

HUMAN RESOURCE POLICY

KOSHISH CHARITABLE TRUST

24th August 2013





HUMAN RESOURCE MANAGEMENT

Human resource management (HRM) is based in the efficient utilization of employees to achieve two main goals within a company or other organization. The first is to effectively make use of the talents and abilities of each employee to meet the operational objectives that are the ultimate aim of the organization. Along with this, the practice also seeks to ensure that individual employees are satisfied with both their working environment and the compensation and benefits that they receive

Human Resource management includes conducting analyses, planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels. Examples of core qualities of HR management are extensive knowledge of the industry, leadership, and effective negotiation skills.

1. RECRUITMENT PROCESS

1.1 Introduction

Recruitment is done by formal procedures, starting from identifying the need to fill a post to reaching the stage of official appointment. **The finally responsible person within the organization for the proper execution of the recruitment process is the Personnel Admin Officer.** He/she of course does not have to execute all tasks but is responsible to control all the time that all tasks are properly and timely executed by the involved persons. The recruitment procedure is divided into the following phases:

Phase	Maximum duration	By
Vacancy identification	-	Secretary/Program Manager/Project Officer
Preparing job description	1 week	Secretary/Program Manager/Project Officer
Internal recruitment (if applicable)		Secretary
Preparation application form (external)	1 weeks	Team made by Secretary/HR Manager
Vacancy announcement		Team made by Secretary/HR Manager
Application period	3 weeks	Team made by Secretary/HR Manager
Selection for interviews	1 week	Team made by Secretary/HR Manager

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Interviews	2 weeks	Project officer/Project Manager
Second round interviews (if applicable)	1-2 weeks after first round	Secretary
Selection of successful candidate(s)	Immediately	Secretary and the Team
Appointment procedure and signing of contract	Depends on planning	Secretary/Project Officer

1.1(a) Vacancy identification

A vacancy can be identified after an employee has left/or will leave the job or new tasks for the organization arise which require a new post. The need for filling such vacancies can be discussed in the monthly management meetings attended by Secretary and Project Heads and Staffs of the Organization. In such a meeting minutes are taken and issues are discussed like expectations of the post, recruitment planning, internal recruitment if applicable, mode of vacancy announcement, type of contract etc. If the planned recruitment procedure differs notably from the above described procedure it will have to be approved by the board of trustees of the organization before recruitment starts.

1.1(b) Preparation job description

All employees to be recruited by the organization will have explicit job descriptions that form part of the employment contract whether permanent or temporary contract. Job descriptions makes clear the tasks to be performed, the level of responsibility of the job, the knowledge and the skill level required to do the job productively.

1.1(c) Internal recruitment

The organization should undertake to advertise suitable vacancies internally, but reserves the right to recruit externally only if it has valid reasons. Valid reasons could for instance be that the existing employees can't be missed in their respective sections, or that they lack the required skills for the existing vacancy.

All recruitments will be on two levels: Project level and Organizational level.

If the organization decides to advertise internally, it is done by an announcement on office notice board to the employees. Brief details of the minimum requirements for the application and the job are given. The employee who wishes to be considered for the position will contact the Project coordinator/Secretary to obtain an application form (see Annex 1.1 for an example of such a form).

1.1(d) Preparation Application Form

The job descriptions (see Annex 5) form the basis of the application forms to be prepared by the HR Manager/Project Coordinator/Secretary. A lay-out of a standard application forms for standard jobs is included in Annex 1.1.

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1.1 (e) External vacancy announcement

If the internal recruitment round has not yielded any positive results or if the organization has decided to recruit externally only, the recruitment procedure continues with an external vacancy announcement.

1.1 (f) Application period

People who wish to apply for positions advertised externally can do so only by filling in an application form (the information put down by candidates in their application letters is usually insufficient to obtain a good idea about the candidate's working experience; therefore it is required that the candidate fills in the application form).

Application forms can be obtained from the office of the organization. Application forms for an external vacancy can usually be obtained during a period of 1 to 2 weeks. The vacancy announcement number for the post, for which the probationer wishes to be considered, should be clearly indicated on the front of the application. The HR Manager/Project coordinator is responsible for the distribution of the application forms.

All filled-in application forms come in through the HR Manager/ Project Coordinator who keeps a record of all incoming applications. He/she notes the name of the probationer, address, date received and vacancy number (in a computerized data base).

