



**SOCIETY FOR AGRICULTURE HEALTH  
ENVIRONMENT LITERACY  
INNOVATIONS  
(SAHELI)**

**HUMAN RESOURCE  
MANAGEMENT MANUAL**

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## 1. Introduction

This document is called the “Human Resource Manual of SAHELI and this will be in force from 1<sup>st</sup> January 2019. SAHELI came into being in 2004 after respecting the requests of the leaders of few SHGs in Mayurbhanj district. The provisions made in this manual are therefore in the perspective of strengthening those and other women all over the world. The rules spelt out in this document shall govern the behaviour and actions of the staff of SAHELI. Those actions and behaviour not referred to in this document shall be dealt with by the Director applying the discretionary power of the Director. Such decisions of the director shall be final and binding on all the staff of SAHELI.

### Vision

The vision of the organization is “a society where dignity of women belonging to all sections of population, especially those belonging to vulnerable sections, respected and women gain equal opportunities in all frontiers of life”.

### Mission

“Mission of SAHELI is “to empower all sections of society through appropriate institutions and processes and place such institutions in operational collaborative relations with governments and other stakeholders for integrated development with equal dignity for women as the focal point”.

### Objectives

SAHELI endeavors to promote dignified womanhood and to protect the rights of women and girls in its area of operation. The specific objectives of the organisation in this regard are to:

- (i) Ensure life and good health;
- (ii) Promote education, skill building, and knowledge;
- (iii) Encourage labour and financial inclusion;
- (iv) Enable to participation in decision making; and
- (v) Support to gain freedom from violence

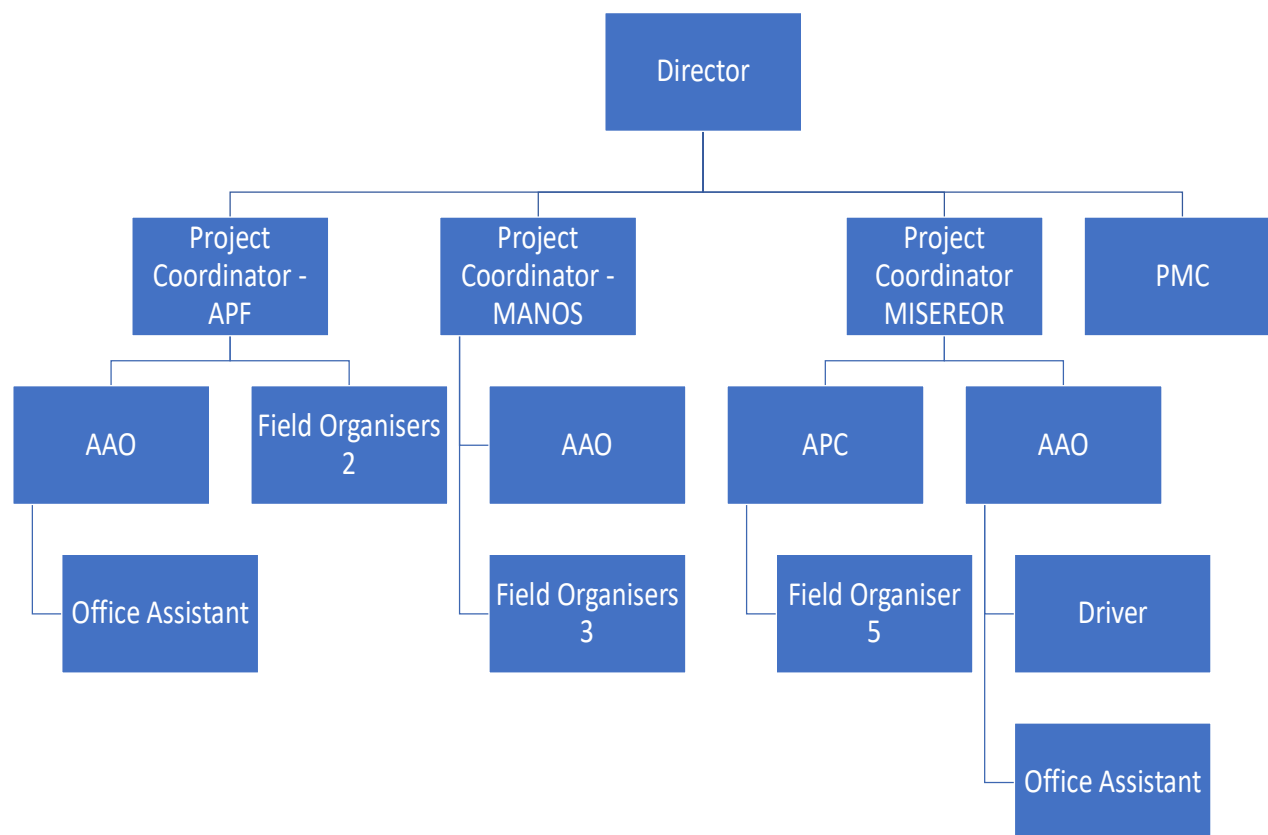
### Values

While striving to achieve the above objectives, SAHELI upholds the value **RESPECT** for women. Respect stands for:

Responsiveness,  
Equity  
Self-reliance  
Participation  
Ethical operations  
Competency with Transparency



## 2. Organogram



## 3. Scope and Applicability

The provisions laid down in this document shall apply equal to all categories of staff employed by SAHELI, full-time, part time regular, term-based, contractual etc. If any staff member is exempted from these rules, the same must be specified in the letter of assignment or engagement or contract.

