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### **Abreviation**

APSSS - Andhra Pradesh Social Service Society  
CG – Chhattisgarh  
CV – Curriculum Vitae  
DSSS – Diocesan Social Service Society  
HRD – Human Resource Development  
IDEA – Integrated Development through Empowerment and Action  
JD – Job description  
MP – Madhya Pradesh  
MPSSS – Madhya Pradesh Samaj Seva Sanstha  
NGO – Non Government Organisation  
OD – Organisational Development  
PME – Planning, Monitoring and Evaluation  
TASOS

## **From the Director**

“Life can be understood only looking behind, but can be lived only looking ahead.”  
(Soren Kierkegaard) While formulating the HR Policy we try to follow such a procedure. We looked behind to understand the life of the organisation and that of the similar ones. We learned the existing policies and practices. We realised that there are many good practices which can be really adopted and practiced for the benefit of the organisation and the employees. There are also practices which are not in agreement with the present day understanding of labour laws and practices. Looking ahead and keeping in mind the present day needs we have planned the HR policy so that we can be successful in our endeavour to serve the poor and the marginalised.

A working committee was constituted for the formulation of HRM policy and other policies. Through the several sittings they have finalized this HRM policy. They had studied the HRD policies of different Organizations and adopted whatever is relevant to MPSSS.

Here MPSSS strives to provide an employee-friendly environment in which individuals can achieve their goals in accordance with the vision and mission of the organisation. These policies, procedures and working conditions provide a work environment in which the organisation is benefited and employee-interests are served.

I would like to mention a few names of the persons who rendered their valuable and esteemed assistance in the formulation of HRM Policy for MPSSS. Mr. Swapan Garain, Professor, TATA institute of Social Sciences, Mumbai and Mr. Abraham Mathew, former Development Consultant of Caritas India, helped us to organize the Organisational workshops for MPSSS as well as five IDEA dioceses. Mr. Arun Kumar Pandey, the State Representative of MP and CG helped us financially to conduct the OD workshops and he was a great support to us. These workshops helped us to initiate the process of forming the HR policy. Mr. Abraham Mathew was instrumental in constituting a working group and started working on it. Mr. Benoy Devasia, Mr. Pradeep Nair, Mr. Saju M.K. Sr. Lata Lakra, and Mr. Nirmal Prasad were the members of the working group and worked hard for the realization this dream of having a HR policy for MPSSS, in spite of their busy work engagements and holidays. It was Mr. Abraham Edassery, Development Consultant who went through the whole document and made necessary correction and helped us to produce the final document. So I express my sincere gratitude to all of them personally.

Fr. Mathew Vattakuzhy VC  
Director, MP & CG Forum (MPSSS)

## **HUMAN RESOURCE MANAGEMENT (HRM) POLICY OF MADHYA PRADESH SAMAJ SEVA SANSTHA (MPSSS)**

### **I. Human Resource Principles – MPSSS**

The fundamental and motivating force and values in all activities of MPSSS are the teachings from the Gospel of Jesus Christ as it pertains to the alleviation of human suffering, the development of people and fostering of charity and justice in the world. The policies and programmes of MPSSS reflect and express the social teachings of the Catholic Church, which we are called to profess and promote wherever we are. At the same time, MPSSS will assist persons who are poor and marginalised irrespective of creed, religion, race, caste or sex through capacitating the diocesan partners by its various programmes in accordance with the main activities mentioned above. It promotes holistic development (economic, social, political, environmental, material, spiritual, and cultural conditions) which is necessary for everyone to flourish and reach his/her full human potential by enabling partners to promote the common good so as to make a just society where there is justice, peace and love. MPSSS firmly believes in the integrity of creation and recognizes the relationship between natural resources and human development. This calls for concerted efforts to protect the nature and its resources through programmes that are ecologically sustainable and are in harmony with the local environment. MPSSS bears active witness to the mandate of Jesus Christ and His Gospel teachings to respond to human needs.

The values enumerated below are the guiding standards for the organization and its members including employees. We, therefore, not only own them and value them but also manifest them in all our endeavours to make this society a better place for the poor and the marginalized for whom we have a preferential option. We believe in the dignity of the human beings, their right to rule and manage their own lives by developing their inherent potentialities and making the optimum use of opportunities that are available to them. We thus become the facilitators in this process.

#### **I. i The dignity of the human being:**

MPSSS, in all its endeavours, will always strive to protect and promote the dignity of individuals in its workplaces, in its dealing with partners and the society at large. We believe in the sacredness and the value of life and the inalienable right to life. MPSSS in all its efforts will promote respect for human lives irrespective of religion, culture, etc.

#### **I.ii Equity and Equality:**

MPSSS believes in an equitable society where equal opportunities are provided to every person to access and control resources in proportion to each one's needs and requirements. Being fully aware of our milieu, we are also committed to a special option for empowerment of women.

#### **I.iii Justice:**

Inspired by the social teachings of the Catholic Church, MPSSS will strive to promote justice and peace in the society. We believe that every human being has the right to express and be heard and treated justly in all situations.

**I.iv Solidarity:**

MPSSS 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.

**I.v Transparency and accountability:**

Transparency, accountability, openness, loyalty and honesty are fundamental values and preconditions for the organisational growth. Therefore:

- (a) Every person in MPSSS is accountable for his or her actions
- (b) Transparency in all decision making processes, utilization of resources, assessing performances and communication
- (c) MPSSS believes in sharing the concerns and apprehensions of all those whom 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.

**I.vi Equal opportunity**

MPSSS Human Resource policies and regulations shall provide for equality of opportunities without regard to race, colour, religion, caste, sex, national or regional origins or disability for recruitment, training, promotion, compensation, benefits, transfers, education, social and recreational programmes.

**II. Human Resource Standards – MPSSS**

**II.i Introduction**

A partnership of trust, responsibility, confidence and initiative is built with the help of a well articulated human resource policy of MPSSS

**II.ii Recruitment**

Consistent staffing pattern enables the right number of people to be employed in the right positions in the right time with right qualifications/competencies to implement the goals and objectives of MPSSS. It provides a general frame within which the recruitment can be done and other human resource plans can be executed.

**II.iii Compensation-Salary/ Remuneration/Benefits/incentives**

Reward structures are designed to ensure right remunerations and reinforce the partnership as well as ensure consistency that binds all the staff members. Salaries and benefits must be sufficient to attract and motivate staff who render professional and honorary service requirements of MPSSS.

#### **II.iv Conditions of Service**

Development and implementation of conditions of service legally bind both the parties to gain a sense of confidence, security and mutual trust.

#### **II.v Performance Management System**

Performance Management System is used to assess an individual's performance and potential for development with a view to build competencies and reinforcing positive attitudes and value-based behavior. Each employee's contribution is recognized and rewarded appropriately. Opportunities for personal and professional growth will be provided in areas of improvement identified, leading to greater commitment and personal satisfaction.

#### **II.vi Training and Development**

An environment that encourages staff development will help the organization to become more effective. The training and development needs of MPSSS are planned to ensure that all staff members receive regular need-based training to maximize their contribution and undertake greater responsibilities.

#### **II.vii Code of conduct/Grievances redressal**

By making the rights, obligations and expectations of the relationship clear to both parties, with the help of well-defined code of conduct, reduce Conflicts and Grievances.

## **1. PART I :INTRODUCTION**

### **STANDARD**

**A partnership of Trust, Responsibility, confidence and initiative is built with the help of a well-articulated human resource policy of MPSSS**

In addition to the human resource management/ development principles stated in the beginning of this Human Resource policy of Madhya Pradesh Samaj Seva Sanstha (MPSSS) it draws its inspiration immediately from the vision, mission / goals and objectives of the Organisation. MPSSS is a regional body created by the Catholic Bishops Conference of Madhya Pradesh and Chhattisgarh to coordinate and facilitate the social concerns/development needs of 14 dioceses of the region and to meet their capacity building needs in accordance with their strategic choices. It works in collaboration with Caritas India, which is the Catholic Church's national social action wing for the country.

#### **1.1 Our Vision and Mission**

##### **VISION**

**A JUST SOCIETY ROOTED IN GOSPEL VALUES  
WHERE LOVE, EQUALITY AND PEACE  
ARE NURTURED AND LIVED**

##### **MISSION**

**To facilitate partner organizations especially DSSs and ensure the restoration of human dignity of the oppressed and the marginalised assuring holistic and sustainable development through a process of empowerment and environment management**

**1.2 A short History:** Although efforts were initiated from 1982 to start a forum of the Diocesan Directors of Social Work in the undivided state of Madhya Pradesh after the model APSSS and TASOS, it became a reality only in 1998 through the active interventions of Bishop (now the Archbishop) Most Rev. Joseph Augustine of Raipur and Bishop Gerald Almeida of Jabalpur. Fr. Francis T. of Raipur diocese was appointed to formally establish the forum and get it registered. Through his hard work and personal initiatives, he registered a society in the name of Madhya Pradesh Samaj Seva Sanstha (MPSSS) on 25<sup>th</sup> September 1998 under Madhya Pradesh Firms and Societies Act 1973.

All the then 13 Diocesan Social Service Societies of the region were founding members of the Forum.

MPSSS is the official organ for facilitating social work under the Catholic Bishops Conference of MP & CG. The Director of MPSSS is appointed by the Regional Bishops Conference. Two Bishops of the Region are elected as the Chairman and Vice Chairman of the General Body and Governing body of MPSSS. MPSSS implements the development priorities of the Church as communicated by the Bishops Conference of the region.

### **1.3 Main objectives of the Organisation**

- Coordination and facilitation of Social work in the Region
- Identify capacity building needs and organize appropriate trainings for partner organisations
- Enable the DSSSs to link together and learn from the experiences of one another
- Promote integrated and rights-based approach to development
- Network and liaison with like-minded NGOs and government departments
- Work as a Think Tank for the partners
- Collect, analyze and disseminate the data / information related to development among partners
- Capacity building of the partners in advocacy, lobbying, public relations and networking and resource mobilization.
- Identify and articulate regional priorities
- Advocate the causes of DSSSs
- Conduct action researches
- Assist the partners in PME
- Assist the organisational development process for DSSSs
- Facilitate better documentation system and reporting among the partners of the region.

### **1.4 Purpose of HRM Policy**

**1.4.1** This HRM policy will hereafter govern the working relationship between its staff and MPSSS. It is a guide to be used by the Competent Authority and other managerial staff to ensure uniform and nondiscriminatory application of the conditions of employment.

**1.4.2** There will be situations that require administrative interpretation of these rules. Every effort will be made to ensure that such decisions are made objectively.

**1.4.3** There may be occasions when the Competent Authority must add, delete or revise specific policies or give current rules a different interpretation from those interpretations previously made. The Competent Authority has the right to change practices and policies, both written and unwritten, as emerging situations required, keeping the Governing Body informed. Updated policies will be notified and communicated to all concerned staff.