For vacancies at management level the selection of candidates is done by the Secretary/Program Coordinator, HR Manager and at least one of the members of the Board of Trustees. They will receive all filled-in application forms for the vacant post from the HR Manager/Project Coordinator.

1.2 Interviews

The function of an interview is to assess whether a candidate is sufficiently capable for a vacant position. Motivation, judgment, qualifications and experience on the job are part of the issues to be considered. Beside a talk with a candidate also tests (e.g. computer tests, knowledge tests, work on case studies,) can be part of an interview.

The interview panel for vacancies below management level shall comprise of Secretary/Project Coordinator/HR manager. For positions on management level one or two interview rounds are held.

If a post is very specialized an expert can be asked to join the interviewing panel. During the interview the interview panel fills in an interview form (see Annex 1.2) for each candidate. This will later help to compare the results of the interviews.

1.2 (a) Second round of interviews

If during the first round of interviews no definite selection can be made, a second round of interviews with a limited number of the candidates will be held (see next paragraph). A second round of interviews is always required in case the vacant post is at management level, requiring a more in-depth assessment of the candidates. The second round candidates are

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selected by the interview panel that was active during the first round of interviews. After the first round of interviews, referees of the candidate can be consulted.

If no suitable candidate is found after two interview rounds the recruitment process starts again.

1.3 Appointment procedure and signing of contract

After final selection of a candidate, Project coordinator/HR Manager, with permission from the Secretary will give job offer letter to the selected candidates. The job offer letter will clarify the requirements for accepting the job offer and reporting on duty. The candidate will have to react to the job offer letter within two weeks. If the candidate shows interest in the job offer, an appointment will be made by the Project Coordinator/HR Manager discuss the terms and conditions of employment and if he/she accepts, to sign the employment contract, code of conduct and job description. In some cases it may be required to have a second meeting to further discuss the terms and conditions of employment before signing these documents.

Volunteers and interns who voluntarily come to work in the organization will be assigned work according to their interest if not so in General meeting decision will be taken for assigning work and at the end of Internship organization will certify them.

Women and Backwards, Dalits, Minorities will be given special heed in recruiting them as outreach Workers.

2. STARTING ON THE JOB

2.1 First working day- INDUCTION

On the first working day the targets for the probation period are discussed with the probationer¹ by the Project Coordinator/HR Manager. This includes a clear explanation about what is expected of the employee. The probationer is introduced to the organization.

After the introduction and administrative procedures on the first working day, the probationer is handed over to his/her supervisor who will from guide the probationer during his/her probation period.

2.2 Probation period

The goal of a probation period is:

a) To test the ability of the probationer to perform well on the job

¹ The new employee is called 'probationer' until the decision has been taken to fully employ the person which usually is at the end of the probation period or at the end of the extended probation period. A probationer can be someone coming new into the organization but in it can also be someone who changed from a position in the organization to a new position and who is therefore subject again to a probation period for the new function. In this last case a general introduction to the organization is not required as the probationer is already familiar with the organization.

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b) To test the suitability of the probationer's character to fit into the organization

Beside training and supporting the probationer, the Project Coordinator/HR Manager also monitors the probationer during the probation period and fills in the Probation Monitoring Form (see Annex 2.1) on a monthly basis. This information written in this Form is not accessible to the probationer.

The first month of probation is meant to familiarize the probationer with the organization and also to help him/her to settle down and understand the organization's operations.

After one month the Project Coordinator and the probationer assess together whether the work progresses well and where improvements are needed.

If it is decided to continue the probation period, a panel (usually consisting of the Secretary, Project Coordinator and Personnel HR Manager, evaluates the performance of the probationer 3 months after the probationer started with the probation period. During the evaluation the Probation Monitoring Form and the observations of the panel members are used as a basis for the recommendation of the panel to confirm the employment of the probationer, to extend the probation period, to dismiss the probationer, or to transfer him/her to another position in the organization (either his/her former position in case of an internal probationer or to another position).

In case the decision is to extend the probation period, this will be for a period of one month. After this one-month period the performance of the probationer is once again evaluated by the same persons who were involved in the evaluation that was conducted after 3 months. The recommendation is then to confirm the employment of the probationer, to dismiss the probationer, or to transfer the probationer to another position in the organization.