## 4. Nature of Work

- 3.1. The work is purely temporary and linked with project. When the funding for the project comes to an end, the work also comes to an end.
- 3.2. Though the work shall be defined in terms of working hours and some other parameters, this work is beyond definition.



- 3.3. Many of the tasks though can be pre planned, quite a good number of tasks will be contextual and emerging on the spot

## **5. Conditions of Employment**

### **5.1 Eligibility**

- 5.1.1 Any person irrespective of gender, caste, religion and creed shall be entitled to be employed by the organisation provided that they such persons conform with requisite educational qualifications, experience, and medically fitness
- 5.1.2. Parents, spouses, children and siblings of serving employees of the organisation shall not be entitled for employment with the organisation
- 5.1.3. Persons convicted in criminal offences are not eligible for seeking employment in SAHELI

### **5.2 Qualities, Qualification**

- 5.2.1. The academic qualification and experience required for each position will be spelt out by the organisation. And the same is liable to change depending on the emerging context and accordingly the job descriptions will be revised
- 5.2.2. However, more important than academic and technical qualification are certain personal qualities such as integrity, hard-working, commitment, dedication, sense of judgement, feeling of propriety and spirit of custodianship
- 5.2.3 This work demands a lot of passion for community, and this is the most important quality required
- 5.2.4. Commitment to work and preparedness to meet challenges are also required
- 5.2.5. Interest or attitude to work in team and work with people in non-hierarchical manner is also important
- 5.2.6. Temperament, consistency and strong will for overcoming obstacles are also important
- 5.2.7. Capability to keep good interpersonal relationship among colleagues and clients is very much required in this work
- 5.2.8. People indulging in extensive drinking, drug abuse, illicit liquoring and other hazardous habits will not be qualified to work with the organisation
- 5.2.9. Such persons will be expelled from the organisation as soon as the organisation receives confirmed information on such acts
- 5.2.10. Persons with criminal backgrounds and connections will not be qualified to work with the organisation



- 5.2.11. Persons holding offices in political parties and local governments are not entitled to become employees of the organisation. Those who are employed, on the event of taking up such offices should resign from the one of the positions and if the employee voluntarily does not resign, the organisation can remove such employees.
- 5.2.12. The office bearers or leaders of SHGs and other CBOs raised by or working with the organisation are not qualified to be recruited as employees of the organisation.
- 5.2.13. The decision of the organisation on such cases shall be final and binding on all

### **5.3 Selection Process**

- 5.3.1. The HR and Administration Department will be responsible for organizing the recruitment and selection process. The HR and Administration Department will be responsible for preparing job description based on job specification for every existing and new position within the organization in consultation with the respective Department Heads / Project Head / Director.
- 5.3.2. The respective Recruitment Authority will decide the combination of appropriate media such as national and local newspapers, social media, online job portals, head-hunters etc. for the vacancy to be advertised. Moreover, a circular regarding the vacancy will be posted on the notice board of SAHELI for internal applications or referrals.
- 5.3.3. The respective Recruitment Authority will decide the combination of selection processes such as interview, written test, leaderless group discussion etc. applicable for filling any specific position.
- 5.3.4. The vacancies in the organisation shall be notified in public domain or the information on vacancies shall be circulated among the persons and organisations to receive applications
- 5.3.5. The applications received shall be processed and interview with or without written test shall be held for the shortlisted candidates. The shortlisting shall be done based on the predesigned and objective parameters as per the requirement of each position
- 5.3.6. The vacancies in the organisation can be filled by either direct recruitment or transfer or promotion
- 5.3.7. All the newly recruited candidates shall be on probation for a period minimum or one month to maximum three months
- 5.3.8. Declaration of probation is essential for confirmation of the recruitment
- 5.3.9. All records of recruitment shall be maintained properly in the office of the organization.
- 5.3.10. After selecting a final candidate for a vacancy, the HR and Administration Department would conduct background and reference check of the candidate.
- 5.3.11. If the results of the background and reference check are satisfactory, the HR and Administration Department will make a formal job offer to the candidate.