**1.4.4** These rules are subject to, and in accordance with, the laws of India. In the event there is a conflict between this Policy and the policies or laws of the State, the state policy will prevail. If a clause contained in the Policy conflicts with the terms or

conditions of any agreement entered into by the competent authority with one or more staff, the terms of the agreement will be followed. The Competent Authority reserves the right to establish a lawful alternative to any invalid clause of this HRM Policy.

**1.4.5.** Nothing in this Policy nor any interpretive or enforcement communication should be construed to grant a guaranteed right to continued employment or benefits. This Manual is not an employment contract. Employment with MPSSS is for a fixed term or definite period and may be terminated at any time by either the staff or the Competent Authority according to the provisions of this Policy.

**1.4.6** The policies stated and adopted within this HRM Policy and the communications interpreting and enforcing them supercede all previous policies and communications.

**1.4.7** The Organisation believes that all people can and want to contribute to their full potential. The Organisation is committed to supporting staff to maximize their personal contributions to MPSSS through on going training and development.

**1.4.8** Ultimately the organisation urges all its employees to establish a standardised culture fully based on professionalism and the values of Catholic Social Teachings.

**1.4.9** This manual outlines the procedures governing the conduct of employees and the operation of enunciated policies.

**1.4.10** Apart from the above basic objectives, it also aims to improve the performance and effectiveness of the organization (MPSSS), by maximizing the efficiency and performance of all its stakeholders through enhancing their knowledge, skills, attitudes, actions, motivations and loyalty to its vision & mission, reward them with appropriate compensation and incentives, provide comfortable working environments as well as ensure that entrusted responsibilities are performed to the best of their abilities. Above all, institutionalize an organizational culture which respects and promote basic human values as specified above, promote shared responsibilities, personal growth, performance / job satisfaction, transparent and participatory decision making.

## **1.5 Role of Competent Authority**

(i) The Chief Executive of MPSSS shall be the designated Competent Authority (currently the Director) for HRM Policy of MPSSS.

(ii) The Competent Authority is also the appointing authority, having the authority to appoint or remove staff from any position, following due procedure under the HRM Policy.

(iii) The Competent Authority is the ultimate authority to establish, interpret and administer rules and procedures for execution of HRM Policy of MPSSS.

(iv) The Competent Authority shall have the responsibility for maintaining all staff records and advising staff on all policies, rules, regulations, benefits, and procedures applicable to them and such other responsibilities as expressly delegated by the Board.

(v) The Powers and responsibilities of the Competent Authority under HRM Policy include, but are not limited to, the following:

- (a) Utilize the staff in the manner designed to effectively and efficiently to realize the purpose of MPSSS
- (b) Exercise complete control and discretion over the approved HRM budget and method of performing the work required
- (c) Determine the adequacy, size, composition and qualification of the work forces, staffing patterns

- (d) Set standards of service and determine the procedures and standards of selection for employment
- (e) Determine the hours of work and work schedules; establish the work rules, policies and procedures for all staff
- (f) Manage and direct staff, including the right to select, hire, promote, transfer, assign, evaluate, supervise, layoff, recall, reprimand, suspend, discharge and discipline for just cause and to maintain order among staff
- (g) Determine when a job vacancy exists, the duties to be included in each job classification and the standards of quality, productivity and performance to be maintained
- (h) Take necessary action to abolish or create posts
- (i) Determine and implement necessary actions in emergency situations
- (j) Maintain the security of records and other pertinent information; and
- (k) Implement and enforce staff related requirements under different laws.

## **1.6 In-force From**

The HRD Policy will come in force with effect from September 2008.

## **1.7 Definitions**

**1.7.1.** *Board* refers to Governing Board under the Rules and Regulations of MPSSS

**1.7.2** *Competent Authority* is that person (the MPSSS Director) who has the power or right to give orders or make decisions.

**1.7.3** *Contract* is a binding agreement between the employer and the employee that is enforceable by law

**1.7.4** *Demotion* is a move from one classified position to another position, which has a lower salary grade.

**1.7.5** *Employer* refers to the Competent Authority.

**1.7.6** *Induction* is a process through the newly recruited candidate is introduced to the office setup and working, vision, mission statements, objectives of the organisation, etc.

**1.7.7** *Offer and appointment letter.* If the candidate is selected after the interview an offer letter is sent to get the consent from the candidate whether he would accept the offer and be able to join the job or not by the date indicated. Appointment letter is given when he expresses his willingness to join the organisation. The appointment letter is given on the date of joining the office.

**1.7.8** *Probation* is a period during which time the candidate has to learn about the organisation and its various activities and prove himself/herself that s/he is capable of doing the work assigned to him/her

**1.7.9** *Probationary Staff* is a newly appointed staff who has not yet completed the prescribed probationary period for a particular position.

**1.7.10** *Promotion* refers to the advancement of a staff from a position within one classification to a position of greater responsibility in another classification having a higher salary range.

**1.7.11** *Regular Staff* are those appointed in a permanent vacancy and whose appointment has been confirmed in writing by the appointing authority.

**1.7.12** *Supervisor* refers to a position to which one or more staff report to and a position that has the authority to oversee and direct the work of subordinate staff on regular basis.

**1.7.13** *Suspension* refers to relieving a staff from duty, with or without pay, usually for a limited period, as a disciplinary measure or for medical or psychological evaluation.

**1.7.14** *Trainee* is a new MPSSS staff, who does not meet all of the established requirements for a position, who may be appointed at a consolidated pay. In such cases, a time schedule outlining the plan for training is prepared and approved by the Competent Authority. If the training is not successfully completed as planned, the Trainee shall be terminated. When the training is successfully completed, the staff shall be paid at the minimum step of the salary range for the position in which he or she served as a trainee.

**1.7.15** *Termination* means the coming to an end of a contract between the employer and employee

**1.7.16** *Verbal Warning* refers to the discussion a supervisor holds with a staff in which the supervisor advises the staff of the need for improvement in his/her performance/conduct. He/she further warns the staff that not to improve will subject the staff to a progression of disciplinary measures ending with possible termination. A notation of the date, time and reason for the verbal warning, signed by the person concerned and the supervisor, must be kept in the staff's personnel file for reference, in the event the conduct of the staff does not improve and subsequent disciplinary action is required.

**1.7.17** *Volunteer*, is a person engaged on full time, part time or seasonal basis for a specified time period or task, who may or may not receive any stipend or honorarium, for carrying out administrative, accounts and programme related or any other activities for and on behalf of MPSSS. A volunteer may or may not have any specific skill. Volunteer is not a staff or employee and hence not entitled to regular salary, incentives or other benefits.

**1.7.18** *Written Warning* is normally the second step of the progressive disciplinary process, depending on the degree and type of offense. Written warnings are more severe than verbal warnings and a record of the written warning, acknowledged and signed by the concerned employee, a witness and the supervisor will be placed in the staff's personnel file.

## 2. PART II: HR FUNCTIONS

### **STANDARD**

**Consistent staffing pattern enables the right number of people to be employed in the right positions in right time with right qualifications/competencies to implement the goals and objectives of MPSSS. It provides a general frame within which the recruitment can be undertaken and other human resource plans can be executed.**

### **2.1 RECRUITMENT**

#### **2.1.1 General Norms of staff selection**

As per MPSSS policy of staff selection, a vacant position or a new position can be filled through publishing advertisements and posting of the same internally specifying clear eligibility criteria. Every eligible employee can apply for the position. All job vacancies will be posted simultaneously internally as well as externally. Internal employees are encouraged to apply through their supervisor and their short-listing for interviews would be made as per the job profile and requirements. Recruitment is subjected to the need of project implementation.

All recruitments at MPSSS would be based on predetermined specific positions and competency requirements under the following circumstances / norms:

#### **2.1.2 Creating Post and Approving Filling Vacancy**

- a) Competent Authority is the final authorized person for approving creation of new post and for abolition of existing post, except the position of director or his/her deputy.
- b) The reporting authority, who is also the in-charge of a project/centre/activity recommends to the Competent Authority about the need for creating a new position or abolition of an exiting position (filled or vacant).
- c) A recommendation for creating a new position or abolition of an existing position must accompany a detailed report justifying the recommendation
- d) Competent Authority may also initiate appropriate steps including forming a committee to examine the recommendations.
- e) Competent Authority has the discretion to forward to the Chairman the proposal creating a new position or abolition of an exiting position.
- f) Creation or abolition of the position of Director or his/her deputy must be decided by the Chairman

#### **2.1.3 Requirement for Recruitment**

- a) Expansion into new areas of work / new projects.
- b) New openings due to death, resignation, termination of an employee, or any other justifiable reasons.
- c) MPSSS will endeavour to have adequate number of staff employed.

- d) Most employees of the MPSSS will be project based and their appointments will last for the project period only. For the purpose of administering Human Resource policies, MPSSS shall follow classification of its personnel as per 2.1.4 if required.
- e) For any post other than consultants the person recruited should not be above 60 years.
- f) The minimum age for recruitment is 18 years.
- g) The basic minimum educational qualifications should be matriculate for support staff. For others the minimum is graduation/post-graduation.
- h) A minimum of 4 years of experience in the respective field shall be required to be appointed in the Organisation.
- i) MPSSS will not permit child labour in its office or any of its projects /programmes as well as those of its partners and their offices.
- j) No one employed in MPSSS shall take up part-time jobs with other organisations. Exceptions would be given only in special cases but with written permission from the Competent Authority.
- k) Any person recruited should not have been convicted in any court of law.
- l) Candidates should have sound mental and physical health.
- m) More than one person from the same family shall not be appointed as an employee by MPSSS.

#### **2.1.4. Employee Classification:**

- a) **Special Grade Employees:** Only the Director and the Deputy Director of MPSSS are covered in this category.
- b) **Regular Employees** are those appointed in a permanent vacancy and whose appointment has been confirmed in writing by the appointing authority.
- c) **Contract Employees** are appointed on a contract for a specified period, or for specified work on a specified project/programme not exceeding two years. Contract employees are governed by the conditions and the terms of reference as will be specified in their contract. The contract can be renewed for a mutually agreed upon period based on the performance review and the needs of MPSSS programme at that point of time.
- d) **Temporary Employees** are appointed either to fill a regular position, which is temporarily vacant, or for a work which is essentially of a temporary nature likely to be completed within a limited period. Temporary employees are not eligible for any benefits, unless expressly stated otherwise.
- e) **Part-time Employees** are appointed to work for specified hours in a day or in a week, which is less than the normal hours of work of the organisation. The benefits of part-time employees shall be governed by the specific terms of their employment.
- f) **Trainees** (means a student who at his own request or that of any educational institution is permitted to learn work for a short duration as part of his academic pursuit / projects or otherwise. They are not eligible for any benefits or salaries, which are applicable to MPSSS employees.
- g) **Consultant** is a person who is hired for a specific task which requires professional competence and specialization when the organization requires external assistance / guidance – such as evaluation, accompaniment, training, etc.

