



LWSIT

LUTHERAN WORLD SERVICE INDIA TRUST

(An Associate Program of the Lutheran World Federation, Department for World Service, Geneva)

HUMAN RESOURCE POLICY

2014

(Revised August, 2015)

84, Dr.Suresh Sarkar Road, Kolkata- 700 014,
Phone:+(91)(33)22659872,+(91)(33)22849730,9731,9200
Mobile: +91 9831958423, Email: director@lwsit.org Website: www.lwsit.org

01. PRELIMINARY:

This Human Resource (HR) Policy is a statement of intention and guiding principles for Lutheran World Service India Trust (LWSIT) to develop a role definition of each employee, which will be the foundational part of establishing clear performance expectations from them. This policy is a formal statement of rules in the workplace that all employees are expected to follow. This policy will clearly spell out specific behavioral standards in the form of rules and will guide to establish a framework for spotting and addressing violations of those standards. LWSIT establishes this policy with clear intention to support administrative and personnel functions, performance management, employee relations and resource planning.

The present HR policy comes into force with effect from April, **2014** and will remain effective until or unless this is replaced with a new policy by the appropriate authority. However, as a matter of principle, this HR Policy will be reviewed once in three years to incorporate the changes as required considering various factors.

The Management Committee including Executive Director may change all or any section of HR Policy from time to time, keeping in view the interest for the better and efficient work performance without, however, prejudicing the bonafide interest of the employees and the organization.

02. A BRIEF HISTORY OF LWSIT:

Lutheran World Service India Trust (LWSIT) is a national level philanthropic organization. It was registered as a trust in September 2008 thus changing the identity from Lutheran World Service India (LWSI) an International organization to National organization. LWSI was the India program of the Lutheran World Federation / Department for World Service and was operational in the country since 1974. LWSIT as a National Organization became fully operational from 2010 and as the successor to LWSI has inherited a rich legacy of experience of implementing rural, urban development projects and disaster response projects across India. LWSIT is quick to adapt response to changes in society and ensure continuity to present to the successive generations, a message which has contemporary relevance. LWSIT continues its position with LWF/DWS with the status of an “Associate Program”. LWSIT is a member of two prestigious international network of agencies such as ACT (Action by Churches Together) Alliance and HAP (Humanitarian Accountability Partnership).

03. VISION OF LWSIT:

People of India, live in communal harmony and with dignity, united in diversity and empowered to achieve their universal rights to basic needs and quality of life.

04. MISSION OF LWSIT:

Inspired by God’s love for humanity, LWSIT challenges and responds to the causes and consequences of human suffering and poverty with commitment to justice and dignity for all.

05. IMPORTANCE OF HR POLICY:

LWSIT is committed to ‘**empower the last, the least and the lost**’ and pledge to foster human values “**to serve and not to be served**”. LWSIT implements development projects in different states of India

LWSIT

and responds with relief and rehabilitation packages to emergency situations occurring in any part of the country. To address such diverse categories of works, employees both men and women are hired from various backgrounds. LWSIT employees are placed in the project areas situated across the country. It was a long felt need of LWSIT to develop a HR Policy to create norms of equality towards all employees, developing a set of rules to govern them and to establish conducive atmosphere so that each employee works with a sense of ownership.

LWSIT, as a member of HAP International, establishes its commitment through this policy document to create and maintain a transparent, fair and equitable treatment towards all employees. LWSIT is committed to create scope to develop staff competency and equip them to deliver best quality services so that together they can contribute towards attaining the vision of the organization.

The policy document will further elaborate the rules and norms in the Staff Service Rules, Finance and Administrative Manual including Procurement standards. Based on this guiding document the existing Staff Service Rules, Finance and Administrative Manual will be reviewed and amended as required.

06. RECRUITMENT AND SELECTION:

For the vacant positions, LWSIT will recruit new employees or select from the existing employees. Utmost importance will be given on recruiting and selecting the right people to maintain the highest quality of services of LWSIT. This Policy intends to ensure, as far as possible, that the right people for right positions are recruited on merit and that the recruitment process is free from bias and discrimination. The HR Policy shall provide equal employment opportunities without regard to race, colour, religion, caste and sex.

To ensure a complete transparency in recruiting and selecting employees, LWSIT will adopt the following processes.

Process for recruitment-

The vacancy with required criteria will be announced through electronic media and in the LWSIT website. Wherever possible, special preference will be given to women candidates, people from socially excluded background and the physically challenged people provided the candidates should be duly qualified for the post.

The recruitment may also be done through recommendations from reliable sources. If the recommended candidate fulfils the criteria required for the post, he/she can be selected. Besides, direct applications received from prospective candidates will be given due importance and such candidature will be pulled from the active files based at Personnel Dept.

In some cases for key positions, if the organisation feels that the position should preferably be filled up from among the experienced LWSIT personnel, LWSIT may open the position to its existing employees through an Internal Notice at the National or Unit Office followed by the normal interview process or by direct recruitment, transfer, promotion at the decision of the Executive Director based on the recommendation of the Management Committee. For external search, a public notice can be issued through any of the following methods - advertisements in newspapers, electronic media, or websites etc.

LWSIT

A panel of senior LWSIT officials, preferably the Management Committee members will conduct the interview process. The interview panel shall always consist of at-least one senior woman employee. The selection will be done on the basis of the recommendations of the panel members. The Executive Director may present in the interview depending on his/her availability and the position the interview is called for. Interview for the senior positions will be held only in the presence of the Executive Director. For selection of other levels, based on the recommendations of the panel members, the final interview may be called by the Executive Director.

A Reference Check of the selected candidates from their previous organizations will be the mandatory process for final recruitment.

