

# ASMITA

B.5/197 SHIVALA GHAT | Varanasi – 221001 | Uttar Pradesh, India

## ***HUMAN RESOURCE MANUAL***

*Passed by the Governing Board in its meeting on 11, September 2021 and revised on  
17/09/2023*

# **1. Introduction**

The role of Human Resource Policy (HRP) in improving organizational efficiency are through increasing enabling capabilities, facilitating individuals to recognize their potential & use best of their potential for organization & self, maximize individual autonomy, facilitate decentralization through delegation & shared responsibility, facilitate participatory decision making, creating balance between current culture & changing culture, continuous review & renewal of the function.

## **Core Values that guide HR Policy of ASMITA**

### **A. Trust**

ASMITA organization places utmost trust on its staff. We believe that the staffs are primely good and they sincerely work for the objective of the organization and the responsibility entrusted to them. It has been the experience of ASMITA that the staff are extra ordinarily committed and contribute whole heartedly. The proof of it is their sustainability with the organization even during bad times. ASMITA functions more as a family and less as an organization.

### **B. Dignity**

The core value of ASMITA is dignity of human being especially those who are at the margin. It works among the unorganized migrant section of the society the women and children who live in the slums and on roads. It is the aim of ASMITA to stand with them, giving them their dignity. Whole of ASMITA family values human dignity whether it is among ourselves or for whom we exist. It treats every staff equally and respectfully regardless of the caste, religion, financial conditions or sex.

### **C. Solidarity:**

ASMITA will strive to enhance solidarity with the poor and those who whole-heartedly share the same concerns. Through solidarity we express a firm determination and commitment to the common good. The vision of solidarity binds us together, establishing a society where all will receive what rightly belongs to us as children of God. Firmly believing in the integrity of creation, we recognize the relationship between natural resources and human development.

### **D. Transparency and Accountability:**

We recognize transparency, mutual accountability, openness, loyalty and honesty as fundamental values and preconditions for the growth of our partnership.

- a. We believe that every person is accountable for their actions.
- b. Transparency in all decision-making processes, utilization of resources, assessing performances and communication.
- c. We believe in sharing the concerns and apprehensions of all those we serve in a spirit of trust and mutual respect.

- d. Team spirit is fundamental to an organization's culture wherein work becomes a process of learning and progressing together. Each person is considered as a unique contributor who is valued and respected.