#### **2.1.5 Employment Application Process**

**a) Application Form:** MPSSS would develop a standard format for prospective candidates to apply with relevant details which would be filled up by every candidate appearing for interviews for all positions. This form would capture the basic information about the candidate.

**b) Advertisement:** All announcement or advertisement of the vacant position must be approved by the Competent Authority. All announcement of the vacant position shall indicate the position title, brief description of duties, minimum qualification requirements, minimum salary, instructions for applying, and the deadline (if any) for accepting applications. All announcements and advertisements shall contain assurances of equal employment opportunity. All regular staff position vacancies will be displayed in MPSSS Notice Board so that eligible and interested existing staff will get an opportunity to apply when filling vacancies. Besides, the Competent Authority may advertise the vacancies in newspapers, internet or any other way it may deem fit. The Competent Authority may also entertain blind applications from prospective employment seekers and consider such applications against notified vacancies.

c) For senior grade regular and contract posts, vacancy announcements shall be placed in at least one of the state level dailies, Catholic magazines, Diocesan publications, internet or other appropriate forums. All the above-mentioned advertisement procedures will not be followed in such vacancies where it is not necessary. Every candidate should mention a minimum of two references along with contact details (addresses and telephone numbers) in his application.

d) There should be a minimum of 20 days gap between the date of publication of the advertisement and interview except in critical / urgent situations where immediate closure of positions are required. MPSSS management shall take appropriate decision on the time gap between advertisements and filling of vacancies depending on the positions and availability of competent and suitable candidates. In such emergency closing of positions, a note to file justifying such deviation shall be filed in the admin /recruitment file.

### **2.1.6 Selection Process**

#### **a) Short listing**

MPSSS being an employer giving equal opportunities, positions to be recruited are advertised both internally and externally. CVs are short-listed as per job description and position description and call letters for interview are sent thereafter. Interview call letters shall mention briefly the cherished values of MPSSS.

The Competent Authority shall be responsible to screen all applications for the vacant position and identify a group of the best-qualified candidates to be called for selection process.

For a single post, a minimum of 5 persons should be called for interview process from the applications, if found suitable. The call letter for interview should be sent to the candidates both by mail and email (if possible) at least 7 days in advance from the date of interview.

The Competent Authority can disqualify an applicant for lack of qualifications; who has record of dismissals, removals, or resignations; who has poor reference checks; who falsifies an application; or other such causes.

**b) Interview**

The date of interview, time and venue of holding the selection process will be informed to all applicants called for interview. The interview panel must meet in advance in order to prepare and agree on questions, tests, etc. to be asked to candidates and to ensure that similar questions and the same range of topics will be covered for each candidate for the same position. It is also the responsibility of the above team to review the position description sheet and make it available as a part of the interview documentation.

The Board of MPSSS shall constitute a regular Selection Committee including at least one senior staff of MPSSS, one member of the Board and one external expert under the chairmanship of the Competent Authority i.e., the Director of MPSSS. The Selection Committee shall interview all short-listed candidates who qualify and are called for appearing for a personal interview. Selection process of frontline field workers, para-professionals, volunteers, clerks, peons, drivers and similar posts may be kept outside the purview of the full Selection Committee, at the discretion of the Competent Authority. A personal interview conducted jointly by the Competent Authority along with one of the members of the Selection Committee shall be valid, as if conducted by the full Selection Committee in respective of the above-specified staff.

Instead of selecting a particular candidate against a vacancy, the Selection Committee may make a panel of suitable candidates. In the absence of suitable candidates, the Selection Committee is free to recommend appointment of a candidate with trainee status or in a lower post.

The interview process can have **three levels** – a written test, group discussion and final interview. However, the competent authority may decide to forgo any one or two of these levels. At every level short listing is to be done so that only the right candidates come for the interview. For a single post – the minimum number of candidates to be interviewed is three. In case more candidates scoring high, a second round of interviews may be conducted to examine and elicit more details on their skills / knowledge / experience / personal attitudes / value bases / commitments / leadership qualities / team spirit etc. The Director and his management team will decide on this issue.

**c) Interview Panel:**

For the test, group discussion and interview –appropriate panel can be constituted with subject specialists. The final interview panel should consist of a Governing Body member, Executive Director or his Deputy, a subject specialist, the supervisor to whom the candidate would report to if appointed or the head of department. As far as possible the interview panel should be sufficiently gender balanced.

**d) Interview Rating Form**

The Interviewer’s rating form is aimed to achieve two things

- (i) To map the process through which the candidate passes and

- (ii) To create a comprehensive document, with all interviewers' ratings along with the comments substantiating the ratings thereof and justify the executive decision for selection / non-selection of a candidate.

This format is very crucial and needs to be filled immediately after the interview. The interview panel then gives its recommendations in the form. The same should be kept in the personal file of the candidate.

All candidates attending interview calls are eligible for travel reimbursement by ordinary 3-tier sleeper class train or bus on production of original travel tickets.

#### **e) Checking of References**

MPSSS management shall make reference checks with the persons whose addresses provided by the candidate. As a policy the MPSSS should contact the existing employer as a part of reference check and maintain documentation on this in the employee's personal file.

#### **f) Medical Fitness**

All appointed candidates must provide a fitness certificate at their own cost from a registered & competent medical practitioner suggested by MPSSS along with the joining letter.

#### **g) Offer/ Appointment Letter**

Upon finding the references to be satisfactory, an offer letter with the time frame for joining is prepared and sent to the selected candidate in 2 copies. Candidate should confirm his acceptance in writing by signing both copies and sending the duplicate back to MPSSS.

h) A regret letter is sent to candidates found unsuitable during the interview.

i) An appointment letter and job description specifying the designation, job responsibilities, place of posting, reporting authority and remuneration among other relevant details, should be given by the Competent Authority to the candidate at the time of joining the organisation.

j) The Chairman of MPSSS Governing Board may be informed of the appointment of key new employees with a copy of his appointment letter and job description. A copy of the HRM Policy will be made available to the candidate on joining for reference and acknowledging his/her compliance with all its provisions.

k) If an internal staff is selected to fill a vacancy, he or she will be released from the current position depending on the availability of a replacement, consideration being given to a smooth transition, and as little interruption as possible to the ongoing activities.

### **2.1.7 Induction Process**

Upon completion of all joining formalities a comprehensive orientation about the MPSSS is an important first step for the smooth induction of the new employees. They shall undergo an induction programme, intended to familiarize them especially with the agency policies, procedures, mission, vision, strategy, values, functions and operations. The

methodology would be that of spending formal time with the Director / Dy. Director and existing senior (selected) staff who can authoritatively and clearly accomplish this task. It is also a time for clarifying any issues that the new employee may want further clarification on.

The coverage of such a programme shall be:

1. Welcoming new employees on the first day and introduce them to everyone in office.
2. Explain the vision, mission and Guiding Principles of MPSSS.
3. Describe briefly and in a culturally appropriate manner, the key ideas of Catholic Social Teachings and the Justice Strategy.
4. Provide access for the new employee to read the policy documents such as HRM Manual, Gender / Emergency / Environment Policies if there are any and the RSPP (Regional Social Perspective Plan).
5. Explain the RSPP
6. Describe key office norms and policies.
7. Review the employee's job description with the employee.
8. Orient the current process for appraising performance (Performance Management System).
9. Review the work hours and attendance sheet.
10. Review the organizational chart of the office. Clarifying the reporting relationships with respect to supervisors and peers.
11. Review the holiday schedule, the procedures on vacation days, sick days and other kinds of leave.
12. Orient the procedure and policies on appropriate use of telephone, fax and internet.
13. Give the person an opportunity to learn the roles, responsibilities and systems of different office sections / departments, MPSSS Projects, Partners and nature of work being done.
14. Conduct an appropriate field visit to at least one of the partners/project sites.

#### **2.1.8 Probation and Confirmation**

- a) An important purpose of the probationary period is to provide an opportunity for the appointee to adjust to the new job. Likewise, it serves as a trial period during which one must prove his or her ability to perform the work, to accept additional responsibility, to develop a desirable behavior and to work well for the people and with his or her fellow staff.
- b) All new staff will initially be on a probation period. It will be one year for the new candidates and for others it will be 6 months. The period of probation cannot be reduced under any circumstances. During the probation period, her/his services may be terminated by either side by giving one month's notice or wages in lieu of notice period or forfeiture of one month's salary by the probationer.
- c) A close observation of the new employee's performance and monthly review of her/his work-plan will be done regularly and at the end of probation period, a final review on the basis of monthly reviews shall be carried out and if the

performance is found to be up to the expectations of the organization, the staff member's services are confirmed in writing.

- d)** In exceptional circumstances, the probation may be extended for such further period depending upon the indications of likely improvement of performance by the staff member. However, if even after this extended period of probation, the staff member's performance is still not considered satisfactory, his/her employment will be terminated. A notice given to the staff member shall outline reason for non-confirmation, and or extension of probation period. On confirmation, appointment/contract letter with details of responsibilities will be issued.
- e)** On satisfactory completion of probationary period, the probationer will be issued a letter of confirmation.
- f)** If the probationer does not receive any letter extending probationary period 15 days before the completion of the initial probationary period, he/she will be deemed to have completed probationary period satisfactorily.
- g)** A staff may be dismissed without right of appeal during the probationary period with a 24-hours notice by the competent authority, upon the recommendation of the reporting authority, if the staff is found to be not satisfactorily performing his / her assigned duties.
- h)** A staff serving a probationary period will receive all benefits provided in accordance with this HRM Policy on a *pro rata* basis
- i)** There will be no probationary period on transfer at same post, pay or level in the hierarchy.
- j)** A regular staff serving a probationary period following a promotion will continue to receive all benefits provided in accordance with this policy.
- k)** Staff on probation period is not entitled to any leave other than medical leave and casual leave. The probationer can avail of the earned leave only after completion of the probationary period.
- l)** A personal file shall be opened for each of the employees containing all documentations related to her/his appointment, salary, performance appraisals, salary revisions, transfers, promotions and other documentations required as per this HRM manual. The personal file shall contain the following and shall be maintained confidential:
  - 1. Application of the candidate
  - 2. Bio-data
  - 3. Certificates of birth, education and medical fitness
  - 4. Written comments from referees

5. Interviewer's rating form, completed preliminary tests etc.
6. Contract letter
7. Joining Report
8. Job Description, Performance & Development Plan
9. Letters of annual salary revisions & copies of performance appraisal, promotions, transfers, Form –16 (Income Tax) from previous employer. etc..
10. One colour passport size photograph
11. Any other personal memos
12. Resignation/Contract termination letter
13. No Claim Certificate
14. Exit interviews records if available
15. Any other information deemed appropriate by the agency

#### **2.1.9 Appointment of Staff**

1. Appointment of the Director and Dy. Director shall be by the chairman of the Governing Board of MPSSS. Priests and Religious can also be delegated/appointed to work in MPSSS and their honorarium will be decided by the Governing Board in consultation with the Director. However, they will report to the Director or to their immediate supervisor as the case may be.
2. The Dy. Director will act as the Director in the absence of the Director and will assist the Director in the day-to-day administration of MPSSS.
3. All other appointments of employees in MPSSS will be made by the Director following the process described in the recruitment policy earlier
4. A copy of this HR management/ development manual shall be maintained at a place easily accessible to all employees for reference.

