisor discuss the self appraisal note along with supervisors input
- Final appraisal is written and agreed upon and signed by both the staff and supervisor.
- For APA, the supervisor may seek written input (see annexure- for Feedback format) from two - three peer and other colleagues.

### **The following steps are taken in order to manage the staff performance:**

1. A specific Job Description (JD) is developed for each position and the same is provided to each staff member along with Performance Indicators.
2. Annual Work Plan (AWP) is developed and submitted by each staff.
3. Performance feedback is sought from 2 - colleagues for each staff member.
4. An annual performance appraisal (APA) is done for every staff by their respective supervisors.
5. Based on the performance, corresponding financial and/or non-financial incentive including Capacity Building/Training or disincentive will be decided as per the organizational rule

**Annual Operating Plan & Individual Operating Plan:**

In order to improve staff performance and improve accountability, SEWA will initiate the formulation of an Annual Operating Plan (AOP) for each unit and an Individual Operating Plan (IOP) for each staff member. This baseline document will be used by staff and their Supervisors to track and assess performance in every year and also throughout the year.

**Job Rotation:**

In order to overcome potential boredom and job dissatisfaction, to retain staff and enhance performance, SEWA will decide to offer a long-term staff opportunity to change their role within the organization.

**Annexure-I**

**STAFF PERFORMANCE FEEDBACK QUESTIONNAIRE**

Please provide the input by..... (Date). Please use the backside space if required

Ms./Mr..... has selected you to provide feedback for her/his performance in the year ----- appraisal period. Please provide your inputs on the following:

#	Areas of Feedback	Feedback
1	Please describe the nature of work, which s/he has completed with/for you.	
2	What is your assessment of his/her performance competency/ behavioral aspects?	
3	Based on this year's performance, what specific development areas should be included in his/her Individual Work Plan for the next performance year	
4	Describe how and to what degree SEWA's core values were, or were not demonstrated by her/him in her/his performance that you observed.	
5	Any other aspects including competency elements (i.e. Leadership skills, Job Expertise, Interpersonal/ Team, Problem Solving/Decision Making, Verbal & Written Communication, etc. That you may like to mention.	

**File: Performance Feedback Questionnaire.doc**

**Confidential**



### Staff Performance Appraisal Format of SEWA

Office Location:				
Name:			Staff No.	
Total Period of Service:		Period	From	To
		:		
Date of Joining in SEWA:		Current Position:		Current Salary: Rs.
Positions Held				From
				To
Got Promoted		Educational Level/Other specific attainments		
Yes	No			
Year:				
<b>PERFORMANCE APPRAISAL RATINGS: Terms Used to Define Performance Standards at SEWA</b>				
Rating	Performance Standard	Description of Performance Standard		
1	<b>Outstanding</b>	Performance over time exceeds usual standards that a special note should be made. Compared with the usual standards and the rest of the project/program, this performance ranks in the top 10%		
2	<b>Very Good</b>	Performance is one of the better-than-average performances in the project / program, given the common standards and project results.		
3	<b>Satisfactory</b>	Performance is at or above the minimum standards. The level of performance is what one would expect from most experienced, competent staff.		
4	<b>Marginal</b>	Performance is somewhat below the minimum-level standard on this job dimension. However, there appears to be potential to improve the rating within a reasonable time frame.		
5	<b>Unsatisfactory</b>	Performance is well below standard, and there is serious question as to whether the person can improve to meet minimum standards.		

<b>Supervisor's Name</b>	<b>Position</b>	<b>Overall Rating: Round Up one of the Following</b>					<b>Signature</b>
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	

Date Appraisal Completed:	Date Received at GU State Office:
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Staff's Signature	Supervisor's Signature
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SECTION-I: PERFORMANCE ON INDIVIDUAL WORK PLAN (IWP)/JOB DESCRIPTION (JD) ITEMS: Instructions: Where applicable, please summarize staff's overall performance on each objective in his or her IWP. Please also provide a summary of staff's performance of primary job responsibilities as indicated in the JD. Major performance accomplishments or areas for improvement in the overall job should be highlighted. Please ensure that a rating is given for each Objective/Job Responsibility described. Provide concrete, definite examples of incidents, events to support the ratings. For each objective/responsibility, please describe what was achieved and how the behaviours in the VALUES were or were not reflected. Please incorporate VALUES only as applicable. All staff need not have to be rated on each value.