- 5.3.12. The candidate will have seven days to accept or reject the offer.
- 5.3.13. After the offer is accepted by a candidate before the last date stipulated, the Employment Contract with job description will be personally handed over to the candidate.
- 5.3.14. Upon accepting the Employment Contract, the candidate will have to submit originals and copies of the following documents at the time of joining for verification
- Certificates to prove educational qualification and professional certificates
  - Experience certificates
  - Last Pay Certificate
  - Relieving letter from the previous employer
  - Signed copy of employment contract
  - Copy of pass book
  - Copy of identity
  - Passport size photo

The originals will be returned after verification

- 5.3.15. Upon joining of the candidate and submission of the required documents, the Director will issue the Contract Letter specifying the new employee's position, job responsibility and employment category.
- 5.3.16. The candidate is expected to submit a joining report and copies of documents proving address, age, and caste or community; four copies of same photo taken not earlier than six months; bank particulars showing the name of the account and the account holder with IFSC; and valid driving license.
- 5.3.17. The organization opens a file (HR file) for the employee who joins the organization. This file at the time of opening shall contain the application submitted along with CV as well as experience certificates, the correspondence on the application, interview call letter(s), interview results, reference check, letter of offer, acceptance of offer, joining letter, letter of contract, particulars of nominee, and job description. All documents like declaration of completing probation, leave letter with supporting documents, performance appraisal report letter of increment, memo of promotion, papers pertaining to disciplinary action, letters of resignation or removal, final settlement of employment will be included in this file whenever required. This file will contain the history of employment of each staff persons with SAHELI.

## **5.4 Job Description**

- 5.4.1. All the staff members will be given job charts describing roles and responsibilities



- 5.4.2 The staff members should organise their operations within the limits of job charts
- 5.4.3. Job descriptions are liable to change as per the change in the expectations from each position

## **5.5 Induction**

- 5.5.1. Induction is the process of introducing a newly recruited person to the organization and making him or her the employee of the organization. Hence, this is an important step in the HR management process. The duration of induction shall vary based on the position offered to the newly recruited person. It shall not exceed 15 days in normal situation.
- 5.5.2. The induction process shall normally include the following procedures:
- Discussion on History of the organization, By – laws, Vision, Mission & Values, Project implemented by the organization, rules & regulation, Organization Policies and Manuals, Staff code of conduct, Reporting & Planning, and other relevant documents about the organisation;
  - Discussion with head of the various departments of the organisation;
  - Interaction with sample target community groups;
  - Getting introduced into important external stakeholders; and
  - Debriefing by the inductee by means of oral or power point presentation
- 5.5.3. Submission of formal induction report by the inductee.
- 5.5.4 Conclusion statement of induction by HR Manager or Heads of Departments as the case may be.

## **5.6. Training**

- 5.6.1. Staff training is essential for the growth and development of the organisation. Therefore, SAHELI makes sufficient opportunities for staff training.
- 5.6.2. Training while working or ongoing training is the first type of training. This is mixed with mentoring given to staff members by the supervisors.
- 5.6.3. In-house training includes staff reviews and special training sessions, residential or otherwise organized by SAHELI for which resource persons can be both internal and external.
- 5.6.4. External training refers to the training organized and conducted by other agencies and held outside the premises of SAHELI.
- 5.6.5. Specialised external training organized by international organisation for which SAHELI sent its staff members to attend

## **5.7. Probation**

Probation is essential for all newly recruited persons. This is a period during which the newly recruited persons are assessed for performance whether the person is fitting into the job allocated



for him or her. The duration shall vary depending on various factors. However, in normal case it shall be for three months. After three months of probation, the performance of the newly recruited will be appraised and based on the results of it the decision on continuation of the newly recruited will be taken by the organization. If the results of appraisal are satisfactory, the probation will be declared and the new recruited will be given the letter of confirmation. If the results of the appraisal are found unsatisfactory, the new recruited shall be given either an extension to probation or will not be confirmed in service with the organization. A letter explaining the reasons supported by evidence will be served to the new recruited in both cases.

## **5.8. Place of work**

The place of work shall be the one mentioned in the letter of contract. However, the organization reserves right to change the place of work to any other location as part of transfer or work arrangement. This decision of the organization is non- negotiable as well as agreement between the employee and SAHELI. The organization does not entertain discussion on this matter with any person(s) other than the employee.

## **5.9. Working hours**

- 5.9.1. The number of working days in a week will be six and there will be one weekly off day for all and the same shall be decided by the employee in advance with information to all.
- 5.9.2. If there happen to be any important event /task on an off day, the staff member can opt another day as weekly off without disturbing the work
- 5.9.3. All such changes should be made in consultation with the immediate supervising staff
- 5.9.4. The regular office hours for SAHELI shall be 9:00 am to 5:00 pm with a break of half an hour (30 minutes) for lunch ordinarily from 01:00 pm to 01:30 pm from Monday to Saturdays excluding public holidays.
- 5.9.5. The operational hours for every employee will be eight (8) hours a day and during the operational hours, all employees are supposed to be available for service unless he/she is assigned outside work for any official purposes. The management of SAHELI may change weekly working hours for its organizational development / growth and accordingly may reconsider / refix the working hour in coordination with the employees but shall not exceed 48 hours in a week.
- 5.9.6. However, employees may be expected to work such other hours in excess of the core operational hours outside regular office timing, as may be requested or required by respective supervisors from time to time for official requirements.
- 5.9.7. Any female employee will not be required to work between the hours of 10:00 pm to 6:00 am without her consent in writing.