## **2.2 Compensation-Salary/ Remuneration/Benefits/incentives**

### **Standard**

**Reward structures are designed to ensure right remunerations and reinforce the partnership as well as ensure consistency that binds all the staff members. Salaries and benefits must be sufficient to attract and motivate staff who render professional and honorary service requirements of MPSSS.**

**2.2.1 Grades and Salary Scale:** All the full time regular paid staff will be classified into 6 grades. One or more designations may exist for a particular grade. In order to fix pay, one or more increments may be given in a particular grade. The details are presented below:

Grades	Designation	Salary Scale	Service Years	Starting Basic Salary	HRA @ 20%	DA @ 10%	TA	Beginning Monthly Gross	End Monthly Gross
Grade 6	Animator								
Grade 5	Multipurpose Worker								
Grade 4	Specialist /Supervisor								
Grade 3	Project Co-ordinator								
Grade 2	Project Manager								
Grade 1	Dy Director								

2.2.2 It is proposed that the Executive Director and consultants will receive a consolidated salary and will not fall under the grades specified for staff.

### **2.2.3 Advance of Payment**

Advances should be best avoided. However, being a humanitarian and service organisation working for human development and relief, this may be something hard to deny. If MPSSS opts to help out its employees in urgent necessities, it should be restricted to the regular / permanent employees. They should also be clearly made to understand that advances are not a right but release of money based on pure humanitarian consideration and that recovery of the advance amount will be by regular deductions from their monthly pay.

#### **2.2.4 Salary disbursement**

- a) Normally salaries to staff will be disbursed on the first working day of the next month.
- b) By the first working day of every month every staff must submit one page report through his/her reporting authority (Director) to the Accounts Office for releasing his/her monthly pay cheque. Monthly reports will be forwarded to the office of the Competent Authority for filing in the personal file of the concerned staff.
- c) However, Management may delay/withhold salary payment to a staff for appropriate and serious reasons. In such cases, the reasons would be explained to the staff concerned and an opportunity to rectify the issues within a specified time will be given to the staff to enable MPSSS to pay his salary without further delay.
- d) Staff positions are evaluated, classified and compensated to ensure 'equal pay for equal work'.
- e) Promoted staff member is entitled to entry step of new classification or one step higher if current salary is above the new entry. Demoted staff member's salary may remain at the same salary.
- f) Accounts office is responsible for administration and maintenance of all required documents concerning the salary administration of the staff.
- g) MPSSS may offer a 13<sup>th</sup> month salary to the staff, on the basis of the performance of staff in lieu of other allowances/PF/Gratuity etc. This would be deposited in the bank at the end of the financial year (March) in the name of the director and the concerned staff if the facility is available according project specifications. This would be done in consultation with auditor/legal experts

#### **2.2.5 Salary Increment**

- a) This will be based on the results of the annual performance appraisal
- b) Increment may be stopped in case the employee is under disciplinary action/punishment.

#### **2.2.6 Review / Revision of Salary / Service Conditions**

The remuneration package and service conditions for MPSSS' employees shall be reviewed every two years, and based on availability of funds from project funding agencies and the financial health of MPSSS itself.

#### **2.2.7 Perks and Allowances**

Organisation may implement one or more than one of the below-mentioned incidental benefits as per its financial capacity

**Welfare Fund:** All full-time regular staff may be covered by a welfare fund scheme of the of MPSSS.

**Over-time:** No staff in MPSSS will be paid over-time, unless otherwise specifically approved by the Competent Authority. Such exemption will be made only for support staff like driver, peon, attendant, cook, etc. Reporting authority shall arrange staff work

schedules so as to accomplish the required work within the standard workday. Staff shall be required to work overtime only in emergencies or due to unusual circumstances.

**Life Insurance Scheme:** Contributory group life insurance scheme, in partnership with an insurance agency can be made available to the regular staff within one year of HRM Policy coming into effect, provided at least half of the staff join the scheme.

**Group Health Insurance:** MPSSS shall consult the staff for launching a group health insurance policy in partnership with an insurance agency. MPSSS will arrange mediclaim policy for its employees only.

## **2.3 Service Rules of the Organisation**

### **STANDARD**

**Development and implementation of conditions of service legally bind both the parities to gain a sense of confidence, security and mutual trust**

#### **2.3.1 HR Policy on Leave**

**General:** MPSSS leave policy detailed below is to promote the mental and physical well-being of its employees and to provide for eventualities that occur and are part of all human beings such as birth, marriage, festivals, death and other family occasions. MPSSS encourages all its staff to avail their leaves especially the earned leave each year.

1. Prior approval of the Director should be obtained at least 15 days in advance for availing of earned leave unless in a situation where it is not practical.
2. In a situation when an employee has exhausted all his available leaves of a particular kind (Earned, Casual & Sick) and has a reason to be absent from work, the staff can be given leave without pay, on approval of the Director.
3. Before proceeding on earned leave, employee shall intimate his address, telephone number at the place of his/her vacationing, to the supervisor for any emergency contact.
4. Any exception to the prescribed rules requires written approval of the Director
5. All kinds of leaves (Earned, Casual & Sick) in a year are considered for the period from 1<sup>st</sup> April to 31<sup>st</sup> March of each year.

The procedures required to be followed in applying and granting of leave are set out in the following paragraphs:

#### **2.3.2 Types of Leaves**

##### **a) Casual Leave:**

All MPSSS employees are entitled to 12 days casual leave (@ of one per month) in a calendar year to meet the unforeseen contingencies. All requests for casual leave should be made in writing at least one day in advance and prior approval from approving authority or her / his nominee should be obtained. However, under sudden or unforeseen

circumstances, if an employee is unable to take prior approval she/he is expected to communicate this telephonically on the same day at the earliest and regularize this with written application as soon as he /she reports for duty at the office after the leave.

- (i) An employee can avail a maximum of 3 days of casual leave at a stretch with prior permission.
- (ii) Casual leave may be taken for a minimum of ½ day and the lunch interval will be taken as a dividing line.
- (iii) Casual leave cannot be combined with any other leave, carried forward, accumulated or en-cashed and un-availed casual leaves will lapse at the end of each year.
- (iv) In case of emergencies, if extension of casual leave is required, the employee may extend his leave and inform the sanctioning authority at the earliest. The request for extension of casual leave must be separately applied for and approval obtained immediately upon resuming duties. Casual leave cannot be taken during the notice period of resignation.

**b) Sick Leave:**

All employees are entitled to 5 days sick leave in a Calendar year to obtain medical attention needed. In the normal course, it is expected that the application reaches the office on the day one wants to avail of it or at least notify the office telephonically. The delay in submitting the application even after three days of joining duty will not be condoned. A certificate from a competent registered medical practitioner is to be produced if an employee avails more than 3 days of sick leave at a stretch.

- (i) Sick leave can be accumulated without limit but cannot be en-cashed.
- (ii) Sick leave can be clubbed with earned leave only.
- (iii) Any employee suffering from any type of contagious or infectious diseases shall on the advice of the doctor be sent on compulsory leave. This will be treated as special leave without pay if the employee is falling short of his / her leave credits.
- (iv) Similarly, in case of long illnesses, the absence from duty will be treated in the same manner as in the case of those suffering from contagious/ infectious diseases. However, the power of granting such discretionary special leaves rests exclusively with MPSSS Director and the decision will purely be based on the merit of each case.
- (v) Unused sick leave, in the event of resignation/ non-renewal of contract/termination of contract/in case of long illnesses, can be availed but cannot be set-off against the notice period.
- (vi) Taking of sick leave on false grounds with or without medical certificate becomes an act of misconduct and will attract appropriate disciplinary action.

**a) Earned Leave:**

All employees are entitled to 30 calendar days of earned leave per year with full pay. Probationary employees will not be granted annual leave during their probation period. However, they can avail of these on a pro-rated basis on successful completion of probation @ 2.5 days per month. Employees may carry over a maximum of 12 un-availed earned leave per year. However, accumulation beyond 60

days will not be permitted. Encashment of un-availed earned leave is not allowed. Any leave beyond 60 days not availed will lapse.

- (i) Earned leave applied by an employee can be put on hold or refused, in exceptional circumstances, when the organisation requires the services of the employee. In such cases, the leave may be availed at a later time as per the convenience of the employee.
- (ii) In case of an emergency, where an employee has to be recalled from leave at the discretion of the Director, the organization will cover the actual fare incurred on account of the return of the employee from the place of vacation to the place of work and permit the employee to avail the unutilised portion of the leave at a later date.
- (iii) Employees desiring to avail the earned leave must apply for it in writing to the approving authority / or his / her delegate at least 15 days in advance of the commencement of the leave. The earlier the better.
- (iv) Earned leave will not be approved for less than 3 days.

**b) Maternity Leave:**

- (i) All expectant women employees will be eligible for 12 weeks of maternity leave, which includes accumulated sick leave, with full pay. An additional 30 days can be availed without pay. This is applicable to both regular and contract employees with a prior application.
- (ii) In case of miscarriage/ or other specific gynec-related medical conditions an employee shall be entitled to 30 days leave. The request for such leave must be supported by medical certificate from a qualified registered medical practitioner.
- (iii) Maternity leave can be prefixed or suffixed with earned leave.
- (iv) In case of legal adoption, where the adopted child is less than 3 years, the employee is entitled to 15 days' maternity leave. On the basis of each case the duration of the leave could vary.
- (v) Maternity leave can be availed up to twice by an employee.

**e) Paternity Leave**

The spouse of the expectant wife will be eligible for 15 days paternity leave at the time of the birth of the child with full pay and allowances. This is applicable to both permanent and long term contract employees.

**f) Compensatory Leave**

Compensatory leave will be granted when the staff is required to attend office on holidays to complete the work of the organization to meet a deadline or because of other exigencies. Prior approval is to be obtained in writing for working on holidays from the appropriate authorities or her/ his delegate if an employee wants to do so.

- (i) Compensatory leave should be availed within a period of three months from the day it becomes due and will not be allowed to be split it into half day leaves.

- (ii) Compensatory leave can be combined with earned & casual leaves.
- (iii) Compensatory leave may be granted for the travel made on Sundays (whole day).

**g) Compassionate Leave:**

A maximum of 5 days leave with pay and allowances per occasion is permissible to attend the funeral of a member of the employee's family as defined below:

- (i) Parents of self or spouse
- (ii) Spouse
- (iii) Children (including legally adopted children)
- (iv) Siblings
- (v) Employees having no leave available to their credit, may request for leave without pay, under exceptional circumstances. It must be clearly understood that during leave without pay, each calendar day shall be recorded as a day without pay.