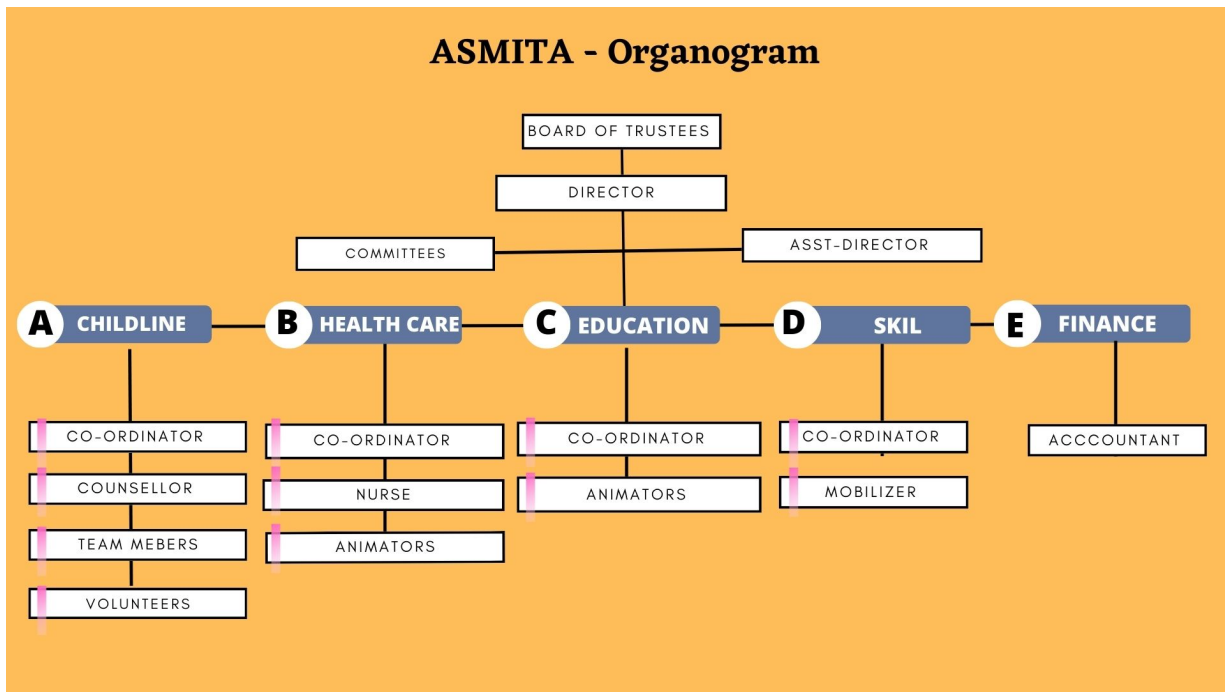
### **E. Professionalism**

ASMITA believes in Professionalism and excellence in the work and ensures quality performance with greater effectiveness, efficiency and commitment. Therefore, capacity building of the personnel and qualitative improvement are of great priority for the Organization.

## **2. Overview of ASMITA**

ASMITA stands for Association for the Socially Marginalized's Integrated Therapeutic Action. It is a registered charitable trust founded in 1998 in Varanasi in Uttar Pradesh (India). This organization caters to the needs of the underprivileged especially the women and children in the slums of Varanasi. It exists for the dignity and empowerment of the marginalized migrant laborers, widows, children engaged in hazardous situations in the slums, and children who need care and protection.

### **a. Functioning pattern of the organization:**



### **b. Major Target groups of the organization:**

- Women
- Children in need of care and protection
- Children who don't go to schools

- Adolescent girls and boys
- Abandoned/Orphan Children
- People affected by natural disaster
- Trafficked victims
- Widows
- Malnourished Children

### **c. Vision of ASMITA**

An integrated Human Society living in freedom, equality and justice; above all leading a DIGNIFIED LIFE.

### **d. Mission of ASMITA**

Empowering the marginalized specially women and Children of the Unorganized laborers / slum dwellers to live and lead a DIGNIFIED LIFE.

## **3. RECRUITMENT POLICIES & PROCEDURES**

ASMITA has a clear guidelines and procedures on recruitment to ensure that an open and clear process is in place for consistent and quality recruitment. Most of the staff of ASMITA are associated with us for more than 15 years. They have been recruited to ASMITA's core program not based on their qualification but based on their love for the slum dwellers. They have been trained and educated in the course of time. This recruitment policy would affect any staffs appointed after it being adopted by the Board of Trustees.

Three types of recruitment covered by this policy include:

- Recruitment for regular staff – Coordinators, supervisors, counsellors etc.
- Recruitment for short-term/temporary staff

### **3.1. RECRUITMENT PHASES**

#### **Phase 1: Developing a case for recruitment**

As and when a need arises the Director informs the President of the Governing Body about the need for specific post. Once the President of the Governing Body accepts the proposal the Director sets up a recruitment committee comprising of three members – the Director, any member of the Governing Body and program coordinator under whom the staff would be working or any other senior staff of ASMITA. Director then prepares the following written material to be circulated-

- **Job Description:** This step consists of defining the position or job to be performed. It is usually based upon a suitable job analysis methodology. It includes such items as job context, purpose, duties/responsibilities, accountability and supervisory details.

- **Position Specification:** The content of the job description and matters pertaining to the candidate's fit within the organization and unit in which the vacancy exists are then considered. From this review, required or desired skills, experience, competencies, knowledge and other attributes are detailed.
- **Person Profile:** This step yields a manageable specification of what is required for this particular recruitment. This step entails reviewing the position specification and job description against other considerations including current staffing levels and future staffing changes over the next few years to determine priority requirements.

