

HUMAN RESOURCE POLICY

EXECUTIVE SUMMARY

HR policies are the guidelines to execute and administer the HR functions of the organization. They help the senior management and HR team in being concurrent with the existing policies of the organization. They help in case of legal challenges as they are set as ready reckoner for defining the terms, concepts and clarity.

These policies help the HR Staff to justify or rationalize the decisions of the department during employee's recruitment, wage fixation, training, induction, promotion, transfer, welfare, separation, etc. HR Policies regulate the practices, procedures and systems. They formalize the activities of the human resource management of the organization.

This guide should be adopted and used by everyone at TNDWWT who is responsible for human resource management, including those who are part of organizational project activities.

INTRODUCTION

Tamil Nadu Domestic Workers Welfare Trust was registered in 2005 and has been working for the empowerment, rights, justice, dignity and welfare of Domestic Workers, Migrants and Children. Our organisation has been creating a platform in the society for less privileged Domestic Workers, Migrants and Children, by empowering them with opportunities to learn about their rights, Organizing, mobilizing and strengthening them, ensuring their safety, responding and intervening during crisis, advocating and lobbying for their rights and legislations by coordinating with the state, national and international organizations etc.

Our work today has spread across more than 18 Districts of Tamil Nadu, viz., Kanyakumari, Ramanathapuram, Sivagangai, Nagerkovil, Tirunelveli, Tuticorin, Madurai, Theni, Dindigul, Salem, Trichy, Pudukkottai, Tanjore, Villupuram, Thiruvallur, Kanchipuram, Chengalpattu, Chennai.

Our Vision:

As an organization our vision is envisaged for the betterment of the rights, welfare, justice and empowerment of women domestic workers, overseas migrant workers and children.

Our mission:

TNDWWT works towards a mission:

1. To create a platform for domestic workers to voice out for their rights, create a safer working condition with better wages, capacitate them with skill based training, empower them financially through alternate income generation techniques and ensure access to social security schemes,
2. To ensure access to safer means of migration among overseas migrant workers and intervene during crisis situations,
3. To manifest for less privileged children and provide them with opportunities to learn about their rights and education thereby empowering them to strengthen their capacities.

PURPOSE OF THE GUIDELINE

This guideline outlines the principles, systems and procedures to ensure smooth running of the organization. The organization reserves the right to modify any of these policies and procedures at any time and accordingly inform the employees. It is intended that the guideline be used for the following purposes:

- These policies and procedures are foundation and structure to TNDWWT.
- The HR policies provide guidelines on employer-employee interaction, behavior, appropriate work behaviors, work schedules, employment laws, conflict resolution, disciplinary measures and health and safety measures.
- This policy ensures uniformity in standards of employment and conditions of services with TNDWWT and provide guidelines for recruitment, compensation and employment of staff.
- This will provide a reference tool for use in induction and orientation sessions of new staff.
- This policy aims for an organizational environment that may result in organizational and individual learning and development and continually improve performance and working relationship within the organization.

Organizational culture of TNDWWT

An organisation's culture has been defined as "the specific collection of values and norms that are shared by people and groups in an organisation and that control the way they interact with each other and with stakeholders outside the organisation."