Appointment of the Executive Director is the responsibility of the Board of Trustees following due processes for a period and remuneration as decided by the Board.

The format of the appointment letter should mention complete compensation structures including mediclaim, accidental insurance coverage etc.

Re-employment:

For any vacancy, the ex-employees of LWSIT may also be considered depending on his/ her past record in the organization. They can be recruited in different categories such as full time employees, volunteers, casual workers, full time consultants or assignment based consultants. The re-entry of the competent employees who left LWSIT and worked for some years in other organizations acquiring wealth of experience of diverse fields of work may enrich LWSIT's workforce and help to add on new ideas for programme including its quality. The decision to re-employ any ex-employee will rest completely on the decision of the Executive Director and Management Committee.

Categories of staff -

Although all employees in LWSIT are hired on contractual basis but there will be broadly two categories of employees other than casual staff. They are 1) Core staff and 2) Project specific staff. Core staff are those working for several years and have acquired experiences about overall working procedures of LWSIT. The project specific staffs are recruited for discharging duties for the specific project period only.

The mode of the projects are vastly changing in recent years and it is unlikely to continue core projects with funding for multi years, therefore LWSIT will only recruit employees required for particular project for a specific duration.

Core Staff -

Core staff will come under the overall purview of LWSIT norms and rules such as transfer, superannuation, compensation package like PF, Gratuity etc. The concept behind keeping core staff is to maintain the organization's regular work in absence of sufficient projects. Hence the numbers of core staff will be limited to reduce the liability of the organization.

Consultants / Advisers -

LWSIT will recruit professional experts as Consultants / Advisers depending on need. They can be either recruited on long term basis for its projects or departments or on short-term basis only for the completion of specific tasks. Terms of Reference and Agreement for the assignment will be signed between LWSIT and Consultants/Advisers regarding expected duties, duration of assignment, payment

LWSIT

of fees, other allowances and benefits, tax liability, confidentiality etc. LWSIT and the Consultant/ Adviser will have to abide by the agreement.

Volunteers -

To fill up the additional human resources in the projects, volunteers will be appointed by LWSIT on a temporary basis only for specific projects. LWSIT will hire young men and women from project locations or may hire LWSIT ex-employees as volunteers. Ex-employees will be recruited on the basis of their past performance record and specific skill required for the given project. The volunteers will be assigned tasks from time to time as deemed necessary by the organisation. LWSIT will have a limited contract with the Volunteer and will not provide any compensation except under special conditions. They will be considered as part-time/casual employees of the organization. The appointment letter issued to volunteers will elaborate upon the nature of job, duration of service, amount and mode of payment, leaving or discharging from duties and other terms and conditions applicable to casual staff. In view of the legal complications that may emerge in the event of accidents for casual drivers, LWSIT will not encourage the use of casual drivers unless absolutely essential. Drivers from closed Units may be reassigned to replace the casual drivers.

Contractual Service -

All employment with LWSIT irrespective of category of staff is contractual and the normal duration of a contract is two years, The contract is renewable subject to the performance of the employee, fund position and requirement of human resources.

Retirement Age

The retirement age of all the LWSIT core staff from Grade “A” to Grade “I” is (60) sixty years. Extension of service can be given to deserving retired staffs who are found to be honest, loyal, sincere, healthy, hardworking and who can contribute to further the growth of the organization. The authority to extend such services of retired personnel for specific periods of time as may be deemed fit rest solely with the Executive Director with due approval of the Board of Trustees.

Probation -

The newly recruited employees other than Consultants/ Advisers and Volunteers, shall be under probation for six months to become acquainted with the organization and the project activities. The probationary period may be extended for such period/s as may be considered necessary. Only on successful completion of probation, the person can be offered contract for employment. The probation period gives opportunity to the employer to assess technical and ethical performance of a staff member. The immediate Supervisor is to ensure that, during the probation period, each employee understands and gets familiar with the demands of the post.

While on trial period, the probationer may be discharged or can resign from service as per condition of agreement in the appointment letter.

07. INDUCTION:

Induction is the most important process orientating the new entrant to the work culture and values of LWSIT; building relationship with team members; acquainting with the vision, mission, policies, norms, systems; and to understand the job she/he is expected to perform. When a new staff joins LWSIT, the first few months have a determining influence on their ability to work effectively as part of the team. The first impression they may have, can set the tone for how they experience working for

LWSIT

LWSIT. A negative or confusing impression at the beginning can be damaging and painful to both the individual and the organisation.

Process for induction-

All new entrants will be inducted with warm welcome. After receiving the joining letter and written job responsibilities they will be orientated to the vision, mission, projects, systems, norms, rules and policies of LWSIT by their immediate supervisors.

Employees appointed for LWSIT National Office should get exposure to both development and disaster response projects within a few months of recruitment to understand the diversity and nature of job with LWSIT. This exposure will enable the new entrant to realize the work environment of LWSIT as well as the type of job she/ he is expected to perform.

Senior level employees appointed for project should spend minimum (07) seven days in the LWSIT National Office to get acquainted with the systems and the personnel coordinating the entire function of the organization. The person should also be placed in an ongoing project for (07) seven days to acquire firsthand experience of project operation.

Employees appointed for field level will directly be placed in the project location for which she/he is recruited, an orientation will be given wherever is considered good. The immediate supervisor will orient them about the organization and the task they are expected to perform.

In a given year if there are recruitment of (10) ten or more employees, LWSIT will organize formal two to three days orientation training. This training will be organized at the end of the year or at the beginning of the next year. Along with the new entrants some old employees will also be included for reorientation. The Executive Director will welcome the new entrants and explain them the vision, mission and commitment of service to the poor and the oppressed. All departmental heads will introduce the nature of job being performed and the coordination with the projects and departments. All the existing policies and manuals such as HR, Gender, Environment, Service rules, Finance and Procurement manuals will be thoroughly explained to them.