## **Phase 2: Candidate Search**

Our search for the candidate begins with this priority arrangement -

- Internal search – search for suitable experienced in-house candidate
- External advertising – Advertising on ASMITA website, social media handles, WhatsApp groups, newspapers, recruitment agencies and network circulations.

Adequate time is given to the process depending on the search modalities and type of recruitment. Every application must come through the official email of ASMITA or physically at the office.

The director receives and/or retrieves all applications and compiles them in a file. He then does a pre-screen of all applications received to ensure that the applicants meet minimum requirements specified in the job description and vacancy announcement.

## **Phase 3: Short Listing Applicants**

The recruitment committee then meets. The director presents the list of the applicants. The committee then shortlists the candidates as per the requirement. Immediately after the meeting the candidates will be informed about the schedule and mode of interviews.

## **Phase 4: Interview, Evaluation and Selection**

The following issues should be considered during the selection phase:

- **Assessment Strategy:** The committee uses the profile and compares applicants and assessment modes available against the profile. Assessment modes may include application and CV, work samples, tests, interviews, and oral presentation as appropriate. The panel identifies the most suitable methods to assess each requirement and plans accordingly. The recruiter, in collaboration with the facilitating HR officer, will conduct reference checks on all candidates recommended for the job.
- **Interviews:** The purpose of the interview is to identify and evaluate how the candidate matches the requirements of the position, what the candidate's capabilities are, how the position is likely to suit the candidate, how the candidate is likely to perform, and how the candidate will fit within the organization and unit. Additionally, the interview will provide

the candidate with sufficient information about the job, and enable interviewers to project an attractive and accurate image of the organization.

- **Analysis of Data and Decision-making:** Data derived from the process will be analyzed and decisions should be based on objective criteria, and not unduly influenced by subjective impressions. The decision on the selected candidate should be based on consensus, however, priority will be given to the Director, in case of close distinction between acceptable candidates.

Following interviews, the committee compiles the minutes of the process, the recommendations.

#### **Phase 7: Offer and Acceptance of Employment**

An offer of employment is processed for the most suitable candidate by HR. After acceptance of an offer, a contract is prepared and the file is closed for active recruitment.

Depending on interview results, the committee may recommend that potential/promising candidates be listed on the file, which is maintained, for future opportunities.

Candidates who do not move past the interview process are notified through a regret letter processed by HR.

Once a candidate accepts an offer, he/she will be given appropriate time to join the office for work.

#### **Phase 8: Orientation**

The director or the program head is responsible for setting up an orientation program for all new staff to supporting settling of the new staff at duty station and to ensure that the staff has sufficient information on the mission, strategy, structure and policies of the ASMITA. Here the staff will be sufficiently oriented about various policies, rules, of the organization and get acceptance letter.

### **4. Exit of Employment**

#### **4.1. Termination of Contract**

The Director will make all reasonable efforts to ensure that all appropriate steps leading to termination of an employee have been taken. All the terminations will be informed to the President of ASMITA Trust. In all cases of termination, the termination notice shall invariably state the reason for termination and circumstances prevailing at the time of issuing such notice. One month's notice for termination is necessary for all cases.

#### **Notice of termination of contract**

Written notice to terminate employment, by the organization to the employee or by employee to the organization must be done as follows: 7 days' notice for those employed in less than 60 days and 30 days period for those above 60 days employed.

However,

1. Provisions within disciplinary procedures. Immediate dismissal can be given in case of insubordination, absenteeism, lack of performance, lack of co-operation, any malpractices, reception of bribery and theft.
2. The employee has been certified permanently unable to work by a medical practitioner.
3. The employee has been imprisoned or convicted of an offense.

#### **4.2. Resignation by the employee**

An employee may resign from his post and the director shall be competent to accept or reject such resignation. The employee, who intends to resign, shall give at least one month notice. The acceptance of such resignation by the appointing authority shall take effect from the date of relieving, if he is on duty or from the date of communication, if he is on leave, or if the said authority so Employees longer than 1 year employed: 30 days in advance or with one month's payment in advance directs from the date of expiry of leave. Before actually relieving the employee, it should be ensured that the amounts due from the individual to ASMITA are fully recovered.