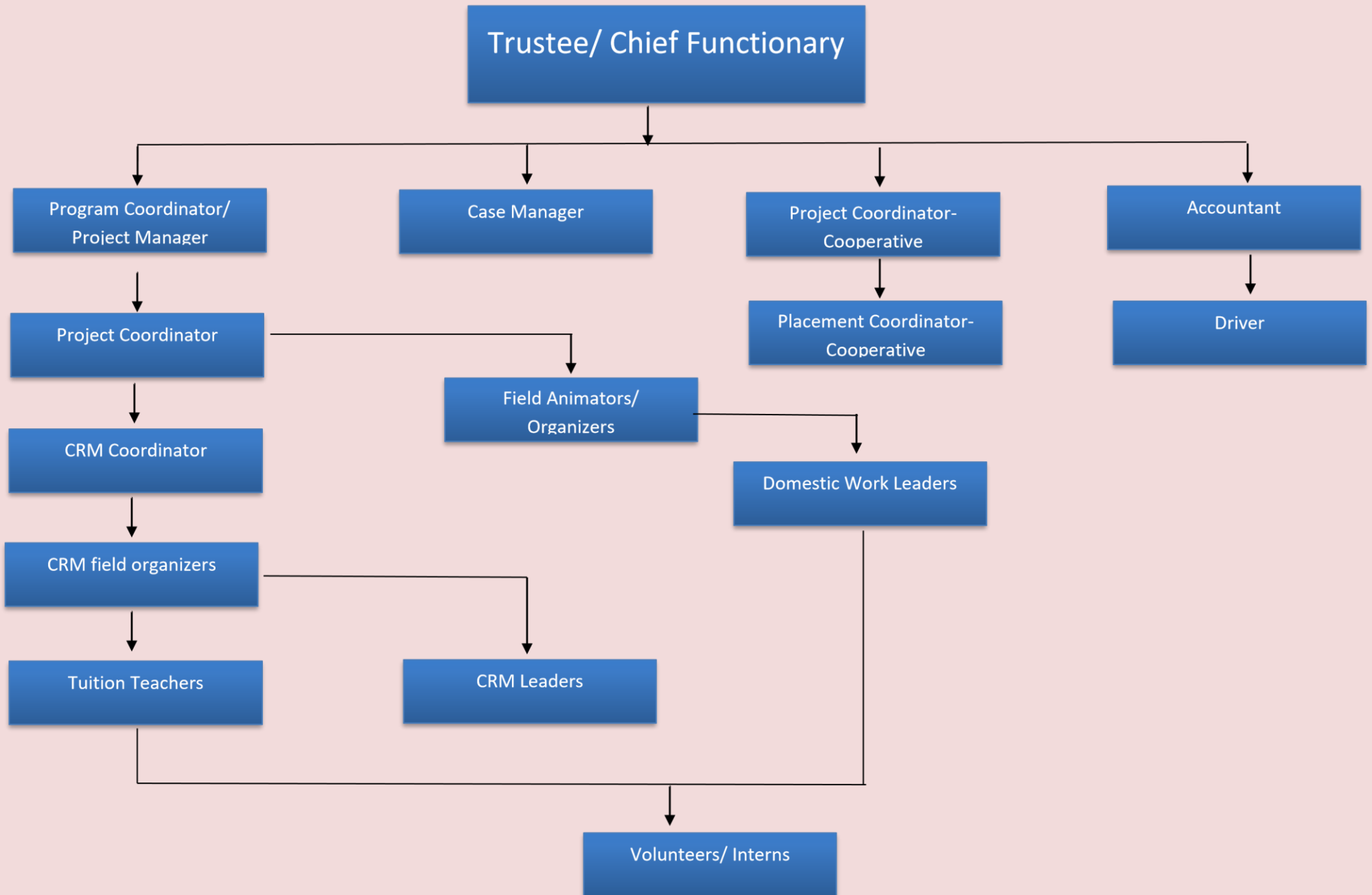
TNDWWT works with a set of guiding principles with acts as the culture of the organization. As a team member or supporter of TNDWWT, it is dynamic that you represent the organisation with dignity while being grounded in knowledge, skills and attitudes. This requires that you act with clarity with regards to the following:

Appreciate the diversity within self and others, do what you say, keep up the promises, show respect to everyone you come across. If you make a mistake, take apologize

TNDWWT's equal opportunity policy

TNDWWT is an equal opportunity employer it seeks and selects resourceful staff from diverse socio-economic background maintaining diversity. All recruitments will be based on predetermined specific positions and competencies. At least 50 % of the posts including managerial will be reserved for women. TNDWWT will not tolerate any unlawful acts of discrimination, any form of harassment, any unjustifiable acts of discrimination on any grounds including: colour, race, nationality, ethnic or national origin, sex, marital or parental status, sexual orientation, disability, religious beliefs, social class or age. Any breach of this policy will be subject to TNDWWT's disciplinary and grievance procedures

Organisation Structure



Designation and compensation of staffs will vary from project to project based on the project design, funding availability, and project requirement. Full time project staffs shall be appointed initially for one year and contract term will be extended for the next term depending on the project needs. All project staffs shall be kept on probation for 3 months with option of regularization after review of performance. CF will review the performance of all staffs under probation.