08. INTERIM POSITIONS:

An employee may be called to temporarily perform a job in a higher category or an additional responsibility giving additional allowance at the decision of the Executive Director and Management Committee, provided there are sufficient funds available for the concerned position. However, that does not by itself give him/her the right to the salary and upng and the additional allowances with be withdrawn once s/he is reverted to the previous position.

09. Employees Code Number and Employees Master Data

LWSIT will allocate employee code to all the staff irrespective of grade, position held and category. The unique employee code will be allotted and will chronologically number according to date of joining. Such codes will be used for different purposes uniquely for the concerned employee as long as she/ he continues to work with LWSIT. Even after the leaving of concerned employee from LWSIT, the allotted code number will not be further used or reallocated to any employee in future. Hence, the code number will continue to increase in the course of new recruitments.

LWSIT

LWSIT will maintain employee master data for all its employees for effective and efficient management of employee's personal and background information for ready reference at any time. Employee's master data will capture the information such as Employee Name, Grade, Salary Structure, Date of Birth, Address (both temporary and permanent), Telephone Number, Date of Joining, Date of Ending Contract, Date of Leaving the Organization, Bank Account Number, Personal/ Unique Identification Number, Driving License Number, Passport Number, etc.

10. ANNUAL PERFORMANCE APPRAISALS:

The Annual Appraisal is a process to build capacity of the staff with respect to a job description one is expected to do. The purpose is also to help the staff get feedback for improvement. It is a tool to evaluate the employee's performance and take remedial action if necessary.

For all categories of staffers, the Annual Appraisal will be held once in a year. Different set of parameters will be used in the Performance Appraisal Format for different category of staff. Based on the individual Annual Appraisal report, increments and / or promotions to a higher grade may be considered or recommended. Furthermore, the need for capacity development of LWSIT employees will be determined based on the outcome of performance appraisal. The Performance Appraisal for all categories of employees will be conducted with the process of bi-lateral discussion between Assesse and Immediate Supervisors. The report on performance appraisal from field units will be forwarded within 15 days of completion of this exercise to National Office for the comments and feedback by the Head of Dept. and the Executive Director.

11. PROMOTIONS/ ADDITIONAL INCREMENT:

All promotions will be made as directed in the Staff Service Rules. The decision of promotion will be taken by the Executive Director and the Management Committee in consultation with the Departmental Heads as well as with the Project-in-charges. Due consideration will be given to women employees in promotion to give them opportunities to escalate and to come to the decision making positions.

Besides, Additional Increment may be awarded to any employee for exceptionally and extraordinary performed by him/ her during the year. The decision of awarding such additional increment will rest with the Executive Director and the Management Committee.

12. WORKING HOURS:

Serving the people is the core of LWSIT. The normal working hours of LWSIT will be from Monday to Friday (9:00 AM to 5:00 PM) with a lunch break of 30 minutes (between 1:00 PM and 1:30 PM). Various factors such as workload, operational efficiency and staff needs, may require variations in an employee's total hours worked each day. Depending on the circumstances of the work and in the interest of the LWSIT, employees may be required to work beyond the stipulated working hours. Any staff will be assigned to emergency work if required and such persons are expected to work beyond normal working hours.

The pregnant staff at the advance stage and the staff joining after maternity leave will be allowed flexible working time at least for two months. But the staff should work total eight hours per day.

LWSIT

Apart from usual working hours, LWSIT drivers and other support staff members will be working as per duty schedule beyond eight hours. Under such circumstances, the staff working overtime is entitled to payment as admissible by the existing LWSIT rules.

All staff are expected to report in their respective offices at 09.00 AM with a grace time (15) fifteen minutes. Reporting for duty after 09.15 AM will be considered as late arrival and for five days of such late arrival, casual leave for (01) one day and f casual leaves in not in the credit privilege leave for one day will be deducted. Arrival and departure time should be entered either electronically or in the register by all staff members. This is applicable for all categories of Staff including volunteers/ casual staff and the Consultants/ Advisers those appointed for longer duration.

Staff arriving late hours from duty travels may be allowed to attend office late on special permission.

13. TRANSFERS:

According to the project needs and for the benefits of the organisation, an employee may be transferred from one unit to another or anywhere in India, on a purely temporary / permanent basis where a project is under implementation or is going to be implemented or where LWSIT conducts its activities. The transfer may also be the result of a promotion, a change in role due to service requirements or other reasons.

The Executive Director either based on the recommendation by the Management Committee of LWSIT or at his/her discretion will decide the transfer as per the necessity of the organization and such decisions will be final. The staff will not be entitled to any additional benefits other than actual travel and related expenses as applicable. When an employee is transferred on disciplinary action, the reason for transfer should be mentioned in the transfer letter.

Affirmative action will be taken for woman employees while transferring them from one place to other. Unless the transfer is decided on disciplinary action, women employees would be discussed in advance about transfer.

As a matter of policy, inter project transfer is mandatory for all categories of staff working in various Project Units. The transfer of service is mandatorily applicable for a particular staff, when he/ she worked more than five years in a particular project. However, before making such transfer, sufficient time should be given to the concerned staff for proper handing over of charges including clearance of financial matters to partner communities if so pending. However, in order to take up any emergency response project at the onset of disaster, selected staff will be transferred immediately. Hence, each and every employee of LWSIT should be mentally prepared for such transfer as Organizational interest.