**h) Leave without Pay**

- (i) This is a privilege applicable to all employees but it is not a right.
- (ii) Approval of leave without pay is at the discretion of MPSSS' management.
- (iii) When employee takes leave without pay, the amount deducted from their compensation package is the total daily compensation multiplied by the number of days of leave without pay.
- (iv) This information has to go to the finance immediately so that salary administration and other related aspects can be addressed in time.

**i) Professional Leave**

- (i) A Staff may receive a maximum of ten days leave of absence in a year for attending training programme, workshop or conference at his own cost. Competent Authority shall approve such leave based on the relevance of the programme to professional development of the staff.
- (ii) Professional leave is approved on an individual basis.
- (iii) Professional leave cannot be accumulated

**2.3.3 Public / Office Holidays**

MPSSS shall observe 12 holidays in a calendar year. Of these, New Year's Day, Republic Day, Dussehra, Good Friday, Independence Day, Gandhi Jayanti, Christmas Day, Eid ul Fitr and Deepavali are non-negotiable. The remaining 3 holidays may be chosen by staff from a list of the optional holidays each year and obtain management's approval for the same.

Any other holidays declared unexpectedly or if for any unavoidable reasons or the city/ state is totally paralysed due to strike/bandh, the office must be closed on that day, and make up the loss of work on any holiday.

**2.3.4 Travel**

- (i) All travel (local and outstation) requires permission from the appropriate authority.
- (ii) Staff should ensure that they make use of the most economic means of travel (II class sleeper by train and bus) when undertaking official travel.

- (iii) In exceptional cases the Director may allow higher class rail travel.
- (iv) All outstation travels need approval from MPSSS Director.
- (v) Travel reimbursements will be on the basis of claims supported by rail / bus tickets and approval by the supervisor / director as applicable.
- (vi) Cost of daily commutation to and from office to attend work is not reimbursable.
- (vii) Cost of food while on official trips can be claimed on actual basis with support documents (bills / cash memos / certificates) approved by supervisors.
- (viii) If available, employees may make use of office vehicles with approval for local and outstation travels.
- (ix) All employees allowed to self-drive office vehicle must possess valid driving licences, which will be verified by administration authorities regularly.

### **2.3.5 Promotions**

Employees competing for promotions to higher positions shall generally be considered on the following criteria:

- i. Requisite qualification and experience
- ii. Job knowledge
- iii. Skill requirements/competencies of the job
- iv. Performance history of past 2-3 years
- v. Demonstrated leadership qualities and teamwork.
- vi. Value-based and job related behaviour in the past.
- vii. Promoted employees will be given a higher level of salary appropriate to the increased responsibilities but it necessarily does not need to be the same drawn by the person previously occupying the post. Vacancies will be posted internally and externally and internal candidates will be given equal opportunity to compete with external candidates.
- viii. In case a sudden vacancy of a higher level needs to be filled immediately with an internal candidate from a lower level, he/she may be given an 'acting' responsibility by MPSSS Director in consultation with the Dy. Director and the Governing Board, till normal recruitment to the position can be held and an appropriate allowance for carrying out the additional responsibilities will be provided.
- ix. As per MPSSS policy, staff selection for a vacant position or a new position is through advertisements as stated in section 2.1.5 (b) & (c)

### **2.3.6 Separation from MPSSS**

A staff may separate from MPSSS on any of the following grounds:

#### **a) Retirement**

- (i) The superannuating age for regular employees of MPSSS is 60 years. The last working day of the retiring employee would be the last working day of the month of the registered date of birth. The person may be re-hired on contract after retirement on an annual basis by the management.
- (ii) The retiring staff shall be informed about the impending retirement about six months in advance so as to prepare him or her for retirement and also to assist him/her for post retirement life.

(iii) The retired staff may also be engaged in part-time or consulting position if such vacancy exists and if the said staff is found suitable by the Competent Authority

(iv) MPSSS may give a retirement benefit of a sum calculated in the following way, if he/she has completed 5 years of service in the organisation. The rate of benefit is fifteen days' wages (basic plus dearness allowance) for every completed year of service at the rate of wages last drawn by the employee. The formula is:

$$\frac{\text{Last salary drawn} \times 15 \times \text{number of years}}{26 \text{ working days}}$$

The staff may choose to receive the said amount at a time or in installment so as to meet his post retirement financial plan.

(v) On retirement, the staff will also be entitled to the benefits of other savings and group insurance schemes that are in force if the concerned staff remained a member of the same.

### **b) Resignation**

(i) An employee can resign from the service of MPSSS by giving the required notice in writing (30 days in advance) or forfeiting a months salary, as specified in their contract letter / appointment letter.

(ii) The resignation becomes effective as soon as it is accepted in writing by the management. An employee may not be permitted to withdraw his resignation after it is accepted. However, the resigning employee shall render normal service to MPSSS during the notice period.

(iii) The staff cannot avail accumulated leave during notice period.

(iv) All resigning employees shall submit a 'No Claim Certificate'.

(v) The staff has to complete the prescribed exit procedure.

(vi) Final pay and other entitlements if any will be released after the exit procedure has been completed.

(vii) A relieving order will be then issued to them by the management

**c) Death:** In the event of an employee's death, the final pay settlement will include their

(i) total monthly compensation for that month, any other payments due will be made to the employee's designated nominee after deduction of the applicable income tax or any other pending dues.

(ii) insured claims under social security schemes of the organisation can be claimed by the nominees directly.

### **2.3.7 Termination of Services**

**a) Medical grounds:** During the on-going employment period MPSSS management retains the right to terminate the services of an employee by giving three month's notice in writing or three month's pay in lieu, on medical grounds. (e.g. continuous illness of an employee for more than six months in a year or due to physical or mental disability as certified by a medical practitioner).

**b) Termination on Disciplinary Grounds:** During the on-going employment period, management retains the right to terminate the services of an employee without notice or on payment of one month's salary in lieu of notice on disciplinary grounds. In such instances, the employee shall receive all pending dues. However, the matter of

terminal benefits shall be decided, keeping in view the gravity of the charges proven against the employee.

**c) Termination due to Reorganization:** MPSSS being an organization employing staff on the basis of project support received from external funding agencies, it may face a crunch of project funding and may be compelled to downsize its operations and staff strength. During such eventuality, MPSSS retains the right to terminate the services of an employee by giving one month's notice in writing or one month's pay in lieu of notice. Other reasons for reorganisation of MPSSS could be change in programme priorities, re-adjustment of work, reduced size of operation, change in geographical focus etc. In such cases, the employee shall receive all eligible dues.

In the event of separations from MPSSS the following documents are required:

**d) Exit/Clearance Procedure and Exit Interview**

(i) All regular faculty/staff must go through the office of the Competent Authority to conduct exit/clearance procedures if they are going to be separated from MPSSS.

(ii) The final paycheck and the retirement benefits, as eligible, will not be issued until the person has completed exit/clearance procedures.

(iii) Person is responsible for handing over charge to reporting authority or his/ her designated person, along with (a) returning files, documents, equipment, keys, user ID & password of computers access, if any, and other MPSSS property; (b) returning library books to the library; (c) settling financial matters - advance, loan, etc., with the accounts, (d) depositing any inventory collected from stores, etc.

(iv) Person should leave stamped, self-addressed envelope with the office of Competent Authority if he wants his/her posts to be forwarded.

(v) The concerned staff is encouraged to participate in an exit interview to be scheduled by the office of the Competent Authority

**(vi) To be received from the staff:**

1. In case of resignation, letter of resignation.
2. 'No Claim Certificate'
3. ID Card (if one has been issued to the employee).
4. Details of all documents kept in the custody of the person both hard and soft copies and list of the pending work as on date of departure.
5. Any other properties / office items of MPSSS with the individual.

**(vii) To be provided by MPSSS:**

1. One month notice in the form of a letter in the event of non- renewal of contract/ termination/ continuation of contract
2. Form 16 (if applicable)
3. Experience Certificate/ Service Certificate (on request). However, MPSSS retains the right for withholding certificates in situations including, but not limited to: failure on the part of staff to return MPSSS property / reconcile all outstanding payments / failure of the staff to sign the "No claim Certificate" or if the staff has initiated legal action against the organisation, or supporting agency, etc.

### **2.3.8 Jurisdiction & Amendments**

#### **a) Jurisdiction**

MPSSS can sue and be sued only within the jurisdiction of courts of Bhopal, Madhya Pradesh. All disputes arising from the Rules & Regulations as outlined in service rules /HR manual will be settled only within the jurisdiction of the court as mentioned above.

#### **b) Amendments**

The rules and regulations listed out in this Manual for HR Management may be amended, altered or rescinded at any time deemed necessary by the Governing Board and shall be superseded by such amendments. Amendments if any, shall be communicated to all employees by a notice issued by the Director in this regard.

### **2.4 Performance Management System & Promotions**

#### **STANDARD**

Performance Management System is used to assess an individual's performance and potential for development with a view to build competencies and reinforcing positive attitudes and value based behavior. Each employee's contribution is recognized and rewarded appropriately. Opportunities for personal and professional growth will be provided in areas of improvement identified, leading to greater commitment and personal satisfaction.

#### **2.4.1 General**

MPSSS considers it very important to assess the performance of each employee against planned results so that it can recognise / appreciate / reward deserving employees, make efforts to bring under-performers to satisfactory levels of result achievements and replace non performers. MPSSS' performance

management system comprises performance planning, feedback and counselling system, assessment, recognition and capacity enhancement mechanisms. Performance assessment will be against set performance objectives and value-based behaviour in the exercise of their job responsibilities.

#### **2.4.2 Principles of Performance management system:**

- a) Link plans to the short-term goals which is in line with the overall vision and mission of the organization as well as its immediate strategic objectives
- b) Focus on priority results (not routine activities) related to strategic objectives.
- c) Ensure regular feedback from colleagues and field associates / partners.
- d) Link merit increases to performance appraisals / results.

#### **2.4.3 The system basics**

##### **a) Job Description (JD) specific to each job / employee.**

- i. The management will give clear job description to each employee, which will state the designation / title of the job and responsibilities specific to the job described in the appointment letter.
- ii. Clear mention will be made regarding level of commands / reporting to and taking responsibilities in the absence of supervisors.
- iii. The JD will be developed and finalized in consultation with immediate supervisor, approved by the Director and will be given to the employee within 30 days of his / her joining duty.
- iv. The JD should be signed by the employee as a sign of acceptance and by the supervisor as a sign of approval.

**b) Performance planning** (selecting achievable, results-based objectives from the short-term organizational plan).

- i. Performance plan for the year for each employee will be prepared specifying realistic objectives and respective results to be achieved during April each year.
- ii. This plan is to be worked out in consultation with the immediate supervisor and approved by the Director.
- iii. It should then be signed by the employee and a copy is given to him /her and another is filed in respective personal file.
- iv. The employees should revisit their approved performance plans at least once in a quarter along with the supervisor to ensure that result achievements are progressing satisfactorily.