Roles and responsibilities of key staffs are given based on the project and organization requirement. However, these are not fixed and may be modified as per the project requirement.

Consultants

Consultants can be hired in a project for specific assignments based on need of the project requirement. Engaging consultants (Financial, Management and Legal, etc.) shall be for specific assignments for a specific period as necessary. Terms of References (TORs) shall be prepared for such assignments. TORs must contain the following aspects:

- Objective/purpose of assignment
- TDS
- Time frame
- Terms of payment and mode of payment
- Other reimbursements if any
- Deliverable
- Communication and Reporting

All TORs shall be signed by CF on behalf of TNDWWT. CF will ensure compliances of all clauses of TORs. Specimen format of contract to consultants is will prepared

Selection of Staffs/Volunteers/Consultants

Recruitment

The recruitment of candidates is the mutual responsibility of the Head of the organization. Recruitment will ensure a uniform selection process that is unbiased, transparent and based on the principle of open competition on merit. Following basic elements includes in the recruitments.

Absence of discrimination—selections made impartially under processes that will not discriminate on the basis of caste, religion, gender etc. However, the selection process will ensure the presence of vulnerable communities/groups in the staff.

Selection will be on the basis of the highest standards of efficiency, competence, integrity, professional qualifications, and appropriate experience to carry out organization's objectives. TNDWWT's recruitment process comprises of the following steps.

- **Inviting Applications:** - Job Descriptions clearly mentions the number of positions, the

required qualifications, scope of work, role and responsibilities, the competencies and skills required to fulfil the job.

- Recruitment information can be advertised on website or in the newspaper etc. if required. TNDWWT will communicate the requirement information's to other NGOs through networks and inform the community through word of mouth.
- **Selection:** - Shortlist the suitable applications based on requirements and the closest match. Schedule interviews with prospective candidates on specific dates and times. At least three candidates will be interviewed for each position. Interview committee will have at least three members. Reference checks from the past employer for the selected candidates will be done. Verification of certificates confirming a candidate's education and other experience against originals and keep a copy of the same for organization record.
- **Letter of Appointment:** The terms and conditions of employment including scale of pay, grade, designation and starting salary and allowances of the employees, leave, etc. on initial employment, shall be stated in the letter of appointment to be prepared in duplicate. The letter will be signed in duplicate by the selected employee in token of his/her acceptance of the terms and conditions of employment.
- **Submission of Document:** on the selection and final approval of the candidate while joining his/ her duty the candidate is asked to submit one of the final degree original mark sheet / certificate along with her bio data, copies of the certificate, letter of requisition. The original document will be return when the employee leaves the organization when the employee hands over all her responsibility and assets she / he used and all the documents that she/ he handled during her service in the organization.

ORIENTATION & INDUCTION

A. New Staff Induction:

- B. All new joining members will have first one-week induction to orient on various aspects of the organisation's work.
- C. Respective line manager to ensure smooth induction of new employee
- D. Induction checklist to be used for inducting new member
- E. New staff induction is done in the following sequence:
 - a. Admin cum HR induction
 - i. Pre-joining formalities like sending offer letter, receiving acceptance, confirming joining date etc.,
 - ii. Welcoming, completing joining formalities, introducing to existing staff, briefing on benefits, HR rules, sharing of all related policies etc.,
 - b. Introducing with Senior Management and Board
 - i. Meeting Executive Director for briefing
 - ii. Meeting with Managing Trustee and other Trust members (mandatory in case of senior positions)
 - c. Introduction to the program and department
 - i. Briefing about the program by Line Manager
 - ii. Orientation Plan for 5 days (including 2-day field visit)

d. Field Visit

Field visit plan by coordinator for 2 days

Salary and other Benefits

TNDWWT shall ensure right compensation for various categories of employment/ engagement. The salary structure is project based. PF is given if the project donor approves the PF. Otherwise the staff will work as consultant.