ANNUAL IWP OBJECTIVES/ JD RESPONSIBILITIES (SPECIFY)	ASSESSMENT/ACCOMPLISHMENT
	Rating: _____
	Rating: _____
	Rating: _____
	Rating: _____

SECTION II: COMPETENCY/BEHAVIOURAL ASSESSMENTS Instructions: Complete ratings for each competency and/or behavioral factors. Ratings need to be provided only for those competencies/ behavioral factors, which are applicable and appropriate to the position held. Please provide concrete, definite examples of incidents and behaviors to support ratings.

COMPETENCY	ASSESSMENT
<b>LEADERSHIP:</b> Develops and communicates a common vision and inspires others to achieve that vision. Negotiates persuasively. Provides clear direction. Encourages staff to perform to their maximum ability.	Rating: _____

<p><b>JOB EXPERTISE:</b> Work is well planned, organized and implemented skillfully.</p>	<p>Rating: _____</p>
<p><b>INTERPERSONAL/TEAM WORK:</b> Treats staff respectfully and fairly. Develops effective working relationship with direct report, higher management and peers. Solicits and receives feedback and values staff diversity.</p>	<p>Rating: _____</p>
<p><b>PROBLEM SOLVING/DECISION MAKING:</b> Effectively identifies problems and recognizes the symptoms, causes and potential solutions. Demonstrates ability to make and implement difficult decisions in a timely and appropriate manner. Acts with objectivity and foresight. Ensures SEWA's financial resources are effectively and efficiently allocated, utilized and protected.</p>	<p>Rating: _____</p>
<p><b>OTHER BEHAVIOURAL FACTORS SUCH AS ATTITUDE, DEPENDABILITY, ADAPTABILITY AND CONDUCT:</b> Demonstrates positive attitude and displays initiative. Is able to work without supervision and is reliable in meeting deadlines. Displays effective interpersonal conduct both within and outside office. Adapt easily to new and changed work environment/ situations.</p>	<p>Rating: _____</p>
<p><b>SECTION III</b></p>	<p><b>FINAL COMMENTS</b></p>
<p>1. Supervisor's Overall Comments with particular reference to staff's areas of strengths and areas of development need:</p> <p style="text-align: right;">Signature: _____</p> <p>Date: _____ Name: _____</p>	
<p>2. Staff's Comments on the Performance Appraisal:-</p> <p style="text-align: right;">Signature: _____</p> <p>Date: _____ Name: _____</p>	

3. Comments of Secretary:

Signature:

Date:

Name:

**SECTION IV: Specific Capacity Building Recommendations**

Specific training, exposure and development recommended for the coming year (in consultation with the Staff):  
Name training objective, skills/knowledge to be addressed, timelines, if known, support required etc.

**Annexure-II**

**Staff Appointment and Contract**

A contract i.e., 'a legal binding arrangement between SEWA and the concerned staff for performing their roles and duties while engaged as staff under SEWA would be signed once the selected candidates confirm their joining after the probation period.

The recruitment and selection of staff in SEWA in general would be on a fixed tenure basis. All such appointments would follow the Recruitment and Recruitment Policy of SEWA.

In general, all staff engaged on fixed tenure basis would have three year tenure, unless otherwise decided by the Secretary or the Governing Board, as the case maybe. Other terms of contract include:

- Contract would be renewed annually subject to satisfactory annual **Performance Appraisal**
- All fixed tenure staff would be **transferable** as per the needs of SEWA.
- The contract of Fixed Tenure Staff may be terminated upon unsatisfactory performance (as per Performance Appraisal) or, terminated due to disciplinary action or may end after completion of the contract period or may end voluntarily (resignation) by the staff.

**For other staff, the terms and conditions of work and conduct would be defined in the contract.**

**(STANDARD COMMUNICATION FOR EMPLOYMENT- Letter of Job Offer)**

**SEWA**

**JHARSUGUDA**

Letter No..... / ..

Dated.....

**From:**

Sushil Kumar Dash  
Secretary, SEWA  
Odisha, Jharsuguda

To  
Sri/Smt .....