**c) Capacity Enhancement** (training, learning and skills development of employees)

- i. Identified common training needs of MPSSS employees will be addressed by the organisation by arranging trainings for appropriate levels of staff using suitable resource personnel.
- ii. In case of individual training needs (skills /knowledge) to enhance their job performances identified and recommended by respective supervisors during their appraisals, concerned individuals may be sponsored to attend suitable trainings at institutes / organizations providing these.
- iii. Expenses for all trainings including travel, boarding and lodging, course fee etc. of sponsored trainings also will be met by MPSSS.
- iv. For all training related issues, the decision of MPSSS Director will be final.

**d) Feedback System**

- i. At least one mid-year feedback (in case of probationers - after each 3 months) an employee performance review is to be conducted.
- ii. A brief note on this review and related counselling provided shall be prepared and signed by both employee and supervisor and maintained in the employee's personal file. This will facilitate and provide references for year-end appraisal (performance review at the end of the financial year).
- iii. Supervisors will use the quarterly revisit of performance plans to identify weak areas as well as strengths of each employee and provide appropriate feedback in terms of guidance and counselling to encourage and motivate employees to improve their performance and personal growth.

- iv. Concrete observations arising from the review/counselling sessions along with the suggestions made for improvement should be recorded in the employee files to assess improvement in the performance of each employee.

#### **e) Assessment / Recognition/ Reward / Penalties**

Annual performance appraisal will be conducted in March of each financial year. This is very important as it is during this exercise that the employee's achievements /shortfalls of his/her performance objectives and results for the year will be critically measured on the basis of the set objectives and the findings of the quarterly / half yearly reviews. Each employee will be rated for his/her performance on pre-determined common scale.

- a) The system provides a platform for interaction, discussion and sharing of the observations / rating of the employee with the management.
- b) Rewards, recognition and penalty will be based on the quarterly / half yearly and annual assessment, its rating and personal interview at the end of the financial year. The employee's job related behaviour in line with the value system of the organisation would also be considered for deciding on rewards including promotion as well as for any penalties.
- c) Performance appraisals and related documentation are treated strictly confidential. Only the top management, the immediate supervisor and the employees concerned will have access to the results.
- d) All MPSSS employees in service for six months or more shall be assessed during the month of March, just prior to the end of the financial year. A signed copy of the appraisal will be provided to each individual employee after the appraisal reports are approved by Management

#### **2.4.4 Implementation of Performance Management System**

- a) MPSSS management will put in place appraisal system/formats for assessment.
- b) Supervisors and employees are responsible for ensuring that each employee's yearly performance plan has been developed, finalized, signed by both employee and supervisor / management and a copy of the same will be provided to the concerned employee by April 30<sup>th</sup> of each year.
- c) Supervisors will be responsible for conducting quarterly reviews in the month of July, October and January for each employee for continued encouragement and feedback for improvement.
- d) The mid-year review and counselling could be combined with the 2<sup>nd</sup> quarter review in October. Supervisors will be responsible for ensuring the half-yearly review and counselling of each employee in the month of October each year.
- e) MPSSS management will initiate the yearly assessment / review process from the 2<sup>nd</sup> week of March which will include:
  - (i.) Staff submitting annual self-appraisal report in a prescribed format to the reporting authority,
  - (ii.) Self-appraisal report is discussed between the staff and the reporting authority on a mutually convenient date and time, in a non-threatening way,
  - (iii.) Reporting authority will forward the self-appraisal report along with the mutually agreed points to the Competent Authority

- (iv.) By March 25<sup>th</sup> all employees should have completed their yearly appraisal review.
- (v.) By the first week of April, the management should share the results of the review with the concerned employees

**Note:** If an employee fails to perform as per his /her performance plan, managers shall draw up a Performance Improvement plan for the concerned employee for a period of six months in consultation with the management and the employee. During this period the employee is expected to improve his/her performance to the expected levels. Failing to meet these expectations within the stipulated/extended time frame the employee may be terminated from service. However, the ultimate decision may rest with the Director.

## 2.5 TRAINING AND DEVELOPMENT

### STANDARD

An environment that encourages staff development will help the organization to become more effective. The Training and Development needs of MPSSS are planned to ensure that all staff members receive regular need based training to maximize their contribution and undertake greater responsibilities.

#### 2.5.1 Need Analysis and Job training:

a) As a dynamic and growing organization, MPSSS will periodically analyse and identify the job/skill requirements and avenues of capacity enhancement for its staff. This process would help identify required new positions as well as allow re-organisation and re-assignment of current jobs & responsibilities.

b) MPSSS therefore, is committed to the professional development,

knowledge and skill improvement of all employees so that job performances, work efficiency and effectiveness ensures better results towards the overall vision and mission of the organization, as well as the individual's personal growth. In fact, MPSSS believes that it is in developing its personnel and their potential that the organization itself can develop and grow.

**2.5.2 Process:** A training need analysis of the organization in respect of its capacity enhancement, work requirements and personal growth for its staff will be done once a year. The annual performance appraisal of its employees will have direct bearing on further training for them – taking in to consideration the scope of his /her job in the future as well as desire and capacity of the individual in various levels of scale up.

The MPSSS will make every effort to have an annual training plan and budget included in its annual budgeting and expenses of trainings will be met from this provision.

#### 2.5.3 Post-Course Report:

All employees upon attending any sponsored training programme will make a written report and supplement the same with a presentation to the rest of the colleagues in the office. This will be considered as an important part of every such training. The intent here is to comprehend and multiply newly acquired skills by the employees and formulate action plans incorporating / applying the newly acquired skills and knowledge in to the

day-to-day work of employees. Those attending the programme, especially outside programmes will ensure that the resource materials received as part of the training are made available to the documentation section to be later shared by other interested staff of the organization.

#### **2.5.4 On the job training**

- a) 'On-the-job-training' is a stage for capacity building for the existing or new staff. The reporting authority will work out a programme for training during the 'on-the-job-training' period. The candidate will work under the supervision of the reporting authority. The period will be used by both by candidate and the reporting authority for developing competency rather than delivering output.
- b) All the fresh recruits, without prior experience and without a professional degree at Bachelors or Masters level will be placed for 'on-the-job-training' for a period of one to three months, prior to being placed under probation, as decided by the Competent Authority.
- c) On successful completion of 'on-the-job-training', at the recommendation of the reporting authority, the candidate will be placed in probation.
- d) The period during 'on-the-job-training' will not be counted as part of probation period.
- e) A candidate during 'on-the-job-training' can be terminated by the reporting authority with one-day notice, with intimation to the Competent Authority.
- f) A candidate during 'on-the-job-training' can tender resignation with one-day notice.
- g) Candidate during 'on-the-job-training' will be entitled to all benefits available during probation period.
- h) A regular employee may also be placed on 'on-the-job-training', if deemed necessary by the Competent Authority, on transfer to another job in the same organization. Such a staff will continue to enjoy all the benefits of a regular employee.

#### **2.5.5 Person-Job Match**

- a) Conscious efforts will be made to provide appropriate match between the competency and attitude of staff and the requirements of a job.
- b) Annual performance appraisal will be used by the staff to understand his/her strengths and weaknesses, interests and competencies to perform better in the present job. The reporting authority should also record his or her assessment and observation.
- c) In spite of limited scope and opportunity to address every need in the given organizational setting, the Competent Authority will take into considerations the feedback and take appropriate steps to provide for Person-Job match. In order to provide for Person-Job match, appropriate and feasible inputs will be made for job enrichment, job rotation or job enlargement.
- d) Appropriate training programs and expert assistance may be sought from time to time for job analysis and expert inputs for job enrichment, job rotation or job enlargement.
- e) The reporting authority and mentor are expected to provide on-the-job training to staff; to try to develop staff to their fullest potential so as to generate interest in staff and find better match in their work.

### **2.5.6 Career Planning**

- a) MPSSS recognized the need for opportunities for career growth of a staff, within the existing organizational set up.
- b) Annual performance appraisal will be used by the staff and the reporting authority to undertake an exercise to articulate the career growth needs of a staff and review and commit the following;
  - (i) Jointly articulate relevant job related competency of the concerned staff
  - (ii) Staff identify the pragmatic short-term and long-term career goals of the staff
  - (iii) Jointly lay down the required inputs and outcome in terms of training, learning, performance, etc for achieving the career goals
  - (iv) Staff prepare an achievable one to three years plan of action for him or her to do
- c) MPSSS will provide support and opportunity to a staff to achieve his/her goal, without compromising performance on the existing job and without financial implication to MPSSS. Support could be in the form of flexibility in work hours, without pay leave for professional growth for attending training, etc.
- d) A staff may ask for mentoring assistance from any staff at MPSSS through the office of the Competent Authority
- e) Every supervisory staff shall consciously work towards preparing subordinate staff for higher job responsibilities by delegating some of his/her responsibilities from time to time.
- f) Grooming second-line leadership in every supervisory level should be part of career planning responsibility of supervisory staff.

### **2.5.7 In-house Training**

- a) MPSSS will create opportunity for every regular staff to attend at least one in-house training programme in a calendar year.
- b) In-house training program will be organized from time to time within the organization, with or without outside resource persons, for developing competency of the staff and keeping them updated so as to perform better.
- c) In-house training program may include case conference, training workshop, orientation program, guest lecture, or special staff meeting for staff to present their work and get feedback from others.
- d) Attending in-house training program is only by the invitation of the organizing official at MPSSS or at the insistence of the reporting authority.
- e) Reporting authority is encouraged to allow staff to attend and work outside office schedules for professional growth.

### **2.5.8 External Training**

- a) Every regular staff may request for sponsorship from MPSSS to attend at least one training program outside the organization in a calendar year. Duration of such a program should normally not exceed 10 days, unless otherwise permitted by the Competent Authority as a special case.
- b) Maximum permissible amount towards registration fee including board and lodge, for a staff for attending a training will be determined by the Competent Authority.

If the cost of the training exceeds this amount, the same should be met by the staff. The staff may be paid the travel cost as per MPSSS rules for attending the program.

- c) Any request from a staff seeking support from MPSSS for attending an external training program must be submitted to Competent Authority through the reporting authority. The application must accompany supporting documents about the event, etc.
- d) For attending an external training program, the leave of absence will be treated on duty.
- e) External training program may include case conference, training program, workshop, orientation program, guest lecture, conference, etc organized by organization outside MPSSS and by organizations other than MPSSS.
- f) It is not a matter of right to get sponsorship for attending external program. Decision of the Competent Authority is final.

### **3. PART III CODE OF CONDUCT/GRIEVANCE REDRESSAL**

#### **STANDARD**

**By making the rights, obligations and expectations of the relationship clear to both parties, with the help of well-defined code of conduct, reduce Conflicts and Grievances.**

#### **3.1 Record of office Attendance & Reports:**

**3.1.1** All employees should mark their attendance in office on the attendance sheets maintained marking their time in and time out. Lunch break will be of 45 minutes beginning at 1.00 pm.