14. SALARY AND COMPENSATION:

The remuneration for all employees will be based on their position for which they are recruited. The salaries for each employee will be determined based on their educational qualifications, language skills, previous experience, particular requirements for the position etc. A change in position and job description, however, may not necessarily result in change of salary. At times, the staff may have to play more roles or do multi-tasking, as there may not be sufficient work in a given role, hence change of job description does not necessarily result in an increase of salary.

All staff members are required to have an Indian bank account. The monthly salary will be directly deposited into the employee's bank account/paid through a cheque. Payments of monthly salary shall be made net of all statutory and other deductions, such as Employee's Provident Fund (EPF), Income Tax (TDS), etc. as per legal and other requirements in force.

14.1. Basic Pay and Other Allowances

The salary and other allowances of the employees shall be specified in the contract of the employment. These include; Basic Pay, Cost of Living Allowance, House Rent Allowance, Medical Allowance, Conveyance Allowances, etc. Besides, Hardship Allowance may also be paid to those employees who are engaged in emergency response and related projects subject to availability of funds. However, special approval must be obtained from LWSIT the Executive Director before disbursing such hardship allowance to any staff.

14.2. Annual Increment

The Executive Director and the Management Committee may at their decision, grant an annual increment to an employee on satisfactory completion of one year's service considering the good performance of the employee.

The employees' salary revision will be fixed once in five years subject to availability of funds. This fixation will be done on the basis of the existing package and based on performance.

14.3 Reward and due recognition

Honest, loyal, sincere and hard work and exceptional performance will be duly recognized and rewarded. The nature of reward will be decided by the Executive Director and the Management Committee with due approval by the Board.

14.3. EPF, Gratuity and Leave Encashment

The benefits such as Employees Provident Fund (EPF), Gratuity and Leave Encashment will be provided to the staff those are under regular pay roll only. Newly appointed project specific staff will be entitled to receive higher pay package to compensate the other benefits. While developing the project proposals the budget should include such additional costs.

Gratuity benefit is applicable for all regular employees of LWSIT those who have completed minimum one year of service. The gratuity benefit is payable to the employees only at the time of final settlement when he/ she leaves the organization at the event of either resignation or termination from the services of LWSIT. The gratuity benefit is 15 day's pay per the number of years of service with the organization. The pay for considering gratuity includes basic pay and cost of living allowance drawn by the concerned employee in the last month of service with the organization.

Similarly, leave encashment is applicable for all regular staff those who have completed one year service with LWSIT. As per provision, upon completion of one year of service, a regular employee can cash maximum of 12 days per year. However, this leave encashment is payable to the employees at the time of final settlement only. A regular employee can accumulate a maximum of 75 days Earned Leave over the years opting for encashment. Nevertheless, such accumulated Earned Leave can also be used by concerned employee during any emergencies when his/ her medical leave is insufficient or other

LWSIT

purposes upon the approval from competent authority. The calculation of leave encashment includes Basic Pay and Cost of Living Allowance of the last salary to be drawn by the concerned employee.

15. BENEFITS:

This sections discusses the additional benefits the regular LWSIT staff are entitled to receive.

Staff Loan-

LWSIT will create facilities for providing loan both short term and long term to the core staff. The core staff completed (01) one year of service and received contract for two years will be entitled to receive loan. (Optional - LWSIT will charge a minimum amount of service charge from the employee who will be paid during repayment as agreed). The terms and conditions for accessing loan and mode of repayment will be explained in detail in the Financial Manual. An agreement on the terms and conditions of availing loan will be signed between LWSIT and the employee seeking loan. If the employee leaves the organization prior to the completion of the repayment the due amount will be deducted from his/her terminal benefits.

Salary Advance

LWSIT will create provision of salary advance for all regular employees of the Organization those have completed one year of service with LWSIT. This will enable employees of the Organization to meet the immediate emergency and unforeseen needs. These includes problems related to educational expenses of their children, health related expenses of self or family members, repairing house, etc. The authority to sanction salary advance for all field level staff will be rest with the Unit Manager who need to satisfy himself/herself with the urgency of requested need by applicant. The Executive Director will sanction the salary advance for all eligible employees working in National Office. The salary advance consists of one month's basic pay of the requested employee which will be paid back in six equal instalments from the month after sanction of such salary advance. The salary advance will be deductible from the monthly salary of the concerned employee.

Maternity Allowance-

Women employees resuming duties after the first maternity leave will be given allowance of Rs. 1,000.00 per month till the child attains (01) one year. This additional benefit is created to allow the mother to hire a person to look after the child so that she can perform her duties without any anxiety.

Mobile Call Charge –

LWSIT reimburse cost towards mobile call charge to all employees, both core and project specific staff. A fixed amount will be paid every month as specified for each grade of employees. Employees in the grades 'A' and 'B' are granted reimbursement of mobile call charges up to Rs. 500/- per month, those in grade 'C' will receive reimbursement Rs 200/- and those in grade 'D' to 'I' employees will receive reimbursement of Rs 100/- per month. However, Unit Managers of all Project Units irrespective of their Grade and Scale of Pay, will receive Rs 500/- per month as reimbursement.

Medi-Claim & Accidental Policy

LWSIT will make provisions for medi-claim and accidental benefits policy for all its employees on annual basis. This will ensure meeting additional expenses related to major ailments and accident related cases which might be faced by any staff during the course of service. All employees will be covered under medi-claim policy either in a group or on an individual basis. This will be dealt with on case to case basis as per the rules of the Organization. Besides, all employees, particularly employees

LWSIT

working in remote areas are encouraged to avail the benefits of Govt. sponsored schemes such as Life Insurance and Accidental Insurance coverage by paying annual subscription fees at any Nationalized Bank at a nominal charge.