Address.....

.....

**Dear .....**

I have the pleasure to inform you that SEWA has appointed you as ..... on contractual basis for its .....Project with effect from date .....

1. The period of your contact with SEWA will be for a period of three years, ending on date.....

2. You are required to produce the following documents for verification by the Manager, HR, SEWA before joining your assignment.

(a) Attested copies of your educational qualifications.

(b) Character certificate issued by two Gazetted Officers.

(c) Medical Certificate issued by the Medical Officers not below the rank of Asst. Surgeon in support of your physical fitness.

3. The contractual agreement will be subject to the following terms and conditions.

As the ....., you shall be responsible to [insert the Job Description]:

- i. During the tenure of engagement, you shall abide by the rules and regulations etc. of the ----- in force.(iii) During the period of your engagement in the project, you will be required to work and attend to duties as may be assigned by the Secretary, SEWA or the officer duly delegated as your supervisor.
- ii. You will make yourself available at [insert location -----, -----] during official working hours on working days of -----during the contract period for rendering services. During the period you may be required to undertake travel in the course of your assignment.
- iii. This engagement does not confer any right to a regular appointment at anytime in SEWA; the engagement is purely temporary in nature and shall not invite any legal recourse now or in the future.
- iv. You shall be entitled to a maximum of 03 days standard leave in a year subject to prior approval of the Secretary, SEWA.
- v. Any unauthorized absence shall attract proportionate deduction from the salary/fees. [Other categories of special leaves will be as per the leave policy set out in the manual].
- vi. That in the event of unauthorized absence beyond a period of 15 days during the contact period (i.e. for one year) or any other misconduct shall render you liable for immediate disengagement. The expression misconduct would mean improper or unprofessional

behavior; bad management, misbehavior etc. whether an act is misconduct or not would be construed by the Secretary, SEWA at his discretion.

- vii. You will be paid a monthly [Fee/ if staffs then write remuneration] of Rs..... (In Words ..... ) during the period of your engagement. [If staff provide breakup of details as in Attachment A of this letter].
- viii. You shall be held personally responsible for any loss sustained by the project through fraud or negligence on your part and the loss will be realized from you.
- ix. Neither the organization nor the project shall be liable for any compensation towards sickness and injury during the period of the contract.
- x. That this contractual engagement can be terminated prematurely by the Secretary, SEWA or you by giving at least 30 days prior notice except in cases of misconduct (including unauthorized absence) as mentioned in clause-vi above.
- xi. Upon termination of this Agreement, you shall be liable to handover all the assets and records of the project in your possession to the Secretary, SEWA or any officer authorized by him.
- xii. All communications pertaining to this contract shall be made to the Secretary, SEWA.
- xiii. You shall not take up any assignment with any other agency/organization during the period of this contract with SEWA.
- xiv. In case of any doubt/ dispute in regard to implementation of any of the above clauses, the decision of the Secretary, SEWA shall be final.

(4) This offer of your engagement on contractual basis is sent to you in duplicate. If the offer on the above terms and conditions is acceptable to you, you may please retain one copy with you and return one copy with your dated signature as a token of your acceptance of the terms & conditions to Secretary, SEWA.

Yours faithfully,  
Secretary,  
SEWA

I have carefully gone through the contents of the offer of contractual assignment and I undertake to abide by the terms & conditions set out in the offer letter. As regards to my remuneration, I opt to receive a Salary/Fee of Rs..... a month. I hereby put my signature in this document as a token of my acceptance of the offer.

Name:.....

SIGNATURE OF THE APPLICANT

WITNESS:

Date:

- 1.
- 2.

**Attachment A**

**Compensation Breakup**

Basic Salary

HRA %

Children's Education Allowance

PF Contribution by organization

Transport Allowance

Special Allowance

Medical Reimbursement Rs..... per month or Rs..... Per annum

Total Monthly Remuneration

Please Note: If the staff opts for fee, the breakup will not be valid and they themselves will be doing their tax planning. This is the ideal structure in the event of a salaried project staff.

**(The HR Policy is approved by the Managing Committee of SEWA in the Resolution No. 29 dated 23/12.2019).**