**STANDARD OPERATING PROCEDURE**

**OF**

**HUMAN RESOURCE DEPARTMENT**

**(2017-18)**



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**What Is a Standard Operating Procedure?**

A set of fixed instructions or steps for carrying out routine operations and to provide

detailed guidance for initiating and completing any HR action.

**The Objective / Purpose**

The objective and purpose of this document is to provide and maintain the protocol for the all new hires and processing employees. This document will ensure that all departments follow these uniformed procedures in drafting, posting requisitions, interviewing candidates, presenting offers and on-boarding of new hires. Examples of the benefits and outcomes of this document are listed below and aren’t exclusive:

I. Effective utilization of Human Resources

II. Desirable working relationships among all members of the organization

III. Maximum individual development

**Functions**

Human Resources have a large array of tasks that need to be acquired on a daily, weekly and monthly basis. HR always initiates and implements these functions keeping in mind the deadlines whilst attending the existing employees. Due to this reason some of the outcomes of each function aren’t not universal from employee to employee but the decision making flow is uniformed to ensure that a fair decision and resolution is always the end result. The core functions that are performed by Human Resources Department are below:

i) Planning

ii) Recruitment Marketing or Promotions or Advertising

iii) The Interview

iv) The Selection

V) Human Resources Induction

VI) Training and Development

VII) The Joining Policy

viii) Resignation(s)

ix) Termination

x) Exit Interview

xi) Full & Final Settlement:

xii) Salaries

xiii) Horizontal Transfers

xiv) Vertical Promotions

xv) Grievances

xvi) Disciplinary actions

xvii) Government Legal acts/Policies

**i) Planning**

In the Human Resource planning function, the number and type of employees needed to accomplish the organizational goals are determined by various operational departments. Research is important because manpower planning requires the collection and analysis of information in order to meet the operational need. The basic strategy is staffing and employee development. It depends on the following factors:

a) The number of people required for each department

b) The number of people leaving the job

c) The growth in sales of the business

d) Productivity level of the workers

**ii) Recruitment Marketing or Promotions or Advertising**

a)Internal Bulletins and personal Recommendations: Usage of internal bulletins to alert existing staff to positions vacant is also very helpful. Their reasons are usually twofold: to pose Referral Incentives from the Company. This can be a very effective way to isolate some of the best job candidates. Both existing staff and those they refer already have a relationship with someone connected to the company. This can easily save companies time and money in their recruitment efforts.

b) E – Recruitment: Posting the positions with the job descriptions and the specifications on the job portal and also searching for the suitable resumes posted on the site corresponding to the opening in the organisation. Having a complete access to One job portal may require a good one time investment but is fruitful because it facilitates the just in time hiring by the organizations. This helps in automating the recruitment process, saves time and costs on recruitment. Sometimes posting vacancies on certain free of cost job portals are also of

good help. For Eg :, Jobsgala.com, freshersworld.com, careerage.com,naukri.com etc

d) Campus Drive: Through the Campus placement drives / job fairs, the employer can

screen and interact with vast pool of college student database and reach to quality /

reputed college campuses across India. As a result the company gains :

* Selection from vast student database where we are able to select the right candidate
* Enhancement of Company Corporate Image
* Easy filtering process

**iii) The Interview**

a)The Human Resources Team shall receive all applications / resumes for employment.

b) The Human Resources Team shall sort all applications / resumes that meet the minimum appointment requirements as advertised, and then forward these applications / resumes to the Department Manager concerned.

c) The Department Manager, in consultation with the Human Resources Manager, shall shortlist the candidates who can be called for personal round of interview.

d) The Human Resources Manager shall invite the short listed candidates for interviews, and will ultimately make a recommendation for the next round of interview which will be conducted by the Department Manager or his representative. In case of senior positions, the final round of interview will be conducted by the Management Committee.

e) Written test or Practical round of interview can be conducted based on the discretion of the HR Manager, Department Manager and the Management.

f) The compensation and benefits will be discussed and finalized by the Final interviewer and the HR Manager together, based on the Company's policy and as per budget allotted.

g) The company shall not bear subsistence and travel expenses of short listed and interviewed candidates. The Interview Record Form shall be filled in by the Human Resources Manager and the Department Manager or Incharge (Second and Final Interviewers) and kept for record purposes.

h) The Human Resources Manager shall ensure that Reference Check on shortlist candidates is done, and then the employment offer letter is issued after reviewing all the documentary proof produced by the Candidate. The candidate will have to confirm in writing about his/ her acceptance of the offer.