### **5. Performance Appraisal**

Performance appraisal for all the employees of ASMITA will be done once in a year. Increment will be decided based on the ratings of performance appraisal. ASMITA will follow the financial calendar (i.e. 1<sup>st</sup> April to 31<sup>st</sup> March) for all the appraisals. The process of appraisal will involve the employee appraising himself along with his coordinator and then final appraisal by the organizational head to reach to a final score. The appraisal modalities will be decided by the Director time to time.

### **6. Staff Attendance and Staff movement**

Attendance of the staff is maintained by ASMITA depending upon the projects and it's operation modalities. Those staffs working from the office sign the attendance register or the biometric. Those staffs who are completely in the fields are to mark their attendance by reporting through WhatsApp. They are to upload daily photos and reports. This is considered as their attendance.

The movements of the staff with regards to the work will be entered into the travel register of each staff. Actual cost of the travel also be entered into it. The director examines the travels and approves it or disapproves it by signing on the travel register at the end of the month. The organization can also follow a different mode of travel entries as per the needs of the program. For example – a common travel register is maintained for the staffs working under CHILDLINE project.

### **7. Leave Rules and Regulations**

The annual holidays are as follows –

| SL | Holidays             |
|----|----------------------|
| 1  | Republic Day         |
| 2  | Maha Shivaratri      |
| 3  | Holi                 |
| 4  | Ram Navami           |
| 5  | Good Friday          |
| 6  | Dr Ambedkar Jayanti  |
| 7  | Idul Fitr            |
| 8  | Bakrid / Eid al Adha |
| 9  | Muharram             |
| 10 | Independence Day     |
| 11 | Raksha Bandhan       |
| 12 | Janmashtami          |
| 13 | Eid e Milad          |
| 14 | Gandhi Jayanti       |
| 15 | Vijaya Dashami       |
| 16 | Diwali               |
| 17 | Deepavali Holiday    |
| 18 | Bhai Dooj            |
| 19 | Christmas Day        |

Besides these, if any staff requires leave then he/she has to give in writing depending upon the conditions –

- **Emergency leave** – Staff is entitled with emergency leave at any point of the time. However information regarding the same has to be communicated over the phone or over WhatsApp to the Director or the program coordinator as and when the emergency arrives. However after joining back the staff has to give in writing the leave application.
- **Casual Leave** – Staffs are entitled to ask for casual leave as per their needs. The need must be justifiable and reasonable. Annual casual leave must not exceed 15 days and if it exceeds then salary would be deducted. At one go staffs are not permitted to take casual leave more than 6 days. If the leave is for one day the coordinators are empowered to grant one day leave. If the leave is for more than a day the leave has to be approved by the Director. A written application has to be submitted at least 2 days before.
- **Medical/sick leave** – It will be authorized when the employee is unable to work because of sickness or injury, or when the employee needs medical examination or treatment. Application for sick leave should be evidenced by a doctor's certificate if exceeds more than 3 days consecutively, with a written request from the employee. Employees are entitled to a maximum of 15 days medical/sick leave in a year. This paid sickness benefit may be extended at management's discretion for required days if employee is hospitalized. During this leave salary won't be deducted.
- **Maternity Leave** - A female employee shall be entitled a maximum of 90 days maternity leave on full pay and if extended an additional 90 days without pay will be provided based upon the recommendation of a registered practitioner. This leave can be availed by prior application of 30 days by all female employee.

- **Weekly Off** - Every Staff is entitled to a day off once in a week. The weekly off is preferably on Sundays.

## 8. Salary and wages

Salary means payment for work, made to an employee with an employment contract, usually done in the form of a monthly cheque payment. Wage is monetary compensation or remuneration paid to an employee in exchange for work done. Payment may be calculated as a fixed amount for each task completed, or at an hourly or daily rate, or based on an easily measured quantity of work done. ASMITA appoints staffs often as per the projects available to the organization. For those posts arising out of projects, the salary would be that prescribed under the project.