**3.1.2** Project Officers posted in the field and

Field Staff will submit report on their daily engagements and work. Staff visiting field from office too will submit report on their field visits and accomplishments on return from the field.

**3.1.3** Project Officers/Field Staff should submit a copy of their tour itinerary to the Director regularly together with their claims for reimbursement of travel expenses in the prescribed formats.

**3.1.4** It is the responsibility of each employee to ensure that his/her attendance sheets are marked up-to-date/complete, all due reports for the month have been submitted and leave records, if any for the month, are also up-to-date, to facilitate preparation and payment of their monthly salary in time.

#### **3.2 Code of Conduct**

##### **3.2.1 Professionalism**

MPSSS recognizes the professionalism and diligence of its staff. Their continued dedication in carrying out their assigned tasks is essential to the mission of MPSSS. All staff are expected to conduct themselves in a professional manner when carrying out their assigned responsibilities. All staff must conduct themselves in an appropriate and orderly manner, demonstrating mutual respect for others.

##### **3.2.2 Behavior and Common Courtesy**

When contacting anyone in any manner, especially on MPSSS work, staff shall do so in a courteous manner. Every staff shall at all times endeavor to conduct himself or herself in a manner that reflects credit upon his or her work and the MPSSS. Any behavior on the part of a staff that is rude, discourteous, disruptive, threatening or disrespectful is considered undesirable under any circumstances and will be grounds for discharge.

**3.2.3** *Other Occupational Interests.*

- (i) The work of MPSSS shall have precedence over other occupational interests or engagements of the staff, except on medical or other reasonable grounds.
- (ii) Staff cannot do anything that will conflict with their position with MPSSS or with the proper discharge of duties at MPSSS.
- (iii) Staff are cautioned not to engage in outside work which impairs their physical or mental abilities to perform their job at MPSSS.
- (iv) Part-time employment or other engagements for salary, wages, or Commission, and all self-employment must be reported to the Competent Authority if any. In case of disapproval by the Competent Authority, the concerned staff must submit compliance report.
- (v) A staff who sustains an injury or illness in connection with outside economic engagement shall not be entitled to receive paid sick leave.

**3.2.4** *Off-Duty Conduct*

MPSSS recognizes the right of staff to discretionary use of their off-duty time as long as such activities do not adversely affect their work at MPSSS, represent a conflict of interest, potential concern, liability to MPSSS or reflect discredit upon MPSSS. For that reason, staff that engage in or are associated with illegal or immoral conduct, the nature of which adversely affects the public trust and confidence in MPSSS, or brings embarrassment or ridicule on MPSSS or affects their own ability or credibility to carry out their assigned responsibilities, may be subject to dismissal or other disciplinary action.

**3.2.5** *Use of Intoxicants*

No staff shall use intoxicating beverages or drugs of any kind while on duty, nor shall a staff report for duty while under the influence of an intoxicant or drug, unless such drug has been certified by a licensed physician as a drug that will not impair the work of the staff. Medications prescribed by a physician and certified by the physician not to impair the staff's ability to work may be taken during working hours as prescribed. "Under the Influence: as used in this HRM Policy shall mean to have one's physical or mental faculties affected in any observable manner.

**3.2.6** *Use of MPSSS-Owned Equipment*

All MPSSS-owned equipment and computers including data storage devices, printers, monitors, etc. and the data contained thereon, is the sole property of MPSSS. All staff shall use MPSSS-owned equipment only in the manner authorized by the Competent Authority. There shall be no personal use of such computers and equipment unless authorized by the Competent Authority. MPSSS staff shall abide by the software license agreement, if any, of all software purchased by MPSSS.

**3.2.7** *Personal Indebtedness*

It is expected that each staff of MPSSS will keep his personal affairs arranged in such a way that MPSSS will not be embarrassed by the staff's excessive personal indebtedness.

**3.2.8** *Disclosure of Confidential Information*

No staff shall, without the approval of the Competent Authority, disclose confidential information concerning MPSSS and its affairs. Nor shall he or she under any circumstances use such information to advance the personal, financial, or other private interests of himself or others.

**3.2.9** *Political Activity.*

Every staff has a civic responsibility to support good government through every available means and in every appropriate manner. No MPSSS staff shall engage in any political activity while on duty or shall hold any elected office in state or position in a political party. Staff may not use his/her position at MPSSS to publicize oneself or direct attention to.

**3.2.10** *Use of Official vehicles*

Official vehicles shall not be used for purpose other than it is approved for. Unauthorized use may include use for political campaigns, personal or recreational activities. A staff who is in need may be authorized to take a vehicle to his residence by the Competent Authority.

**3.2.11** *Non-discrimination*

No discrimination shall be exercised, against or in favor of any applicant, competitor, or staff because of his race, religion, national origin, political beliefs, or sex.

**3.2.12** *Harassment*

Harassment in any form shall not be tolerated and may lead to dismissal of the offenders. In addition, MPSSS expressly prohibits any form of sexual harassment and seeks to guarantee all staff the right to work in an environment free from such harassment.

**3.2.13** *Accepting Gifts*

a) No staff of MPSSS shall accept any gift, whether in the form of service, loan, thing, or promise from any person who, to the staff's knowledge, is interested directly or indirectly in any manner whatsoever in business dealings with MPSSS.

b) No official or staff shall accept any gift, favor, or thing of value that may tend to influence that staff in the discharge of duties. No official or staff shall grant in the discharge of duties any improper favor, service, or thing of value. Any violation of this section shall subject the staff to dismissal or other disciplinary action.

c) Reporting authority must provide reasonable opportunities to their subordinate staff to discuss issues of concerns at work.

d) Except as specifically approved by the Competent Authority, no staff shall solicit pledges or contributions for any cause during working hours.

e) MPSSS is to be a smoke-free organization. No person shall undertake or permit smoking within any MPSSS indoor facility designated as 'smoke free zone'.

f) Staff shall comply with the applicable law, MPSSS policies, and reasonable rules established by the reporting authority.

g) Any allegation that a staff has not complied with these standards shall be reported to the Competent Authority.

- h) Failure to follow standards of conduct or conduct themselves in accordance with MPSSS policies & rules will be grounds for dismissal or other disciplinary action.
- i) Discipline or other action, if found to be warranted, shall be administered in accordance with the law and any applicable HRM policy of MPSSS.
- j) Final interpretation of this policy is the responsibility of the Competent Authority.

### **3.3 Office Discipline and Decorum**

- 3.3.1** In normal conditions, MPSSS office follow a five and a half day work week - 44 hours per week (inclusive of lunch break). However, field trips, emergency response situations, and task deadlines may result in varied hours work per week, depending on the situation, and employees shall respect these and cooperate.
- 3.3.2** The official timings are from 9:30 a.m. to 5:30 p.m. Lunch break is normally from 1:00 – 1.45 p.m. Due to climatic extremes, management in consultation with the staff may shift work timings to more convenient hours of the day but will ensure that total office hours per day remain the same.
- 3.3.3** All employees shall be at work on time and at the place assigned to them. Habitual late comers shall be liable for disciplinary action.
- 3.3.4** Absence from office beyond the permitted hours and times in a month will be treated as ½ day Casual leave.

### **3.4 Other Disciplinary norms.**

- 3.4.1** All employees will respectfully interact with colleagues and outsiders.
- 3.4.2** All employees must devote working hours solely for the service of the Agency.
- 3.4.3** Office premises shall be kept neat and clean.
- 3.4.4** Smoking is strictly prohibited in office premises and in its vehicles. This policy extends to all personnel regardless of age, sex or position within MPSSS and extends to all visitors to MPSSS, as well as participants in meetings.
- 3.4.5** Any employee who needs to work in the office beyond normal office hours should get the permission of their supervisor, and inform Admin accordingly.
- 3.4.6** All office equipments are to be used carefully and as per need. Staff are required to switch off lights, fans, coolers, stabilizers, air-conditioners, etc. when leaving or when not required.
- 3.4.7** No employee shall disrupt the work of fellow employees.
- 3.4.8** No employee shall pass on any confidential information about the Agency to anybody outside.
- 3.4.9** No employee is allowed to remove any official material from the office without permission of the Director.
- 3.4.10** Every employee is required to notify any change in address or telephone number within 48 hours of such a change for official records.
- 3.4.11** Deliberate violation of office discipline and decorum would attract disciplinary action.

### **3.5 Harassment - Definition**

**3.5.1** Work place harassment can take many forms. It may be, but is not limited to: words, signs, offensive jokes, cartoons, pictures, posters, email jokes/statements, inappropriate material downloaded onto computers from internet systems, pranks, intimidation, physical assaults or contact, or violence. These forms are not harassment in themselves; rather they can become harassment if they are found to be unwelcome by the targeted individual or if they contribute to a working environment in which the targeted individual or other staff feel uncomfortable.

**3.5.2** Harassment is not necessarily physical in nature. It may also take the form of verbal activity, including derogatory statements directed to the targeted individual, but taking place within their hearing. Other prohibited contact also includes taking retaliatory action against an employee for discussing or making a harassment complaint.

### **3.6 Staff Responsibility**

**3.6.1** All employees, particularly supervisors/senior staff have a responsibility not only for keeping MPSSS office free from harassment, but also for creating and maintaining an open and supportive environment in which all staff feel safe and comfortable enough to work and also report any alleged incidents of harassment to their supervisors.

**3.6.2** Employees, who become aware of an incident of harassment, are strongly encouraged to report it to their supervisor. All supervisors should be aware that it is their responsibility to immediately inform the Director of any alleged incident of harassment. This responsibility is not optional and as such MPSSS will hold accountable all supervisors who fail to take this responsibility seriously.

### **3.7 Harassment redressal**

**3.7.1** Management would make every effort to establish and maintain the feeling of security and safety at MPSSS work places. However, harassment including sexual harassment may occur and the management would make every effort to maintain the privacy and confidentiality of the involved and will initiate appropriate course of investigation and ensure that it is conducted in an objective and unbiased manner, presuming that staff are innocent until proven guilty. Further, the investigation must:

- a) be conducted in a comprehensive, yet timely manner, ensuring that the object of the alleged incident is informed of their rights and opportunities for counseling,
- b) be careful not to “victimize the victim” by inappropriately insinuating that the person somehow was responsible for the alleged incident, protect staff from any potential retaliation.

**3.7.2** Management will put together an investigation team to enquire in to the allegation and appropriate action including dismissal from service may be effected based on the seriousness of the wrong done to the victim. At the same time, if it is determined that an employee has filed a complaint of harassment while knowing it to be false or untrue, that employee will also be subjected to the same punishment.