The offer letter will be issued in consultation with the relevant Department Manager to the selected candidate which upon acceptance shall be followed by a joining letter on joining and/or an appointment letter signed by the Director or his/her delegate as per company policy.

**Employment Interview Panel**

The Employment Interview Panel shall be provided with the ground rules of and procedures for interviewing (by the Human Resources Manager) prior to the actual commencement of interviews.

The Panel shall consist of the following persons:

a) The Department Manager concerned

b) The Human Resources Manager

c) For Management Positions, the final interviewer would be the Management Committee

The interview can be taken by the Interview Panel together or individually as separate rounds

**iv) The Selection**

Once the candidates are selected and the offer is made, they are asked to join the company for the Training. The HR coordinates with the Admin Department and enquires about the availability of the various time slots of Board Rooms and Process Trainers/mentors. The candidate is intimated by the HR via phone about the tentative date & time of Training.

**V) Human Resources Induction**

Is the first step towards gaining an employee’s commitment. We aim at introducing

the job and organization to the new recruit and him/her to Cmpus Students Communities Pvt. Ltd. We make the new joiner feel comfortable and take him/her through the vision, mission, and introduce them to the key people in the organization. A few sub pointers are given below –

a) Introduction to Company

b) History of the Company

c) Organization Chart

d) Department and Respective Heads

e) Products of the Company

f) Big Customers

g) Employee Strength

h) Quality of work Environment

i) Employee Benefits

j) Policies – Attendance, Leave, Transport, Overtime, Zero Tolerance Policy,

Termination Policy, Retirement, Transfer, Confidentiality, Joining Policies.

Appraisals, IJPs , Dress Code Policy etc

These pointers are discussed followed by respective induction rounds taken by The

Operations Manager, The Admin Manager and The IT Head.

**VI) Training and Development**

The Training is usually a 4 week long program but the duration may increase depending upon situational or operational requirement.

**VII) The Joining Policy**

Joining Formalities: At the time of joining, a Personal Data Form will be given to the employee, which he/she needs to fill in completely and submit it to the HR Department. Successful applicants after joining, if required, may at the discretion of Management, have to undergo a medical examination. All Employees have to submit all their original certificates along with a photocopy of the same as determined by the Management to the company before commencement of their service and the same will be returned to them immediately after scrutinisation. These documents are also essential to obtain a Visa when it may be required by the employee in the future to go abroad on business/ work. So it would be in employee’s interest to ensure that they are all in place at the time of joining the organization.

a) Signed Copy of Offer letter.

b) Degree / Provisional / Course completion Certificate of all College / University

qualifications.

c) Mark sheets of all College / University qualifications (all semesters)

d) Certificates & Mark sheets of 10th & 12th classes

e) 3 passport size photographs

f) ID Proof

g) Address Proof

h) Relieving letter (incase previously employed)

i) Latest Pay Slip/Form 16 ( incase previously employed

Only after accurate document collection and verification of the same, HR Team issues A UNIQUE EMPLOYEE IDENTIFICATION NUMBER i.e the Employee Code to all new joiners and feeds in the contact details of the respective candidates’ in the Employee Database. These employee codes are emailed across to the respective various department managers There after all the documents are submitted to the Admin Department and then they initiate the candidate’s Bank Account formalities.

**Probation period for New Employees**: The specific probationary period shall be stated in the Letter of Appointment. During this time, Employees have the opportunity to evaluate the Company as a place to work and his/her Superior has the first opportunity to evaluate the Employee. During this probation period, both the Employee and the Company have the right to terminate employment by giving 15 days’ notice or salary in lieu of the same. For Managerial Staff the notice time during probation period is one month's notice or salary in lieu of the same. Upon satisfactory completion of the probation period, a review will be done. Probationary Employees are expected to meet and maintain the Company standards for job performance and behaviour. Employee’s performance during this period will be appraised based on certain standards set by the company which will be discussed with him/her at the time of joining. In addition to employee’s performance during the Probationary Period, his/her confirmation as a permanent employee is subjected to submit their requisite documents as required by the Company, during the “Joining Formalities”.

If satisfactory work progress is done during the Probation Period then the decision is made to continue employment at the end of the probation period, one will receive a Confirmation Letter in this regard. If work progress is not satisfactory, an employee can be terminated with an opportunity to appeal at the management’s discretion.