16. LEAVE:

Refer to the **LWSIT Staff Service Rules** for the categories of leave i.e. Earned Leave, Sick Leave, Casual Leave, Maternity Leave, Compensatory Leave, Leave entitled to volunteers and the details therein.

Approval of leave shall be sanctioned by the Executive Director for the employees of grades A and B based at National Office, while those of grades C and below will be sanctioned by Personnel Manager. Similarly, Unit Managers are authorized to sanction the leave of all categories of staff based at their respective Project Units, while the approval of leave for the Unit Managers will be sanctioned by the Personnel Manager. All staff will be eligible to use their leave as mentioned in the LWSIT Staff Service Rules.

Special Leave –

Special leave may be granted to individual employees subject to the urgency of availing leave. The Executive Director in consultation with Management Committee will sanction such leaves on case to case basis.

Paternity Leave -

The male employees of the organization will be eligible to avail (15) fifteen days paid paternity leave during the birth of the first child. Paternity Leave can be taken a week prior to the birth of the child or within one month of the birth, failing which this leave will be forfeited.

Leave for Adoption –

The HR policy will provide leave with pay for employees to adopt child/children. The leave must be used only for

- Pre-placement visit for domestic adoption (as required by standards set by the Ministry for Children and Family Department, Government of India) or
- To complete the legal process required for the children by the adoption institutions.
- For the male employees, the duration of this leave will be same as that for the paternity leave and it will be two months for female employees.

17. PUBLIC HOLIDAYS:

All employees of LWSIT are eligible for such holidays in a calendar year as per the holiday list. The Executive Director may also declare any other day as holiday or half-holiday for special reasons, particularly under National Instrument Act.

18. TRAVEL:

Travel refers to any duty related movement by LWSIT employees. This may be within project areas, interstate, inter-project transfer and international. The purpose include, but not restricted to, attending seminars, workshops, training, monitoring project progress etc.

Conditions -

Travel allowances and per diem for official tours shall be payable to every employee at such rate/s as per designation and grade of the employee and as mentioned in the “**Finance and Administration Manual**” except for the Executive Director, whose travel allowances are decided by the Board of Trustees. It also applies to the Consultants / Advisers, when mentioned in their agreement. No per diem or reimbursements shall be granted for personal travel, including when a staff member takes personal time before, after or in the middle of work-related travel.

General / Domestic Travel -

Travel may be carried out as per eligibility criteria for each category of employees of LWSIT and as economically as possible after careful planning. LWSIT may reimburse all costs required for the travel by Air / Rail / Bus and also local transportation, according to the existing LWSIT rules.

Approvals -

All duty related travels should be approved by the Executive Director / immediate Supervisor using the prescribed format. Requests for travel advances should be made well in advance. Tour expenses should be settled within seven days of return or before commencing the next tour (whichever is earlier). No fresh tour advances will be allowed till outstanding amounts are settled. All T.A. bills will be approved by the Executive Director or his/her designate for the employees based at National Office, while the Immediate Supervisor will approve the TA bills for other employees based at Project Units.

Boarding, Lodging, Incidentals and Conveyance expenses -

While on tour, the employees are entitled to boarding, lodging and incidental expenses as per norms fixed by the LWSIT circular in vogue and on completing the necessary formats and seeking approval from concerned authority. The rate for reimbursing accommodation cost must be supported by bills/receipts. All bills furnished for accommodation and conveyance will be reimbursed according to existing rules, including conveyance to/from airports, railway stations against bills or tickets where available. No reimbursement will be made for cancellation charges without any written declaration of valid reason or without prior information or approval from the proper authority. The cancelled tickets should be attached to the T.A. bills.

Miscellaneous -

While on official tour, employees may not be accompanied by their personal friends or family members. If for some reason family members have to accompany the staff on official tours, they will need to take prior permission from the Executive Director or his/ her designate. In such cases, LWSIT will only cover the costs of the staff for the period of the official tour. As part of gender budgeting LWSIT will take affirmative action towards the women employees having little kids within (03) three years. If they are selected for attending any training/seminars within the country, they may be allowed to take family member to accompany for looking after the child during the time staff is attending training/seminar. In case of external programme the permission of the external organization is mandatory.

International Travels -

International travel will be undertaken only with the prior written permission of the Executive Director with consultative decision of the Management Committee. LWSIT National office will arrange the visa, insurance and tickets for the staff members nominated for any international travel.

Bond –

As part of the staff and organizational development activities, LWSIT may at times decide to send designated staff to attend training programmes and/or further studies both abroad or at the local level. LWSIT will bear the full / partial costs of the training/studies. If an investment of Rs. 50,000/- and above is involved for sponsored studies/training, the designated staff member/s sponsored for the studies/training is/are required to sign a bond for continuation of his/her/their service with the organization at least for (02) two years. Otherwise, he/she/they will reimburse the entire cost of such training to the organization.

However, during the course of the bond period, if the employee concerned is found guilty of acts inconsistent with the service rules of the organization, or against the interest of the organization, disciplinary action will be taken including summary of termination from service after due application of rules and recovery of the bond amount in full or part thereof.

19. PROFESSIONAL RESPONSIBILITY:

All LWSIT employees irrespective of designation, grade and category will abide by the following standards to maintain professional responsibilities. The following standards are deemed necessary to advance the beneficial ends and foster the professional ethics of LWSIT. The principle behind these standards is based upon honesty and integrity towards LWSIT.