- 5.9.8 However, the field staff will have a different timing to suit the timing of community members and the same shall be decided by the management in consultation with field staff.
- 5.9.9. All staff must be in his/her duty station or in office during their office or work hours
- 5.9.10. If any staff member wants to be away from duty station or office during office hours for a period of any duration, he/she shall inform his/her immediate supervisor the same
- 5.9.11. Persons not found in their duty stations or office during working hours or office hours will be treated as unauthorised absent for duty and action will be taken on them

## **5.10. Work Planning**

- 5.10.1. All staff members, irrespective of cadre are expected to develop their work plan well in advance based on the approved project plan as per the frequency suggested by their immediate supervisors
- 5.10.2. The work plans should be developed in prescribed formats and in consultation with the immediate supervising staff
- 5.10.3. All are expected to work as per the approved work plan only
- 5.10.4. No deviation is allowed from the approved work plan
- 5.10.5. If in an unexpected situation, work plan requires change, the same should be finalised in consultation with the immediate supervising staff
- 5.10.6. All such changes should be documented and reported in the immediate reporting occasion

## **5.11. Reporting**

- 5.11.1. All staff members are accountable to the organisation and hence, reporting is an essential duty of all of them
- 5.11.2. There shall be different types of reports
- 5.11.3. There will be a daily briefing of work weekly work conference with the immediate supervising staff during which the staff reports in details as per the approved checklists on weekly basis
- 5.11.4. Further, during weekly work conferences, the staff should share their work/field diary with the immediate supervising staff for his endorsement
- 5.11.5. Monthly report should be submitted by all staff members in prescribed formats



- 5.11.6. There should be two parts for monthly reports, viz. the report on the activities carried out by the individual staff member and that carried out in the villages
- 5.11.7. Compiling reports for three months into a quarterly report should be done by the staff and this shall be used for quarterly reviews
- 5.11.8. Finally, all staff members are should develop an annual report by compiling all quarterly report
- 5.11.9. The formats for submission of reports will be shared with all staff members well in advance
- 5.11.10. The dates of submission of reports will be decided in advance
- 5.11.11. The coordinator will scrutinise all reports and will act upon the report as and when required
- 5.11.12. The reports will be an important tool for monitoring and supervision

## **5.12. Record Maintenance**

- 5.12.1. The organisation will decide the number and types of report required to be maintained
- 5.12.2. All official records should be kept in office only
- 5.12. 3. All records are official properties and no individual staff will have any right or claim to them
- 5.12.4. The individual staff member who is assigned the responsibility of raising and maintaining records should do so in the manner prescribed by the organisation
- 5.12.5. The Director shall be the custodian of all records
- 5.12.6. Whoever wants to take a record out of office premises should get written permission from the Director
- 5.12.7. Such movements of records should be documented in a register
- 5.12. 8. Damaging, destroying, loosing or non-returning of an official record will be treated as misconduct and the same will be dealt with seriously.

## **5.13. Work Review**

- 5.13.1. The work of all staff members will be reviewed by the immediate supervising staff
- 5.13.2. There shall be four points for work review
- 5.13. 3. Weekly work review is the most important.
- 5.13.4. It will be held with the help of the checklists designed for that purpose.
- 5.13.5. The immediate supervising staff closely review the work during weekly review sessions and she/he should guide and instruct the staff for improvement



- 5.13.6. The instructions given by the immediate supervising staff should be documented and the staff members are bound to abide by such instructions
- 5.13.7. Any deviation from such instructions will be considered as misconduct inviting actions
- 5.13.8. Monthly, quarterly and annual reviews are the other ones and each will be held with different guidelines
- 5.13.9. All the reviews should be documented and such documents will be reference points for future actions

## **5.14. Health and Safety measures**

Healthy staff is an asset of the organisation. Hence, SAHELI pays full attention to it. Apart from the provision for sick leave, it offers insurance coverage to all its staff members and medical re-imbursment subject to limit decided by the Governing Body from time to time

## **6. Holidays**

### **6.1. Weekly holidays**

SAHELI will observe one day of weekly holiday (Sunday). However, the management may change the days on which to observe weekly holidays, if it is required for the benefit of the organization.

### **6.2. National Public Holidays**

SAHELI will follow 14 Government Holidays in a year.

### **6.3. Optional Holidays**

SAHELI shall permit the employees to avail of three to four optional holidays. However, the total number of holidays shall not exceed 14.

### **6.4. No other Holidays**

Apart from the above SAHELI shall not allow any other holidays. The management is free to take appropriate decision on this matter.

### **6.5. Notification of Holidays**

The management will notify the list of holidays in each year before 31<sup>st</sup> December of the preceding year and in consultation with the staff.