* **Confirmation of appointment**: On recommendation from the immediate supervisor and the Department In charge, the HR Manager shall in writing, confirm the appointment, by issuing the Confirmation letter signed by the Director or his representative.
* **Duration of employment**: Unless otherwise stated, employment for all staff shall be on permanent basis subject to satisfactory completion of the probation period and management's discretion

**viii) Resignation(s)**

The resignations are accepted in the form of emails. An acceptance is provided by the respective line manager on day of submission and a release letter is provided along with the full and final settlement on the last date of working of the employee followed by an exit interview round. Once the candidate serves a 4 week or 2 week notice depending upon the tenure, the release letter is handed over and a copy of the same is retained by the HR.

**ix) Termination**

Termination of services of regular Employee is made on the grounds of Long Absenteeism and/or any other Disciplinary Action(s).In case of Termination due to any disciplinary action, the concerned employee is relieved on the very same day or as early as possible. All the exit formalities are conducted before the last day of the terminated employee. The employee will be issued a termination letter after following the disciplinary procedure as per Company policy.

**Termination due to misconduct:**

However, in the event of the being guilty of misconduct or inattention or negligence in the discharge of his/her duties or in the conduct of the Company’s business, or such misdemeanour which is likely to affect, or affects the reputation of the Company’s working or of any breach of the terms and conditions herein or even in the case of reasonable suspicion of misconduct, disloyalty, commission of any act involving moral turpitude, or any act of indiscipline or inefficiency or for loss of confidence, the Company reserves its right to terminate his/her services at any given point of time, with immediate effect, without any compensation or notice.

Termination due to other reasons:

1. This appointment is subjected to one being medically examined and found fit. The Management has the right to get him/her medically examined by any qualified medical practitioner during the tenure of their service. In case anyone found medically unfit to continue with the assignment for which one have been employed will lose their lien on the job.
2. This appointment is also subject to a satisfactory report from former employers, based on the references given and all other necessary employee verifications conducted by the company as and when required based on the information provided during employment with our company.
3. This offer of employment is based on the information furnished in application for employment. If, at any time in future, it comes to the knowledge of the management that any declaration given or information furnished by employee to the company are found to be false or if he/she are found to have wilfully suppressed any material information at any point of time during their services are liable to be terminated immediately without any notice or payment in lieu thereof.
4. This appointment shall be subjected to one being found and certified physically and mentally fit. Further one is required to maintain a state of medical fitness (physical & mental). In case at any particular point of time if anyone is found medically unfit during their services then the Company will be liable for termination without any notice or payment in lieu thereof.

**x) Exit Interview**

The Employee who has submitted the Resignation shall attend the Exit Interview to share his or her opinions and views on the Company’s policies, procedures, systems and practices for improvement in these areas.

* An Exit Interview is arranged and conducted by the Department Manager / HR Manager and the Director or any one or more of them depending on the Management's discretion.
* Exit Interview shall be conducted before relieving the employee from the Company.
* In case of Separation owing to Termination NO Exit Interview is conducted.

**xi) Full & Final Settlement:**

* For processing Full & Final Settlement, following aspects are thoroughly checked & calculated
* Accumulated Leave as on date for calculating Leave Encashment
* Years of Service more than FIVE YEARS for Gratuity Amount
* Information in No Dues Clearance Form for any Loan Recovery or Salary Payable
* Employee who’s No Dues Clearance is not cleared due to various reasons, their Full & Final Settlement is kept pending. After clearing all the dues, his or her Full & Final Settlement is processed.
* In case, an Employee wants to be relieved early before completion of his or her specified Notice Period, Notice Pay is recovered from his or her Settlement Amount. All legal dues as per the normal resignation are paid to the Employee.

**xii) Salaries**

When it comes to Salary Reports, the below mentioned are taken care of by the HR Team:

* Employee Database
* Employee Referral Report
* Training Stipend Report
* Warning Letter Report

a) Employee Database: It comprises of all the necessary details of a candidate. All the details in the same needs to be inserted and maintained and updated on a daily basis. This report needs to reach the Audit & Accounts Team on a bi – monthly basis.

b) Employee Referral Report: This report needs to be maintained on a monthly basis and has to be sent to Accounts/Audit Team on the 30th or 31st of every month.

c) Training Stipend Report: This report needs to be maintained as and when Trainings occur and has to reach Accounts/Audit Team By 30th or 31st of every month.

d) Warning Letter Report : This report needs to be maintained as and when Warning Letters are issued to employees and the data is collated and sent across to Accounts team by the 30th or 31st of the month.