Training and Exposure

Purpose and Scope

TNDWWT values adequate training and exposure for building skills and knowledge of its staffs. It may be provided depending on programme requirements and the availability of fund

Need Identification

Identification of training or exposure needs shall be the responsibility of the Programme Manager. Areas shall be identified at the stage of programme formulation. Details like identification of training providers or institutions to be visited, selection of persons and logistical arrangements may be worked out during programme implementation.

Selection Procedure

Chief Functionary shall have the responsibility to approve training or exposure visits after recommendation of programme manager. All training and exposure visits shall be line with approved plans and budgets.

Reporting Requirements

Individual shall be required to furnish a report to the organization within a two days of the conclusion of training or exposure visit. The reports should be widely disseminated within the organization so that others concerned with the programme may also benefit from the experience.

Probation and Resignation:

Probation: All newly recruited employees of the organization are on probationary status for the first **three** months of their employment. This is an opportunity for the staff member and coordinator to evaluate the suitability of the placement. During this period, the coordinator should train and orient the employee in such a manner as to promote satisfactory performance. During probation an employee will not be eligible for any leave. He/she shall not be eligible for other leave benefits.

Resignation: An employee who is confirmed and desirous of leaving the organization may do so by giving not less than one-month notice in writing to the Chief functionary/ managing trustee and the resignation shall become effective only when it is accepted by the appropriate authority. The employee's account shall be settled within a week from the date of relief from the service. The employee needs to hand over all the documents and pending work.

When the organization is not satisfied with the performance of the staff/ or any other issues and if they want give termination letter, the organization also need to issue notice one month in advance.

Service Certificate: An employee who was employed by TNDWWT may be provided with a Service Certificate at the time of his/her leaving by the Chief functionary, should he/she make a request for the same.

Service Rules and Conditions

TNDWWT will ensure rights of all categories of staffs engaged with. All policies related to leaves, working hours, travel, etc.

Work and Leave policy

Field level staffs

Depending on the working arrangement at field there could be flexi timings, which would be decided by the Chief Functionary. However, Chief Functionary will ensure periodic verification of attendance. There shall be attendance register in the field as well as in the office. The working hours shall be 8 hours per day excluding lunch hours.

Office Working Hours: The office works between 9.30 am to 6.pm with the lunch break for half an hour.

Working Days: Six days from Monday to Saturday are working days and Sunday will be weekly holiday.

Attendance System:

- Employee discipline in adhering to the work hours of the organization is critical for success of programs. Organization ensures all their staff / consultants adhere to the working rules and there is no absenteeism
- Each staff / consultant must prepare a monthly plan before 1st of every month and share it with his / her coordinator. the coordinators prepare the weekly plan and submit every Monday to the chief functionary.
- Staff coming to work at office must sign in an attendance register or update the organization digital system
- Field staff must inform coordinator on their weekly plans prior to starting of the week
- No update from staff/ coordinators on any day's work is considered as absent and one-day leave is marked
- If any staff / consultant is absent without any intimation continuously for 5 days, The chief functionary has the right to terminate the contract of such staff member / consultant. However, all efforts will be made to reach out to absentee and listen if there are any concerns.
- Office starts at 9.30 AM every working day.
- In-case of late beyond 9.30 AM up-to 10 AM with 5 such late entries in a month will be considered half day leave. Organization also will adopt and educate the staff on the digital attendance as required.
- Late beyond 10 AM will be considered as half a-day absent.

- Similarly, one-hour permission in a day may be allowed 2 times in a month (more than two times permission will be considered as half day leave.)
- For the field staff the timing may be from 10 am to 6.30 pm

Leave:

Policy of TNDWWT to grant leaves to all employees on a consistent basis without regard to race, color, national origin, gender, religion, age, disability or veteran status. Yet it is to be noted that leaves are subject to approval of chief functionary, and it is not the right in cases of crisis interventions.