### **6.6. Strikes and other events**



In the event of any declared national or local strike, hartal, protest, demonstration etc. the Director will assess the safety and security issues of the employees joining the office and decide whether to keep the office open. If office is kept closed in such event, such days will not be counted as a leave availed by the employees and their entitled leaves will not be affected. If office is kept open in such an event all staff are expected to attend. If an employee fails to join office on such days, equivalent number of days will be deducted from the respective employee's casual leave.

## **6.7. Compensatory off**

In the event of employees working on holidays and days of weekly off they are entitled to take compensatory off with due intimation to the Head of HR department.

## **7. Leaves**

- 7.1. All staff members are entitled for leaves
- 7.2. Each staff member shall be entitled to 12 days of casual leave in a year.
- 7.3. Casual leave will not be granted for more than 3 (three) days at a time. In case of any casual leave requirement that continues for more than 3 days, it can be approved at the discretion of the Director in consultation with respective Department Heads.
- 7.4. An employee willing to avail casual leave will have to apply one day prior to the expected date of such leave. However, in case of an emergency, notifying the concerned reporting officer on the date of such leave availed will be allowed.
- 7.5. Unutilized casual leave cannot be carried forward to the succeeding years and accumulated.
- 7.6. Each staff member shall be entitled to 12 days of sick leave in a year.
- 7.7. Probationary employees will be entitled to sick leave on a pro rata basis.
- 7.8. Unutilized sick leave cannot be carried forward to the succeeding years and accumulated.
- 7.9. If an employee is unable to attend office due to sickness, he/she will inform the concerned reporting officer verbally and apply for approval of the leave immediately after rejoining work. A medical certificate of such illness issued by a registered medical practitioner along with the Doctor's Prescription must be submitted with the leave application for a sick leave of more than 3 days.
- 7.10. If an employee fails to submit such medical certificate along with the Doctor's Prescription for sick leave availed exceeding 3 days, those days of absence will be considered as leave without pay.
- 7.11. If an employee requires more than 12 days of sick leave to recover and join work, the additional days of leave required by him/her will be deducted from the respective employee's leave without pay.



- 7.12. An employee is entitled to leave without pay up to 30 days in a year.
- 7.13. A woman employee is entitled for maternity leave of 120 days subject to the production of sufficient medical records as the management decides from time to time.
- 7.14. The leaves are not a right of the employee.
- 7.15. All leaves should be applied for and sanctioned in advance
- 7.16. The Director alone shall be the sanctioning authority of leaves. However, the Director shall, if required, delegate this authority to other supervisory staff
- 7.17. Leaves will be sanctioned after considering the requirements of the organisation
- 7.18. Anybody going on leave without prior sanction will be treated seriously and will invite disciplinary action
- 7.19. The Administrative Officer will maintain a register of leaves
- 7.20. The Director or the person(s) delegated by the Director shall ask any staff member on leave or in holidays to report for duty on the event of some urgent work and the staff members should oblige to such calls
- 7.21. However, on the event of the loss of the days of leave or holidays, the same shall subsequently be compensated on mutual agreement by the Director only
- 7.22. SAHELI reserves the right to call back an employee from any leave availed for any official exigency such as sudden illness of any key employee, national emergency etc.
- 7.23. SAHELI will not take undue advantage of this option and will make every possible effort avoid such call back from leave and in cases where an employee is called back from a leave, he/she will be provided with the remaining days of originally approved leave as soon as the official exigency is resolved.

## **8. Performance appraisal**

SAHELI shall ensure performance appraisal of its employees in a professional manner. While making appraisal, the management will take into cognizance of the employees' knowledge, punctuality, quality of work, integrity and ethics, pro-activeness, and skills such as problem solving, communication, writing, and leadership. A pre-designed and standardized template will be used for performance appraisal.

### **8.1 Performance appraisal**

- 8.1.1 The procedure of performance appraisal for all the employees will be conducted at the end of every service year.
- 8.1.2 The concerned reporting officer will be responsible for evaluating the performance of an employee under his/her supervision. The Department Heads and Project Heads will be evaluated by the Director.



- 8.1.3 The authority will circulate the Performance Appraisal Form to the employees in the last month of the service year. After completion of the appraisal, the forms with specific recommendation will be forwarded to the Director for review.
- 8.1.4. The recommendation of appraisals shall be implemented as per the timeframe suggested in the recommendations.
- 8.1.5. After completion of the review, the forms will be preserved in respective personnel files. The follow up actions carried out as per the recommendations shall also be kept as and when it happens in the same file.