**xiii) Horizontal Transfers**

The HR Team gets requests via emails pertaining to Horizontal Transfers which is a transfer of an employee from one department to another. Post that certain changes have to be done in the Employee Database in the candidate’s details and a letter has to be issued to them stating that “This is just a inter department transfer and that, it does not affect his/her employment status or any benefits from The Company.

**xiv) Vertical Promotions**

Promotion is a vertical movement of an employee within the organization. In other words promotion refers to the upward movement of an employee from one job to another higher one with increase in salary, status and responsibilities. The eligibility criteria for the applicants are:

i) He/she should be a confirmed employee

ii) He/she should not be in a mentorial program

iii) He/she should not have signed a final warning letter

The vertical Promotion policy consists of the below:

* The candidates appear for an “IJP” interview conducted by the HR, Operations

Manager and the Process Manager.

* The candidates are rated by each of the panellists mentioned above.
* The selected candidate is issued a “Promotion Letter” with a probation period of 3 months.

**xv) Grievances**

A grievance is a dissatisfaction, which may or may not arise on a day to day basis and needs to be handled within a certain TAT (Turn around Time). The common grievances received are:

- Related to salary

- Related to work atmosphere

Grievance Solutions (Salaries): We have a “Pay Query Form” in place which is filled up by the employee and the details mentioned in the form are validated by the Operations Manager, Admin Manager and the HR Manager. Thereafter the form is submitted to the Accounts team and they have a TAT (Turn around Time) of 7 business days. Grievance solution (work atmosphere): If an employee has a concern or problem that they haven’t been able to resolve informally, they may make a formal grievance complaint to HR.

HR focuses on the below pointers while addressing the grievance:

* Be a good listener
* Ask questions
* Do not argue
* Make sure we understand
* Treat employees with respect
* Let the employee know , when to expect a response from us
* Make a decision after consulting Business Head & Operations Head
* Explain the decision
* Thank the employee

**xvi) Disciplinary actions**

When an offence is alleged to have been committed, the Supervisor concerned will investigate or have the matter investigated, and take any form of the following actions:

1. Dismiss the case;
2. Counsel the employee;
3. Give a verbal warning;
4. Give a recorded warning;
5. Initiate a formal disciplinary enquiry;

**Informal disciplinary action**

It is desirable for sound interpersonal relations within the Company, so that Supervisor where possible resolves disciplinary matters by means of informal disciplinary action. Informal disciplinary action can take the form of either a verbal warning or counselling.

An employee found to have committed an offence of a minor nature should be counselled by the Supervisor, without an entry being made on the employee’s personal record. The Supervisor may however, make a record of the counselling session and formulate a plan of corrective action.

During the counselling, the Supervisor should ensure that the employee is made aware of the nature of the offence and the standard of the conduct or performance that will be expected in the future. These counselling sessions would also be considered while rating the employee during his performance appraisal.

**Procedure for formal complaints**

1. A supervisor handling a formal complaint must investigate the case with the assistance of the Human Resources Manager, where possible, and ensure that the relevant sections of the complaint form are correctly completed within 48 hours of the offence having been committed or the supervisor having been made aware of the fact that an offence has been committed.
2. A copy of the complaint form should be passed without delay to the Human Resources Manager who will advise whether:

- The accused should be suspended pending full investigation (if this has not already been done).

- Advise the supervisor on any further action.

1. The Complainant and the accused must provide names of all persons who should be regarded as witnesses as their statements will assist in ensuring a fair hearing of a case. Where possible, should there be witnesses who are non-employees, formal statements should be recorded from them and they may be invited to attend the disciplinary hearing.

**Disciplinary Inquiries**

The Human Resources Manager will be responsible for the overall application of the code and should where possible:

1. Advise and guide all participant on the Disciplinary Code;
2. Ensure that the code is applied fairly and consistently in all cases (procedurally and substantively);
3. When all documentation pertinent to the matter has been collected, the Human Resources Manager shall serve the papers on the accused and/or his/her representative to allow the employee to fully prepare himself prior to the hearing;
4. The Hearing Chairperson will hear the case within seven full working days of the complaint being lodged – only when further investigation is required shall this period be extended;
5. The Human Resources Manager will be responsible for arranging a suitable venue and date for the inquiry, informing all the relevant parties; informing the accused of his/her rights to representation; informing the accused of his/her right to appeal against the decision and arranging for all relevant statements to be taken.
6. The complainant shall be responsible to complete the Complaint form.

**xvii) Government legal acts/policies**

HR policies of the company are followed according to the government’s acts and norms. The HR maintains, enforces, reviews, and updates the policies. Also we communicate to all the employees in case of any changes made in the policies.