- TNDWWT provides different kinds of leave to meet with the various eventualities. Availing of leave must be informed in advance so that the work of the organization does not suffer.
- Staffs working with TNDWWT more than three months are entitled for all types of leaves i.e. confirmation on probation;
- Staffs under probations will entitled for only compensatory leaves;
- It is necessary that leave/s are scheduled in advance to submit the leave request and in a manner that balances both the individual staff's desires and project activities;
- If a conflict between staff needs and project needs arises while planning leave, TNDWWT may consider organizational needs. Hence, leave sanctioning authority may refuse or revoke leave.
- Person on leave should not take up any service or employment elsewhere;
- If an employee/consultant exhausts their leave in a calendar year, then he/ she will lose the wage for the additional days from their remuneration/salaries
- Any person who needs leave should take prior permission/ or dialogue with the concern person. no habit of sending message and remain.
- **Holidays:** The number of holidays excluding weekly holidays will be **10 days (including National holidays)** in each calendar year. The list of the holidays for the year will be notified by the Chief functionary/ Managing trustee. She/ He may declare, at his discretion additional holidays suiting to appropriate situation.

Sl no	Holiday
1	New year
2	Pongal 1
3	Pongal 1
4	Good Friday
5	Krishna Jayanthi
6	Vinayagar Sathurthi
7	Ayutha Pooja
8	Saraswathi Pooja
9	Diwali
10	Christmas

- **Casual leave:** Casual leave up to **12 days in a calendar year** shall be admissible to every employee. It cannot be taken for more than three days at one time without prior permission. Casual leave may not be combined with any other leave. Specific permission should be obtained for prefixing and suffixing casual leave with holidays. Un-availed casual leave will lapse at the end of the calendar year. Staff who exceed more than 12 days will be treated leave without pay. When staff takes longer leave there should be replacement/ or temporary appointment to ensure the organization work should not suffer.
- **Medical Leave:** Medical leave up to **13 days in a calendar year** shall be admissible to every employee. If an employee remains absent on medical grounds for more than three days (including attached holidays) his/her request for medical leave shall be supported by a medical certificate from a Registered Medical practitioner. Medical leave cannot be combined with any other leave or holidays. If it is combined, those days will also be treated as medical leave including the intervening holidays.

Compensation leave (CPL): A staff who has worked on a holiday is eligible for a compensatory off. However, this has to be approved by the Chief functionary with appropriate justification for such extra work and efforts. Compensatory off should be availed in the same month. Compensatory leave cannot be availed if the staff has exceeded their leave limit.

Maternity Leave: All female employees are entitled to a minimum of 12 weeks' maternity leave. It may be availed at any time during pregnancy (in case of health problem during pregnancy) and/or at any time from one month prior to due date. Maternity leave with full pay will be granted according to the laws of the land. Maternity leave shall be availed of on submission of an application in that behalf and relevant certificates.

Leave on loss of pay: Any employee needs longer leave due to any other reason, like marriage etc. it can be allowed in consultation with board member and it will be treated as leave on loss of pay. No salary will be paid by the organization.

Appraisals

Staff growth and development is an integral part of foundations HR System. Annual appraisal system is in place for all its full time/part time employees, consultants.

- Line manager is responsible to ensure formal review soon after the completion of probationary or observation period
- Based on the satisfactory completion of probationary period concerned the coordinator to recommend to Chief functionary for issuing confirmation letter
- Every employee/consultant to undergo annual appraisal system as per the appraisal system and submit the same for board with recommendation
- Based on identified training needs in appraisal, coordinator to plan the same
- In case of low performance, concerned coordinator to guide, supervise and support to employee to perform better. If no progress found, ensure to support employee/consultant to look for alternative

Health and Safety Measure:

- Health and safety of staff / employee at workplace or while on official travel is important
- While travelling on personal vehicle wearing of helmet or usage of seat belt is strictly advised to all employees
- Late Night arrival or departure is discouraged specially for women employees as it increases security risk. Whenever they need to make a travel, they are advised to plan their travel in such a way that late night arrival and departure (both) are omitted or minimized to maximum extent
- The chief functionary should know the travel details and employee should have an emergency contact number
- When trainings or events are conducted, CF will ensure hygienic accommodation with secured place
- First Aid kit is made available at office and at training / event venue
- All employees would be provided with well-ventilated workplace, proper seating arrangement, rest rooms and drinking water
- Smoking, Alcohol consumption and usage of drug is strictly prohibited at office premises and at training / event venues