## **8.2. Remuneration and other Allowances**

- 8.2.1. Each staff member is entitled to receive the remuneration attached to each position
- 8.2.2. Such Remuneration will be stated in the letter of contract or letter of appointment or letter of engagement
- 8.2.3. The payment of remuneration shall primarily through bank
- 8.2.4 All staff members will have monthly remuneration, consisting of basic pay, dearness allowance, house rent allowance, family support allowance, staff welfare allowance (EPF, ESI and related allowances) and field work allowance.
- 8.2.5 The remuneration shall be disbursed to the employees after 28<sup>th</sup> of the month for which that is due and before the 5<sup>th</sup> of the succeeding month
- 8.2.6. The payment of remuneration is subject to TDS and other statutory commitments
- 8.2.7. All employees of SAHELI will be entitled to receive contributions to employees' provident fund and employees state insurance scheme support based on their eligibility as per the prevailing provisions of the employees' provident fund Act and the employees state insurance Act, from time to time.
- 8.2.8. All statutory contributions and payments towards Provident Fund, Professional Tax, Income Tax, ESIC etc will be deducted from the payments made to the employees in accordance with the Rules and Regulations of the Government as applicable from time to time.
- 8.2.9. Those who are engaged on assignment or consultancy basis can be paid by cash subject to the limits stipulated by various statutes governing the financial transactions
- 8.2.10. Allowance for Travel & related expenses are defined in the Finance; Accounts & Administration Manual and all reimbursements will be paid based on that.

## **8.3. Increment**

- 8.3.1. The annual increment of an employee will be based on satisfactory performance reflected in his/her annual performance appraisal. However, in case of extra-ordinary performance, additional increment (than normal level) maybe awarded to an employee.



- 8.3.2. The annual increment for an employee will be effective from of the first day of the next service year.

#### **8.4. Promotion**

- 8.4.1. All promotions in SAHELI will be made on the basis of merit. Promotion cannot be claimed by any employee as a matter of right or by virtue of seniority.

- 8.4.2. The criteria that will be considered while deciding on the promotion of an employee are: performance appraisal report, trainings received, and years of experience, and qualifications and extra ordinary capabilities such as leadership capability, management capability, communication and interpersonal skills, commitment towards the job and organization etc. that can contribute to the organization

- 8.4.3. Other Promotion criteria to be framed by the Governing Body.

#### **9. Retention**

- 9.1. The provisions made in this manual for salaries, increment, promotion, training and performance appraisal, staff welfare, health protection are indirectly encouraging employee retention.

- 9.2. Incentives

- 9.3. Based on the achievement of results, an employee shall be given cash prizes and non-cash incentives such as certificates of the best employee on different occasions, felicitation, and mementos for different levels of achievements as decided by the organisation.

- 9.4. Annual get-together of the employees and their family members shall be organized and the incentives mentioned above shall be given away on such occasions.

#### **10. Grievance Redressal**

- 10.1. Grievance redressal is the formal process of addressing and resolving employee complaints or concerns about their work environment and treatment. This process aims to maintain a positive and productive work environment by providing a channel for employees to voice their issues and concerns.

- 10.2. A grievance is a formal complaint raised by an employee, usually in writing, about a perceived wrong or injustice related to their employment. It can stem from various issues, including: disagreements with colleagues or supervisors. concerns about safety, equipment, or overall environment, concerns about leadership or management style, unfair treatment based on protected characteristics.

- 10.3. Grievance redressal is the systematic process of handling and resolving employee grievances. It includes:



- (a) Submitting the written complaints to the immediate supervisor if the source of grievance is from the members of the same cadre in the same team. If the source of the grievance is the immediate supervisor, the complaint is to be submitted to the immediate supervisor of the latter. If the source of grievance is employees of the same cadre, but in the different teams, the complaints must be submitted to the supervisor of the immediate supervisors of both teams. The complaints must have evidence base.
- (b) Investigation must be conducted by the recipient(s) of the complaints to understand the complaints in detail. The investigating person in consultation with the Head HR and/or the Head of the organisation is permitted to use transparent way of investigation. The investigation report shall be submitted to the Head HR. The report must contain solid solution to the grievance
- (c) Implementing solutions to address the issue, such as mediation, disciplinary action, and policy changes.
- (d) Keeping the employee informed about the outcome of the process.

## **11. Separation**

An employee may be separated from the employment of SAHELI through one of the following methods terminations by organization, resignation by employee, discharge, dismissal, retrenchment, retirement, and death

### **11.1. Termination by the organization**

- 11.1.1. SAHELI reserves the right to terminate any of its employee on any other ground than the manner provided elsewhere in this Manual, for reasons it deems fit.
- 11.1.2. In case of termination of employee by SAHELI will give notice for 30 days or pay in lieu of such notice to an employee.
- 11.1.3. The service remains terminated if the contract is not renewed on or before the date of expiry of the contract
- 11.1.4. Resignation, death, or permanent disablement will lead to termination of service
- 11.1.5. An employee can be terminated while on probation if she/he found unsuitable for the job.

### **11.2. Resignation**



- 11.2.1. An employee can resign during the period of contract by giving a notice for one month for resignation and if an employee fails to do so he/she will forfeit the salary for one month.
- 11.2.2. If an employee intends to resign from the service of SAHELI without any notice, he/she may do so by paying salaries to SAHELI in lieu of such notice.
- 11.2.3. The resignation shall become effective when it is accepted in writing by the appointing authority.
- 11.2.4. If an employee remains absent without notice or permission for a continuous period exceeding 15 days, SAHELI will serve a notice upon him/her asking to re-join with satisfactory explanation for such absence within next 15days. If such employee fails to re-join and provide explanation within such period, SAHELI will extend the period for further 7 days. If such employee fails to re-join and provide explanation within the extended time, he/she will be considered to have resigned from the day of absence. This is also applicable for employees under probation and temporary employees.