### **3.8 Sexual Harassment**

#### **3.8.1 Definition**

Sexual harassment is a specific form of harassment as described above, and may include Physical contact/advances, sexually colored remarks, showing pornography, requests for sexual favors, any other unwelcome physical, verbal or non-verbal conduct of sexual nature which:

- a) has the purpose or effect of creating an offensive, hostile or intimidating environment,
- b) interferes with the job performance of staff in the office , and/or
- c) is made a term or condition of employment or compensation, either implicitly or explicitly.

### **3.8.2 Protection from Sexual Harassment at Work Place**

It shall be the duty of the management to prevent or deter the commission of acts of sexual harassment and to provide procedures for resolution, settlement or prosecution for acts of sexual harassment by taking all steps required. The Director of MPSSS or person in charge should take the following steps:

- a) Prohibition of sexual harassment as defined above at the work place should be notified, published and circulated in appropriate Rules.
- b) If any one is found guilty of the above act, the same may be taken into account and the penalty imposed on the offender as per Conduct Rules.
- c) Where such conduct amounts to a specific offence under the Indian Penal Code or under any other law, the management shall initiate appropriate action in accordance with the law by making a complaint with the appropriate authority.
- d) Besides the investigation team appointed for sexual harassment investigations, the Management may nominate an additional woman.
- e) Staff responsibilities, investigation procedures, and implications for employees are the same as those described above for all forms of harassment.

## **3.9 Misconduct**

**3.9.1** Any violation of the Rules & Regulations of the Institution mentioned in any part of this manual or announced through circulars / notices to the employees is a misconduct, which needs to be corrected through disciplinary action by the management.

**3.9.2** All employees should immediately inform their supervisors / Director any reported cases of fraud. The management will then decide on a case by case basis whether to report such incidents to the police.

**3.9.3** 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. As additional offences occur, appropriate penalties/corrective actions will be devised and implemented by the management.

1. Dereliction, non-performance, or negligence of duty
2. Sleeping or loitering during duty hours
3. Habitual absence without leave
4. Absence in spite of refusal of leave
5. Habitual late attendance
6. Wilful neglect of work and habitual negligence

6. Doing personal work during duty hours.
7. Taking or giving of bribes or an illegal gratification.
8. Acceptance of cash/gifts from any persons, vendors, partners, or other parties with whom MPSSS has an official relationship.
9. Causing wilful damage to or loss of employer's goods or property or destruction of any records and documents of the Organisation.
10. Theft, fraud or dishonesty in connection with MPSSS's business or property.
11. Conviction in a court of law for any offence involving moral turpitude.
12. Insubordination or other subversive acts of discipline
13. Acts of misconduct outside working hours that negatively affects day-to-day work of MPSSS or its reputation.
14. Disobedience of any order of the superior, sticking work whether alone or in conjunction with another or others.
15. Drunkenness, fighting, riotous or disorderly or indecent behaviour.
16. Consuming liquor within the office premises of MPSSS.
18. Threatening, abusing, assaulting, or harassing any other employee or partner.
19. Disclosure to external parties of any confidential information.
20. Refusal to accept any official communication in writing.
21. Misrepresentation of qualifications or information of any kind at the time of employment.
22. Refusal to accept a new work assignment or workplace from a supervisor.
23. Gambling within Agency's premises.
24. All forms of harassment.
25. Use of abusive/indecent language in office.
26. Making false / malicious complaints against any employee to higher authority.
27. Refusal to perform any emergency duty during or beyond the usual working hours or on holidays, ignoring orders from superiors.
28. Misuse of computer, internet (visiting of obscene sites / chatting through messenger), telephone and other facilities provided to the employee for the accomplishment of official work for personal and reasons unrelated to office work.
29. Driving under the influence of alcohol or other drugs.
30. Taking personal cash advances or loans from field partners/partner staff without the prior knowledge and consent of the supervisor.
31. Any association with organisations or institutions that are involved in activities, which are recognized as anti-national or terrorist.
32. Failure on the part of supervisors to take immediate and appropriate action on harassment complaints raised by staff.
33. Any other act, which constitutes an offence under any Government law or regulations.

### **3.10 Disciplinary actions.**

**3.10.1** MPSSS may take any one or more of the following disciplinary action, for sufficient reason, if an employee has been found guilty of misconduct.

#### **3.10.2 Steps involved in disciplinary action**

- a) Verbal warning
- b) Warning in writing/show cause notice

- c) Recovery from the pay, of the whole or part of any loss caused to the organisation by the employee's negligence, default of breach of any regulations or orders.
- d) Withholding of merit increment.
- e) Suspension on loss of pay and allowances for a period not exceeding 30 working days.
- f) Demotion to a lower post and/or salary reduction.
- g) Termination of contract/Dismissal from service

**3.10.3** Offences which provide sufficient grounds would be liable for immediate dismissal or demotion. In cases where there is high suspicion, but inadequate Documentation/evidence of an employee's involvement, the employee may be suspended without pay for up to 30 days until an investigation is completed.

**3.10.4** If the employee does not answer the show cause notice in writing within a reasonable period (maximum seven days), his /her employment with MPSSS will be terminated and his or her terminal benefits may be forfeited

**3.10.5** In the exercise of all the above procedures clear and sufficiently detailed documentation should be prepared and filed in respective employee files.

**3.10.6** Suspension:

For suspension of an employee for reasons of misconduct the following process will be followed:

- a) On receipt of a report in writing, the appointing authority may suspend an employee for any act of alleged misconduct, pending enquiry.
- b) The order of suspension shall take effect immediately on its communication to the employee. Charge sheet should be given within seven days.
- c) Leave will not be granted to an employee under suspension.
- d) During the period of suspension, the employee shall not leave station except with the written permission of the management.
- e) The suspended employee will be required to mark attendance at the place and time mentioned in the suspension order on every workday failing which he / she will not get subsistence allowance for that day.
- f) The suspended employee will get subsistence allowance subject to the conditions that he/she does not take up any employment during the suspension period.
- g) If a suspended employee fails to mark his/her attendance on any day he/she will not get subsistence allowance for that day.
  - (i) *Non-disciplinary Suspension.* During the investigation, hearing, or trial of a staff on any criminal charge or during the course of any civil action involving a staff, the Competent Authority may suspend the staff without pay for the duration of the proceedings as a non-disciplinary action. However, the investigation, hearing, trial, or civil action must involve matters that may form the basis for disciplinary suspension, demotion, or dismissal in order for the non-disciplinary suspension to be allowed.
  - (ii) Full pay and benefits for the period of non-disciplinary suspension may be authorized by the Competent Authority if the suspension is terminated with full reinstatement of the staff.

### **3.11 Subsistence Allowance**

**3.11.1** Where the enquiry contemplated or pending is internal, the subsistence allowance

shall be for the first ninety days from the day of suspension, and it shall be equal to 50% of the total monthly salary.

**3.11.2** If the departmental enquiry is prolonged and the employee continues to be under suspension for a period exceeding ninety days, the subsistence allowance shall for such period be equal to 75% of of the total wages.

**3.11.3** When such enquiry is prolonged beyond a period of ninety days for reasons directly attributable to the employee, the subsistence allowance shall for the period exceeding ninety days, be reduced to 50% of the total wages.

**3.11.4** On conclusion of the internal enquiry, if the employee is found guilty of the charges framed against him/her and an order of dismissal is passed, he/she will be deemed to have been absent from duty during the period of suspension and shall not be entitled to any remuneration for such period and the subsistence allowance already paid to him/her shall not be recovered.

**3.11.5** On conclusion of the internal enquiry, if the employee has not been found 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.

## **3.12 Procedure of Domestic Inquiry**

**3.12.1** No punishment as shall be ordered except after the employee concerned has been informed in writing of the alleged misconduct and given an opportunity to explain to the satisfaction of the management the circumstances alleged against him/her. A charge sheet may be issued calling for the explanation of the delinquent employee. In the event that the management is not satisfied with such an explanation, and punishment /action is contemplated, an officer or team may be appointed to conduct the internal enquiry. The employee may be dismissed if convicted by a court of law for any criminal offence involving moral turpitude. Accordingly:

**3.12.2** 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.

**3.12.3** In the case of a major misconduct, there shall be a recorded enquiry. However, no such enquiry will be necessary if the employee concerned admits the charges in writing.

**3.12.4** 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.

**3.12.5** 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.

**3.12.6** The management shall appoint an enquiry officer/team, if it decides to proceed with the enquiry.

**3.12.7** If an employee refuses to accept any communication issued by the enquiry officer/team, 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.

**3.12.8** The employee shall be permitted to have a co-worker assist him/her during the enquiry.

**3.12.9** The employee shall be permitted to produce witnesses for his/her defence and to cross-examine witnesses against him/her.

**3.12.10** The enquiry officer/team shall submit his/her/its findings to the management along with a record of the evidence collected from either side.

**3.12.11** After the receipt of the findings of the enquiry officer/team, the management may drop the case or issue a show cause notice to the employee along with the findings of the enquiry officer/team and indicate the proposed disciplinary action and ask the employee to explain why the proposed action should not be taken.

**3.12.12** After considering the employee's reply, the management may take such disciplinary action as it thinks fit.

**3.12.13** 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.

### **3.13 Grievance Procedure**

**3.13.1** Any employee who feels that he/she is unjustly treated, in the discharge of his/her duties either by the Management or by a colleague or a subordinate will be provided a forum in the form of a grievance committee constituted according to the gravity of the issue. It will have a nominee of the Management and a senior member of the staff besides others as felt required.

**3.13.2** However, the effort in all cases should be that the aggrieved report the matter verbally to his/her immediate supervisor and the supervisor discuss the issue with both parties and settle it amicably. If this effort is not successful, a written report should be obtained from the complainant and submit the same to the Director with a brief report on the initial effort for the negotiated settlement. The director will then constitute the grievance committee as described above to study the complaint from all perspectives and conduct fresh discussions with both parties again and finalise a course of action in consultation with the Director.

**3.13.3** If, however, the employee who lodged the grievance is not satisfied with the decision of the Committee; he/she may approach the Director for settlement. If the

Director deems it fit he may appraise the Chairman on the issue and seeks his opinion too for arriving at an appropriate decision that protects & safeguards the best interest of the organisation.

**3.13.4** This procedures have been provided so that disputes and differences, if any, are mutually and amicably resolved and settled as a family within the Institution.

### **3.14 Right of Appeal**

Any employee aggrieved by the decision of the management may file an appeal in writing to the Chairman of the Governing Board of MPSSS within fifteen days of the date of the decision. The decision of the Chairman of the Governing Board shall be final.

### **Conclusion**

We have adopted the Human Resource Management policy for MPSSS. Now it is in the hands of the employees and the management to see that it is followed for the betterment of the organisation and the employees. *William Dyer*, one of the management experts once asked: “How can we set in motion the kinds of actions that will allow us to work together and get our goals accomplished and leave us feeling good about ourselves and each other?”. I think we should constantly ask this question to ourselves so as to set in motion every action that would help us to work unitedly, and to attain the goals of our organisation and derive our satisfaction personally and organisationally.