Guidelines on Use of Organization's Facilities

- The Tamil Nadu domestic workers Welfare Trust provides its employees / consultants facilities for official use
 - All equipment and facilities available are to be used strictly for official purpose only
 - Staff member / consultant is responsible for Laptop / Desktop issued to them. Hard disc/ Any loss / damage to the equipment is the responsibility of individual
 - Internet facility is provided at office. This must be used only for official work
 - Shared equipment like Printer and Scanner are to be used by all staff members and everyone should own the responsibility of keeping it in good condition
 - Use of stationary like print outs, pens, notebooks etc., are to be used judiciously

Travel Policy

This travel policy details the entitlement of all allowable expenditure including boarding and lodging incurred by personnel, traveling on official work.

- Local travel in and around place of posting is expected to be managed by staff/consultant's own vehicles or by hiring autos /local taxis/ local transport. Actual expenses of the same will be reimbursed when the staff provides the bills. Where possible, bills should be provided, but in all cases, approval must be taken from the Account manager.
- All outstation travels are expected to be planned minimum 3 days in advance and needs prior approval from Chief functionary.
- Personnel are permitted to use up to 3 tier A/C train or sleeper class/ by train or bus coaches for overnight outstation travel.

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- Reimbursement of transport and lodging expenses will be only against bills/tickets.

Attendance System:

- Employee discipline in adhering to the work hours of the organization is critical for success of programs. TNDWWT ensures all their staff / consultants adhere to the working rules and there is no absenteeism
- Each staff / consultant must prepare a monthly plan before 1st of every month and share every week their plan it with Chief functionary
- CF approves the plan including proposed travel
- Staff coming to work at office must sign in an attendance register or update digital system the organization has.
- Field staff must inform concern coordinator on their weekly plans prior to starting of the week
- No update from staff on any day is considered as absent and one-day leave is marked
- All the staff are asked to update their daily work in the system organization has.
- If any staff / consultant is absent without any intimation continuously for 5 days, the chief functionary has the right to terminate the contract of such staff member / consultant. However, all efforts will be made to reach out to absentee and listen if there are any concerns.

Discipline, Action: Any violation of the Rules & Regulations of the Institution is a misconduct, which needs to be corrected through disciplinary action by the management. The following acts of misconduct are illustrative and not exhaustive and are to be considered as misconduct for which the employee will be liable for disciplinary action as per rules.

- Willful insubordination or disobedience, whether alone or in combination with others, to any lawful and reasonable order of a superior.
- recording of anything without the knowledge and permission of the person
- influencing others to spoil the name of the organization.
- Theft, fraud or dishonesty in connection with the Institution's work or property.
- Wilful damage to or loss of Institution's goods or property.
- Taking, or giving bribes, or any illegal gratification.
- Habitual absence without leave, or absence without leave for more than three days.
- Habitual breach of any law applicable to the Institution. Habitual late attendance.
- Riotous or disorderly behaviour during working hours at the Institution.
- Habitual negligence or neglect of work.
- Any person convicted in any court of law for criminal offence.
- Any act subversive of discipline or good behaviour either on the premises of the institution or elsewhere, including at residential premises if provided by the management.