### **11.3. Discharge**

Discharge is a means of termination of service by SAHELI for reasons of physical or mental incapacity or continued ill-health of an employee. The organization may decide to discharge any employee from the service for reasons of physical or mental in capacity or continued ill-health certified by a registered medical practitioner.

### **11.4. Dismissal**

- 11.4.1. An employee may be dismissed without prior notice or pay in lieu thereof, if he/she is convicted for any criminal offence and found guilty of misconduct as stated in section 19
- 11.4.2. If an employee is dismissed on the ground of theft, misappropriation, fraud or dishonesty in connection with organization's business or property, disorderliness, riot, arson or breakage in the establishment, the concerned employee will be entitled to other dues as per law such as arrear salary, maternity benefit, provident fund, gratuity fund, reimbursement for expenses etc.

### **11.5 Retrenchment**

- 11.5.1. An employee of SAHELI may be retrenched from the service on the ground of redundancy. Organizational restructuring may cause any job ceasing to exist with no alternative employment available or alternative employment available but the affected employee not interested in it. Such situation may lead to redundancy
- 11.5.2. A person who has been employed by SAHELI for one year or more shall be given one month's notice in writing stating reasons for retrenchment or payment in lieu of such notice.



- 11.5.3. Where any particular category of employees is to be retrenched, the organization will retrench the employee who was the last person to be employed in that category.
- 11.5.4. If the organization intends to hire within one year of retrenchment of any employee in the same category, it will offer such employment to the retrenched employees. If such retrenched employees are interested in employment, they will get preference in employment based on their previous period of service.

## **11.6. Retirement**

- 11.6.1. An employee will go for retirement in the year he/she reaches the age of 60 (Sixty) years. For determining the age of an employee, the date of birth recorded while employing will be considered.
- 11.6.2. If SAHELI considers appropriate, it can extend the tenure of an employee reaching the age of 60 (sixty) under contract, subject to mutual consent.

## **11.7. Exit Process**

- 11.7.1. The staff members who leave the organisation with proper notice shall be required to undergo an exit discussion in person with the immediate supervisor. A predesigned template with points for discussion shall be shared with such employees at least a week before the proposed date of exit. The report of the exit discussion along with the filled-up template shall be filed in his/her personal file.
- 11.7.2. In the case of those employees who on various grounds exit immediately the afore said template shall be shared by online and the filled-up template(s) shall be filed with a note on the process adopted. In the case of those who do not respond to such request, all the correspondence in that regard shall be filed with a note on the process and marking that the request was not honoured by the employee. Thus, the employment comes to a logical conclusion.

## **11.8. Death**

If an employee dies while employed in SAHELI, his/her employment will be discontinued.

## **11.9. Final settlement procedure of a separated employee**

- 11.9.1. The separated employee will submit his/her ID card, keys, office stationeries and other properties provided by SAHELI to the HR and Administration Department. He/she will also submit his/her official documents, passwords, etc. to the concerned Department Head.



- 11.9.2. If the concerned employee has no obligation left, the concerned Department Head will send a clearance certificate to the HR and Administration Department via email.
- 11.9.3. After getting clearance from the concerned Department Head, the HR and Administration Department will issue Final Settlement Memo to the Executive Director.
- 11.9.4. The Director will review the memo, approve it and forward it to the Accounts Department.
- 11.9.5. The Accounts Department will make the final payment to the concerned employee within 15 working days of separation.
- 11.9.6. The HR and Administration Department will issue a Certificate of Service at SAHELI along with a clearance certificate during the final payment to the separated employee

## **12. Internship**

- 12.1. SAHELI accepts Interns from other organisation or academic institution to work on specific topics in which SAHELI is engaged and/or topics relevant for it.
- 12.2. Interns shall be placed under the supervision of one of the staff members who is working on the topics of the Intern. Interns shall be given a work station with all facilities to work, but shall not be given remuneration, accommodation and commutation facility to the office and the work place, if the intern undertakes a task assigned by SAHELI, the interns shall be entitled to allowance, accommodation and travel cost the rate of which shall be decided by the organisation.
- 12.3. The duration of internship shall vary depending on the topic of study. Interns are expected to submit monthly work plan and monthly report along with statement of accounts, if applicable.
- 12.4. Interns are expected to submit the final report of their work to the supervisory staff and after verification the corrected copy of the report shall be given back to the intern after keeping a copy of the report with SAHELI. But, the intern is required to acknowledge
- 12.5. SAHELI, if she or he uses this report for others. If the Intern is engaged directly and for SAHELI, the final report shall be the property of SAHELI.
- 12.6. SAHELI shall issue certificate of work completion to Interns