The amount of salary is paid according to the employment contract of the employee. This is by cheque or bank transfer. The staff shall be paid before 5<sup>th</sup> of every following month. Employees will be expected to pay their tax to the concerned according to the law prescribed. It is not the responsibility of the employer to pay this tax or to remind the employee to pay.

Each employee on the payroll (on permanent contract) signs a pay slip (in duplicate) at the end of the month stating the above. For each position in the organization it has been defined what the salary should be.

ASMITA would follow the following Payroll. However the salary would depend upon the availability of funds within the projects.

### ASMITA Staff Grades

| Grades  | Designation                                                 | Salary Scale     | Service Years |
|---------|-------------------------------------------------------------|------------------|---------------|
| Grade 5 | Parttime Animators/parttime Accountant                      | 5000-500-11500   | 30            |
| Grade 4 | Facilitator/Supervisor/counsellor/Mobilizer/Field Animators | 6000-600-17000   | 30            |
| Grade 3 | Co-Ordinator/Fulltime Accountant                            | 8000-700-22500   | 30            |
| Grade 2 | Program Manager                                             | 25000-2200-50000 | 30            |
| Grade 1 | Director/Associate Director                                 | 35000-2600-90000 | 30            |

## 9. Salary increment (performance related)

After each year of employment a performance appraisal is done with the employee. If the performance has been shown satisfactory improvement; this results in an increment of the salary, which is between 6 to 10% on the basic salary based on employee's performance and the funds available within the project.

Employees with unsatisfactory performance will attract no promotion or step increase, but will continue to receive the same salary/wage as of previous year.

## **10. Consultancy Procedures**

Consultancy is process whereby ASMITA hires an individual or a firm for a particular task for a service. They are not fulltime staff but for a particular purpose for a period of time. As and when there is a requirement for consultancy the director informs the board about it and then with the consent approaches individuals or firms. After negotiating with the agency the director discuss the matter with the President of the trust and with is consent enters into agreement with consultancy firm/professionals. The agreement is for one year and if the need arises renews the agreement.

## **11. Travel Policy**

The employees may be asked to travel away from their usual workplaces on authorized missions or the job requires travel on a regular basis. The policy on payment of travel allowances adopted applies to all employees regardless of job category or status. It also applies to the consultants, when mentioned in their agreement. Any travel for official/project associated purpose will be reimbursed 'on actual expense incurred'. Every staff is expected to maintain travel register as prescribed by ASMITA. Travel expenses are reimbursed at the end of the month once proper supportive documents are submitted to the accountant. As much as possible the travel expenses are bank transferred.

All employees will use in general surface transport, i.e. bus/trains (Sleeper class)/auto/taxi. If any individual is using personal vehicle for related work, they can be reimbursed the actual fuel cost based upon the mileage. Some maintenance will also be awarded if required. However, the private transport must be shared by more than one member or employee.

- Detailed description is given in the Finance manual

## **12. Staff Welfare**

ASMITA is functions as a family and every staff is a member of this family. The welfare and happiness of the staff is our utmost priority. Anything done towards the wellbeing of employees comes under the purview of Employee Welfare. Welfare measures need not be in monetary terms only but in any kind/forms.

- ASMITA provides fresh drinking water facilities for all the staffs
- Adequate washroom facilities for both male and female separately
- Staff shall be provided separate sitting arrangements for efficient work environment.
- Tea/coffee in the evening, lunch break for 30 minutes are provided
- Birthdays of the staffs are celebrated
- Get together of the staffs are organized once in a while with meal and celebration
- Staffs are enrolled in ESI and EPFO.