Standards of Professional Responsibility-

The Professional Responsibility provided by LWSIT entails that employees shall:

- Comply with and abide by all rules and regulations.
- Maintain the highest professional standards.
- Commit no act of forgery or alteration of LWSIT documents or records.
- Commit no act of theft, damage or destruction of LWSIT property.
- Cause no physical harm to any employee of LWSIT.
- Engage in no activity that obstructs the administration of disciplinary procedures or review and appointment procedures.
- Make no unauthorized commitments or promises binding LWSIT or any of its employees.
- Not give preferential treatment to any organization or individual where the employee has personal or financial interest, direct or indirect, which conflicts with the performance of one's duties.
- Use LWSIT facilities, property and resources for the benefit of LWSIT and its community groups.
- Participate in no business or professional activity that promotes one's personal interest or gain unless it is related to one's duties or done with the knowledge and agreement of LWSIT.
- Make no attempt to receive or agree to receive any gift or benefit of any kind where it might reasonably be inferred that the gift or benefit was given, or offered, for the purposes of influencing or rewarding one for the discharge of duties assigned.
- Maintain the confidentiality of personnel and organizational processes and proceedings where such confidentiality is provided by policy.

LWSIT

- Observe office discipline and decorum, behave respectfully with colleagues and outsiders and devote working hours solely for the service of LWSIT.
- Act in a professional and courteous manner when representing LWSIT to the public.
- Represent the Organization within the scope of their particular job.

Requests for information, interviews or written documentation by the government, media, international agencies and other external bodies must be addressed to the Executive Director for permission.

20. CLEAN ENVIRONMENT:

All employees are expected to keep the LWSIT office campuses clean. Wherever possible trees should be planted and properly nurtured. At the end of the working day the employee is expected to tidy their desk and to tidy away all office papers. Use of papers and print outs should be nil or minimum. Switch off all the electronic items when not in use. Water should be used judiciously. (Refer LWSIT Environment Policy).

Prohibition of Consumption of Alcohol and Smoking -

Smoking and consumption of alcohol are strictly prohibited in and around the LWSIT office premises and office vehicles. Office premises include open and private working areas of the office. The policy extends to all personnel regardless of age, sex or position within LWSIT and to all visitors and participants in meetings.

If any staff member is found consuming alcohol or drugs during office hours and proved guilty, he/she will be dismissed from the service with immediate effect and without explanation.

21. CODE OF CONDUCT:

The Code of Conduct of LWSIT is designed to assist staff to better understand the obligations placed upon their conduct. It refers to any kind of misuse/abuse of power and exploitation in the working relationships among LWSIT employees and with those they serve and sexual exploitation/ harassment.

Each LWSIT staff will have to sign the code of conduct and abide by the codes. Violation of any of the codes will be subject to penalty.

22. COMPLAINT RESPONSE MECHANISM:

LWSIT gives utmost importance in handling the complaints raised by staff and community members. LWSIT has institutionalized transparent and fair complaints handling procedure through which the organization enables the aggrieved staff and community people to raise complaint and receive a response through an effective, accessible and safe process. All complaints shall be handled internally and confidentially.

Any complaint by an employee or community member verbally made will be treated as grievance. However, grievance will be regarded as formed when the dissatisfaction is manifested in writing. Such disputes which are of a reasonable magnitude rising out of ill feeling by an employee or group of employees and by community member regarding improper service delivery or any other forms of

LWSIT

problem related to LWSIT staff will be regarded as grievance. Grievances may be concerning employment, working conditions, change of service conditions, biased approach, non-application of principle of natural justice, workloads, work norms, malpractice in implementation of work, seeking undue advantage from community etc.

Details related to complaints and its redressal procedure is mentioned in LWSIT Complaints Mechanism Policies and Procedure. However following few points related to procedure of Complaints Response Mechanism are mentioned below for reference.

Procedure –

1. LWSIT has set up internal complaints committees at national and regional levels.
2. The contact particulars of the focal persons of these internal complaint committees have been notified in all the offices of LWSIT.
3. The Committee should have a separate email id which will be accessed by the focal point of the committee only.
4. An employee who has a grievance should first discuss it directly with his/her immediate superior or with the Executive Director.
5. If an employee feels that the matter has not been resolved through informal discussions they must outline their grievance, as simple and briefly as possible, in writing to their immediate superior. Where the employee cannot read or write they may record their grievance orally. Documenting the grievance in writing or orally provides a formal record that will ensure proper steps have been taken to address the matter. Concerned Internal Complaints Committee (ICC) as well as National Office level ICC should be informed immediately about the nature of the grievance and the action taken thereof
6. If the employees feel uncomfortable to lodge the complaint to the immediate Superior or not satisfied with the response, the aggrieved employee may send the complaint to the Internal Complaints Committee located at regional level and at National Office. The outstation complainant may send the complaint through post mentioning confidentiality addressed to the focal point of the Committee. The complaint may be sent through email also. The National Office staff may submit the complaint directly in the complaint box set up at the National Office or may address to the focal point of National Office ICC
7. The respective Internal Complaints Committee should acknowledge the receipt of the complaint.
8. The Committee should maintain absolute confidentiality about the complaint and the complainant
9. In case of receiving more than one complaint at a time, the Committee should first – track the allegations concerning exploitation and abuse, including those of sexual in nature.
10. The investigation will be carried out by the Committee Members. They will talk to the complainant and to the person against whom the complaint has been lodged. If possible bringing them together to resolve the matter through discussion. If required, the Committee will discuss with other staff members and review the documents.
11. The response will be sent to the complainant and the person against whom the complaint was made as per timeline mentioned in the CRM Policy. The response will be given in writing.
12. If the appellant is not satisfied with the decision, he/she may again appeal to the Committee for re investigation. This option will be given only once.
13. The Committee will ensure necessary safety measures for the appellant, witnesses and the person against whom the complaint has been made.
14. If the person against whom the complaint was made feels dissatisfied with the decision, he/she may also appeal to the Committee for reinvestigation. This option will be allowed only once.