- **Inquiry Procedures:** The procedures for inquiry can be listed as follows:
 - If an order of suspension is rescinded the employee shall be deemed to be on duty during the period of suspension and will be entitled to the same remuneration as he/she would have received if he/she had not been suspended.
 - In the case of a major misconduct, there shall be a recorded enquiry, provided however, that no such enquiry will be necessary if the employee concerned admits the charges in writing. The employee concerned shall be issued a charge sheet (or show cause notice) clearly setting forth the charge(s) alleged against him/her, by the management within seven days of suspension or the establishment of a prima facie case.
 - If an employee refuses to accept a charge sheet or any other communication, then he/she may be verbally informed about the charges in the presence of two witnesses.
 - TNDWWT shall allot an enquiry officer if it decides to proceed with the enquiry.
 - If an employee refuses to accept any communication issued by the enquiry officer, then he/she may be verbally informed in the presence of two witnesses and the enquiry officer may then proceed ex parte against the employee.
 - The employee shall be permitted to have a co-worker assist him/her during the enquiry.
 - The employee shall be permitted to produce witnesses for his/her defense and to cross examine witnesses against him/her.
 - The enquiry officer shall submit his/her findings to the management along with a record of the evidence led on either side.
 - After the receipt of the findings of the enquiry officer, the management may drop the case or issue a show cause notice to the employee along with the findings of the enquiry officer and indicate the proposed disciplinary action and ask the employee to explain why the proposed action should not be taken.
 - After considering the employee's reply, the management may take such disciplinary action as it thinks fit.
 - In the interest of justice all enquiries shall ordinarily be completed within a period of three months from the date of issue of the charge sheet.

□ **Action's based on the inquiry**

- On receipt of a report in writing the appointing authority may suspend an employee for any act of alleged misconduct, pending enquiry.
- The order of suspension shall take effect immediately on its communication to the employee.
- The suspended employee will be required to mark attendance at the place and time mentioned in the suspension order.

- The management may proceed to institute a domestic enquiry in respect of alleged misconduct as set out here in above or in respect of any alleged criminal misconduct committed by the employee. The management shall not be stopped from proceeding with the domestic enquiry even if criminal proceedings have been initiated against such an employee.
- During the pending of the criminal proceeding the domestic enquiry shall proceed as the test of evidence before a criminal court is different and distinct to that, before a domestic tribunal (domestic enquiry). If on conclusion of the domestic enquiry, the employee has been found to be not guilty of any of the charges framed against him/her, he/she shall be deemed to have been on duty during the period of suspension and shall be entitled to the same wages as he/she would have received if he/she had not been placed under suspension, after deducting the subsistence allowance paid to him/her for such period.

□ **Penalties for indiscipline can be the following**

- a) Warning or censure
 - b) Suspension without pay and allowances for a maximum period of seven days.
 - c) Withholding of annual increment
 - d) Demotion
 - e) Dismissal
- **Right of Appeal:** Any employee aggrieved by the decision of the management may file an appeal in writing to the Board within fifteen days of the date of the decision. The decision of the Board shall be final.
 - **Grievances:** Any employee who feels that he/she is unjustly treated; in the discharge of his/her duties by a colleague or a subordinate may submit such grievance in writing to the Chief functionary/ Managing trustee. Such grievance shall be duly considered by him. If the employee who has lodged the grievance is not satisfied with the decision of the Managing trustee/ chief functionary thereafter, he/she may approach the Board.
 - **Revisions of Regulations:** These regulations will continue to be in force until they are duly revised by the Board and notified as amendments to these service regulations. These rules and regulations may be amended, altered or rescinded at any time by the Board and shall be superseded by such amendments. Amendments if any shall be communicated to all employees by a notice issued by the Managing trustee/ chief functionary in this regard.

Induction Check List :

INDUCTION CHECK LIST

	Pre-Employment	Day 1	By two weeks	By whom
Reception <ul style="list-style-type: none"> • New employee received • Introduction to colleagues • Certificates collected • Passport photos collected • Professional Credentials 				
Conditions of Service <ul style="list-style-type: none"> • Contract • Salary package • Sickness/leave regulation • Travel regulations/expenses • Disciplinary procedures • Grievance procedures 				
Welfare/ Benefits <ul style="list-style-type: none"> • Staff facilities/activities 				
Knowledge of Spandana Association <ul style="list-style-type: none"> • Visits to all Units • History of the organization • Mission statement • Disability issues • Links to similar NGO's etc 				
Layout/ Facilities <ul style="list-style-type: none"> • Cloakroom • Parking • Telephone • Photocopying 				
The Unit <ul style="list-style-type: none"> • Unit purpose and function • Job description • Monitoring/supervision/appraisal • Unit procedures/ meetings • Individual training needs • Job responsibilities 				
Health and safety <ul style="list-style-type: none"> • Voluntary health/disability issues disclosure 				