## **13. Grievance Redressal Mechanism**

In order to deal with the grievance of the staff of ASMITA, the board has appointed 'Internal Complaint Cell'. This is the same cell for complaints related to abuse of children, women and any other. Any concern that the staffs have can be raised during the monthly staff meeting of the ASMITA with the Director or the staffs can informally address to the program coordinator at the primarily level. If the solution brought in by the coordinator is not satisfactory or the complaint is against the coordinator or any other departmental staff then the concerned staff can approach the Cell. The complaint must be in written form. It can be mailed at [asmitaims@gmail.com](mailto:asmitaims@gmail.com) or submit directly to any member of the Cell. If the complaint is against the members of the Cell then the staff can directly approach the Board Members. The Cell shall keep in mind while dealing with complaints the following -

- Any grievance that comes to the Cell should be investigated within a period of one week and the necessary solution should be followed within 10 days.
- Any grievance that is of higher level and involves Director and Assistant Director can be addressed to the board members.
- The Cell has the power to impose disciplinary action against anyone who committed a misconduct.

Once the complaint is received the Cell begins its investigation following the steps given below -

1. Statement of the disciplinary problem
  2. Collection of full information on the case from all concerned stakeholders
  3. Levels of disciplinary action
    - I. Oral warning
    - II. Written warning
    - III. Suspension
    - IV. Demotion
    - V. Withholding of increment or salaries.
    - VI. Termination of services.
  4. Choosing among alternate penalties
  5. Application of the penalties
  6. follow-up
- ASMITA has adopted Child Protection Policy and Sexual Harassment Policy for ensuring the safety of children and women. So any issues related to it will be dealt within those policies.

## **14. Discipline and Termination**

As per the protocol at ASMITA, the following acts will be considered misconduct and will call for disciplinary action from the management.

### **AREAS OF MISCONDUCT**

## **Minor**

- Use of pan, gudka, cigarette within premises and on duty
- Use of abusive language at work place
- Leave without approval
- Constantly coming late to duty
- Maintaining minimum decorum in terms of dress code, language and behavior

## **Major**

- Any discrimination based on religion, caste, creed and gender
- Public display of any inappropriate relationships between staffs which might tarnish the name of the organization. Organization respects every individual's personal life and what one does with his personal life.
- Harming any co-employee because of personal rivalry
- Use of drugs in the office
- Theft
- Maligning reputation of co-employee.
- Criminal activities
- Leaking confidential information
- Sexual harassment
- Misappropriation of organizational fund and assets
- Moonlighting (while employed at ASMITA working for other organization without the knowledge of the Director)
- Canceling or postponing programme without information
- Misrepresentation of personal information

## **15. TERMINATION**

On confirmation of the following misconduct by the Cell, the staff will be terminated with immediate effect.

- Sexual harassment
- Performance of assignment(s) while under the influence of alcohol or mind-altering drugs.
- Theft
- Misappropriation of organization funds
- Abuse of organization equipment or materials
- Falsification of organization records
- Misrepresentation of personal information
- Illegal, violent or unsafe actions

- Abusive treatment of clients or co-workers, either physically or mentally
- Projecting negative image about the organization.

## **16. End of Service Terms**

Every staff is inducted for a particular purpose and for a particular period depending upon the need of the organization or the project. This shall be clearly communicated to the staff at the time of appointment. Once the term is over ASMITA shall end the service of the staff. In such situation ASMITA shall provide notice one month in advance. In case the employee wants to end the term he/she shall give in writing one month ahead. When the employee leaves, the organization is expected to provide all his/her due, experience certificate. On the other hand, the employee has to return back the following:

1. identity card of organization
2. facilitator's diary
3. office files and documents
4. inventory
5. Any advance money taken or adequately settled
6. Any other property of the organization

ASMITA remains ever thankful to every staff who worked for the objective of the organization even for a short period.

## **17. Conclusion**

ASMITA is a family. It holds on to family values. It considers every staff as a family member and everyone is part of us. It always keeps least minimum hierarchy. Every staff be it the Governing Body members, Director or coordinators remains accessible to each other. It always looks towards reducing formal dealing and encourages to deal with each other with brotherly affection and love. It has been the experience of ASMITA in the past 20 years that, the lesser the formal, the greater the output. The productivity of the staffs multiplies when there is reduced formal approach.

Therefore, this HR Policy is drafted keeping in mind the specific nature of ASMITA. We shall take to heart all that is written and pledge to abide by it.