LWSIT

15. The entire process should be completed within two months in case of reinvestigation.
16. The Internal Complaints Committee after analyzing the complaint, submit its report and recommendations to the Executive Director and the Management Committee for appropriate order and action to be taken including penalty
17. All the complaints from the field/regional levels of ICCs have to be sent to the National Office level ICC with copy to the concerned field/regional level ICC. Accordingly, the information should be displayed in the notice instruments (notice board) for public information.
18. The Focal Person of the National level Complaints Committee should keep the Executive Director informed of the nature of the complaints and the execution of the action on the complaints should be with the knowledge of the Executive Director.
19. The Board level Complaints Committee will deal with complaints against the Executive Director.

Conflict of Interest -

Conflict of interest should be avoided to promote a culture of transparency and accountability for LWSIT for maintaining the highest standards of integrity in the implementation of the projects. It is therefore a requirement for all LWSIT staff both at the National and the Unit offices to avoid conflict of interest in the form of receiving any monetary or material benefits, getting involved in the work of other organizations or being in the Governing Board or Management of other organizations, without the consent of the Executive Director, the Management Committee and the Board.

Conflict of interest is deemed to occur when staff or partners transact official business with relatives, close friends or business associates that stand to gain monetarily and materially. Staff must proactively avoid conflict, and ensure they do not receive improper personal benefit from their positions. In case of a perceived or apparent conflict on any kind of monetary/material benefits or failure to disclose any conflict of interest situation to LWSIT, it may result in disciplinary action.

Complaint from Operational Communities -

To allow the community to raise complaint for their dissatisfaction of the service delivery or ill-treatment by LWSIT staff members, complaint box will be set up where community members have easy access. The place will be determined in consultation with the community.

At the project level also Complaint Redressal Committee will be formed with 50% of women representation to handle those complaints. The complaints against staff members should be referred to the Complaint Redressal Committee at National office subject to the seriousness of complaints.

The same procedure as above will be followed to handle the complaints from the community.

Anonymous Complaints -

An anonymous complaint refers to a complaint that is lodged without revealing the identity of the complainant. As a matter of principle, individuals making complaints should disclose their identity so that a proper and thorough investigation can proceed. Anonymous complaints are difficult to deal with because their investigation is always dependent on limited and questionable information. Anonymous complaints will not be entertained by LWSIT unless found serious in nature and may negatively affect the dignity and prestige of any employee or affect the reputation of LWSIT. In such cases only due importance will be given and the complaint will be dealt with by LWSIT in secret.

Malicious Complaints -

If a malicious complaint is made by an employee, LWSIT will take appropriate disciplinary measures according to the Staff Service Rules. A thorough investigation will be made to find out the reasons for such malicious complaint and the complainant should be penalized for creating mental torture to a fellow employee. The person who was subject to malign should be given fair chance to defend her/his cause.

Limitations in dealing with complaints -

The complaints mechanism and procedures do not apply to complaints requiring investigation by a professional and/or a disciplinary body, events requiring an independent inquiry into a serious incident involving governmental authorities, events requiring investigation of a potential criminal offence, etc. The complaints procedure will cease immediately if the complainant explicitly takes legal action in respect of the complaint.

Sexual Harassment -

Cases of sexual harassment will be dealt in accordance with the Indian Law of Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal). The cases will be handled with due consideration and with absolute confidentiality and safety towards the appellant. There will be zero tolerance towards sexual harassment of any woman employee of LWSIT. The offender proven guilty will be penalized as directed by the Law. (Refer The Legislation on Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal).

Complaint mechanism for sexual harassment under **Vishaka Guidelines** will be followed.

23. DRESS CODE:

Employees are encouraged to maintain a neat, clean and professional appearance and to conform to the standard attire most common to the location of their job and site assignment. All staff should use only appropriate foot wear to protect themselves from any kind of injury while making mobility in remote terrain. .

The project offices used as residence for women and men employees, the dress after office hours outside their rooms should not affect the sentiment of others.

All support staff, watchmen and drivers should wear uniforms and foot wear provided by LWSIT on duty hours.

24. USE OF OFFICE FACILITIES:

Use of Office Accommodation –

LWSIT uses rented premises primarily for running the project offices. However, based on the remote rural context and dearth of accommodation facilities in such remote rural localities, project/zonal staff are allowed to stay in the office premises for which a percentage of reimbursement is charged towards rent and electricity charges.

Except for night halt, official accommodation facilities should not be used for taking rest during working hours, except in sickness with due permission from the Unit Manager.

LWSIT

The canteen facility should not be the attraction for lunch and staff should not return to the office just for lunch leaving their assigned tasks in the communities.

Office premises including accommodation facilities should not be used for displaying idols, symbols or pictures symbolizing religions or religious ideology.

No unacceptable behavior against the rules and norms of the organization from staff members using such accommodation will be tolerated. In case of violation, appropriate strict action will be taken by the organization.

No staff members are allowed to keep guests, acquaintances or family members in the office accommodation provided to them. However, in emergency situations and in exceptional cases, close/immediate relatives may be allowed to stay with due prior permission from the Unit Manager and under intimation to the National Office.

Staff members from one zone cannot stay in another zone without official instruction from the Unit Manager.

In emergency situations and in exceptional cases, Unit Managers must obtain prior permission from the National Office if close relatives want to visit and stay for a day or two at the accommodation facility provided to him/her.

No women from the community be allowed to stay overnight even if she is engaged for some services on casual basis.

Use of official vehicles -

LWSIT vehicles are strictly for official use. The vehicles allotted for official use should not be misused for personal purposes. LWSIT vehicles are not allowed to be driven or used by unauthorized persons or relatives of the staff for whom the vehicle is allotted for official use. Log books of vehicles should be strictly maintained. No display of idols, symbols or photos symbolizing religions, inside LWSIT vehicles are allowed.