### **13. Volunteers**

- 13.1. SAHELI accepts volunteers to receive support in specific activities. Volunteers shall be placed under the Head HR and the latter shall assign tasks to volunteers in consultation with the heads of various departments.
- 13.2. Volunteers shall be entitled to receive travel and food costs alone. The report on the task accomplished by volunteers shall be compiled by the heads of departments for which volunteers work.
- 13.3. SAHELI shall issue certificate for the tasks accomplished by volunteers

### **14. Consultants**

- 14.1. The organisation shall seek the services of experts in different subjects or themes or sectors to support its accomplishments of different tasks.
- 14.2. Consultants are not employees of the organisation and they shall be engaged on the basis of consultancy contracts added with specific terms of reference (ToR).
- 14.3. Organisation will furnish support, material and otherwise, to the consultants to complete the tasks assigned to them as per the contract and ToR.
- 14.4. The payment of honorarium will be subject to TDS

### **15. Interrelationship**

- 15.1. SAHELI believes in fraternity
- 15.2. It wants to maintain an environment that fosters fraternity, trust and warmth
- 15.3. It promotes a non-hierarchical organisational climate where all staff members are valued equally
- 15.4. All staff members should respect one another
- 15.5. There should not be any misbehavior among the staff
- 15.6. No staff member should instigate others to act against any one or a section of staff members
- 15.7. There should not be any efforts to form union, involve external elements in staff affairs, threaten or exert coercion or black mail the organisation, its staff and its clients
- 15.8. Such instances will attract immediate action
- 15.9. The Director will be the final authority in deciding on such matters and her/his decisions will be binding on all
- 15.10. All staff should respect women, children and weaker sections of population



- 15.11. Disregard and disrespect to such sections of population will be treated seriously and repeated instances will be treated as misconduct

## **16. Conflict Resolution**

- 16.1. All conflict within the organisation and among the staff on official subjects should be resolved within the organisation and among the staff
- 16.2. No outsider will be allowed to be a part of this process
- 16.3. The Director will be the final authority in such matters and her/his decision shall be binding on all
- 16.4. Repeated instances of creating conflict and tension within the organisation among staff will lead to the removal of such staff members from employment

## **17. Confidentiality**

- 17.1. The staff members should keep strict confidentiality of office matters
- 17.2. The staff members should not divulge the official information to anybody outside the organisation
- 17.3. Such breach of confidentiality will be treated as misconduct and will be acted upon

## **18. Misconduct**

- 18.1. The instances pointed out in above paragraphs as misconducts will be considered as misconduct for the organization
- 18.2. Further, any deliberate action or activity of any staff member resulting in tension and conflict among the staff and within the organisation and create difficulties in operating in target areas will be treated as misconduct
- 18.3. All misconducts will be treated seriously and appropriate action will be taken on such cases when the organisation receives confirmed information and evidences.
- 18.4. Theft, misappropriation and fraud in connection with the properties such as building, office furniture, vehicle, any fittings as well as facilities like phones, internet etc. of the organisation or any others' property in the premises of the organisation
- 18.5. Taking or giving bribes or illegal gratification
- 18.6. Furnishing false information regarding name, date of birth, place of birth, address, qualifications, health particulars, previous services and other matters germane to the employment at the time of recruitment or during the course of employment
- 18.7. Willful insubordination or disobedience to any lawful and reasonable official orders of superiors



- 18.8. Willful neglect of work and habitual negligence of work or duties
- 18.9. Willful damage to the property of the organisation
- 18.10. Habitual late coming
- 18.11. Acts subversive of discipline
- 18.12. Gambling, drunkenness, riotous and disorderly behaviour or indecent behaviour
- 18.13. Willful tampering with or defacement of any record or document of the organisation or unauthorised destruction thereof
- 18.14. Commission of any criminal offence or any criminal act or an offence involving moral turpitude within or outside the premises of the organisation
- 18.15. Obstructing any superior officer or any other employee from discharging his/her duties
- 18.16. Violation of any of the polices of the organisation

## **19. Penalties**

- 19.1. Censure or reprimand in writing
- 19.2. Recovery from salary the whole or the part of the pecuniary loss caused to the organisation by the act of discipline
- 19.3. Reduction to a lower position
- 20.4. Penal suspension without pays.
- 20.5. Initiating appropriate legal action

## **20. Conclusion**

The manual described above has been raised by SAHELI based on its experience in human resource management for nearly two decades, the few human resource policy statements it has developed in these years and the learning gained by consulting other relevant documents. The intense interactions with many non-profit organization become driving force in doing this exercise. This manual will continue in application. But whenever situation demands, new provisions will be added to this manual as per the practice laid down in the bylaws of SAHELI.

(This Human Resource Management Manual document was presented debated and adopted the meeting of the Governing Board of SAHELI held on 21-06-2025)

**Dalia Antony**

**President**

**Sonali Sahu**

**Secretary**

**Shaju V. Joseph**

**Treasurer**