Use of Laptop –

The senior level employees using laptops should use only for official purposes if taken to residence for clearing the work.

Use of Data card –

During official travels senior level employees will be entitled to carry the data card for e communication. Data card should be used only for official purposes. For carrying the data card official procedure to be maintained.

Email -

LWSIT will provide email services to most its employees. However, the use of the email is subject to the following conditions -

The email service belongs to LWSIT and staff should not use it for personal purposes. Electronic mail is a tool provided by LWSIT for its official purposes only. All messages will clearly indicate that the

LWSIT

staff is sending emails from LWSIT. As such, these messages represent official LWSIT communications. Confidentiality of emails should be strictly followed.

Any deviations other than the procedures mentioned or personal use of office communication facilities, if brought to the notice, will be dealt according to the merit of the case.

Internet -

LWSIT permits the usage of internet subject to the following -

The internet should be used as a tool to access latest research, data, etc. Internet sites should be visited with caution for privacy issues. Confidential LWSIT information should not be posted on websites, blogs or any social media sites.

Camera –

All LWSIT project offices and National office have been provided camera for photo documentation of the project works and other official events. Cameras should be used only for official purposes. Employees carrying cameras outside office should register it as per procedure.

25. SECURITY:

Security of Staff –

The security of all staff is of highest priority and utmost importance is given by LWSIT. LWSIT will strive to do all that it reasonably can to ensure that it's staff are secure as they go about their work.

All the LWSIT employees are required to familiarize themselves with the security concerns. Project offices experience any security threat due to insurgency; emergency should immediately inform the National Office and take appropriate measures as per instructions.

All staff should be trained on minimum safety measures to be taken during natural calamities like earthquake, sudden onset of flood, cyclone etc. In such cases if the communication fails staff members should take safety measures as appropriate.

LWSIT acknowledges the different needs of women in relation to security and will strive to give special focus on the security of women staff including protection of their dignity. As LWSIT works in quite a few danger-prone (extremism, ethnic conflicts etc) areas, it recognizes the importance and need for security readiness. LWSIT will ensure appropriate measures for physical security by not letting strangers into the office premises and ensuring that security guards are properly informed of visitors and also unfamiliar guests.

Security on the Road -

Road accidents are one of the most common causes of death and injury. Good security procedures are seriously undermined if road safety is ignored. It is essential for LWSIT to make certain that drivers are aware of their duties, properly prepared for them and are disciplined in carrying them out. Regular vehicle checks to be done when vehicles are being heavily used in demanding or insecure environments. Drivers and the staff members sitting in front seat of official vehicle should wear the seat belts. Staff members both women and men riding motorbikes provided by LWSIT should wear the helmets.

26. PROCUREMENT :

LWSIT employees involved in any procurement should follow the systems as per the Procurement Manual and absolute Transparency and Accountability should be adhered in dealing with LWSIT resources both financial and material. Only authorized employees should be involved in procurement of materials. However, all of them must declare their business relationship in the prescribed format and will share with National Office for reference and record.

27. EXIT INTERVIEWS/REPORT:

LWSIT will conduct Exit interviews for the employees resigning from their job. From the employer's perspective, the primary aim of the exit interview is to learn reasons for the person's departure and lessons learnt. The feedback as exit report submitted by concerned out-going employee will be helpful to LWSIT Management for its improvement related to employment and retention of quality staff in the Organization and other related aspects as deemed necessary

28. STAFF CAPACITY BUILDING:

LWSIT is committed to ensuring that all staff have access to learning, development and training opportunities which enables them to be suitably knowledgeable and skilled to carry out their role, and to develop their talents.

The aim of capacity building is to ensure that employees are supported and enabled to meet the changing demands of the organisation so that the organisation achieves its strategic objectives. Attending training, seminars assist staff members to broaden, deepen and thereby further enhance the existing skill base. Opportunity for staff development provide a working environment where continuous learning and development take place that help staff to gain more enjoyment from their roles, increase motivation and enhance staff retention.

All staff members will be given equal opportunities to attend training, workshops as per their capacity and roles in the organization.

Staff members completed one year of service should be entitled to attend external training, workshops which will be of more than (03) three days duration.

For any external training and development programme the final nomination will be done by the National Office.

Where more than one staff member will attend, participation of equal number of women staff will be mandatory.

The participants should submit detailed reports within 15 days after attending external training programmes.

The participants need to share his/her experience within 15 - 30 days of attending the course with an action plan of utilizing that knowledge in his/her work place or for the organization is mandatory.

LWSIT

In case of training, echo training for fellow staff members should be carried at the project level. The Staff members from National Office attending training should share the learning with the immediate colleagues as well as with the project staff during field visit.

In house training for all staff members should be organized to update them about all existing LWSIT policies and manuals (HR, Gender, Environment, Staff Service Rules, Finance and Administrative Manual). Such training should be held once in a year. All programme staff of National Office should be thorough with the policies and rules and during their visits to projects at least one day orientation should be held. Finance staff from National Office will similarly conduct training on all financial procedures.

Unit Managers/ Project In-Charges should discuss about the contemporary development issues with the staff members during each monthly staff meeting to keep them updated on current issues.

29. CONCLUSION:

The HR Policy should be thoroughly followed while creating any rules for the LWSIT employees. The Policy should be reviewed once in every three years by competent people and necessary amendment should be done.

ANNEXURES:

- 1.LWSIT's Staff Service Rules**
- 2. Finance and Administrative" Manual**
- 3, Complaints Mechanism Policy and Procedure**

Adopted in the Board Meeting held on 22-08-2015