If a probationer is dissatisfied with the decision of the organization he/she can appeal to the Secretary in writing. Secretary may in such case invite the probationer for a personal meeting. After considering the appeal the Secretary will take a final and binding decision. If this decision differs from the decision expressed in the last Probation Evaluation Report, an appendix will be attached to this report explaining the final decision and the reasons for the changes made. In case it concerns an appeal by a probationer for a management level position the final decision will be made by the Board of Trustees of the organization who may call any meeting with any persons for coming to its decision.

2.3 Notice of termination of contract or resignation

Written notice to terminate and resignation of employment, by the organization to the employee or by employee to the organization must be done as follows:

- During probation: 7 days in advance
- Employees up to one year employed: 30 days in advance.
- Employees longer than 1 year employed: 60 days in advance.

The organization may revoke these conditions on the basis of:

1. Provisions within disciplinary procedures. Immediate dismissal can be given in case of insubordination, absenteeism, lack of performance, lack of co-operation and theft. The

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procedures to be followed in any such case should follow the organizations rule and regulation-penalty according to range and termination right-theft and corruption (financial dispute), legal procedure also.

2. Internal report---
3. The employee has been imprisoned or convicted of an offense.
4. While resigning/terminating agreement/contract signed while joining the organization will be referred and final decision will rest on Secretary of the organization.

3. PAYMENT POLICIES AND PROCEDURES

3.1 Salary and wages payment

The amount of salary is paid according to the employment contract of the employee. This may be cash or by cheque. If the month-end falls on a Saturday or Sunday then payment shall be made on a Friday before the weekend. Staff shall be paid mid month salary advance if one desires so and the remaining balance will be paid at the end of month. For this purpose the employee has to fill in a mid-month salary advance request (see Annex 3.1), a maximum of one working day in advance. The mid-month salary advance shall not exceed 50% of the salary/wages payable to the employee.

The organization shall pay PAY As You Earn (PAYE) or any other similar wage tax for each employee. The organization will also pay other obligatory taxes and insurances,

The salaries depend on:

1. the position of the employee (see Annex 2),
2. the time an employee has worked in the organization,
3. the performance of the employee.

This is however subject to Corpus fund of the organization reaching Rs10000000. However if funding agency has such provisions it will be provided to Project Staffs even if the Corpus fund of the organization is below Rs100000000. Availing these services, Staffs of the organization and Project staffs must possess Pan Card and their salary must be Rs 10000 and above.

3.2 Change to another position

If an employee takes up another position in the organization his/her salary will be according to the grading level of the new position, starting as if the employee was newly employed (thus starting for the grading system at year 1, unless the position is at the same or a lower grading level).

3.3 Insurances

The organization will have for each employee and probationer a liability and an accident insurance.

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All employees (except piece workers) are insured for bodily or material damage they cause to a third party while being on duty. This means they can't be sued by a third party on personal level provided the damage was not caused willfully or by negligence.

All employees are also insured for medical treatment as a result of an accident being on duty and income for a period of at least 1 year in case of full disability (based on their current income). The employee always has to wear a helmet while driving or co-driving a motor cycle while being on duty. In case death occurs while on duty as a result of an accident, the direct relatives are paid at least a one years salary. All these provisions depend on the insurance's assessment and are only paid if the insurance company decides to pay. It also depend on Corpus fund of the organization reaching Rs10000000. However if funding agency has such provisions it will be provided to Project Staffs even if the Corpus fund of the organization is below Rs100000000. Availing these services, Staffs of the organization and Project staffs must possess Pan Card and their salary must be Rs 10000 and above.

4. STAFF DEVELOPMENT POLICIES

4.1 Introduction

The organization has a system of staff development in place for employees at all levels. This consists of performance appraisals of the employees and the possibility for employees to follow internal and external trainings when they are invited to do so.

Reporting for works will be done on two levels: Project level and Organizational level according to the organogram of both the levels.

4.2 Employee performance appraisal

Performance appraisal is a continuous process of reviewing or discussing one's job and aims at improvement of performance in the current job.

4.2 (a) Objectives of performance appraisal

- To satisfy the individual's needs for feedback on performance and to assist him/her in improving the performance in the current job.
- To strengthen Secretary/Project coordinator - employee relationships.
- To get feed back on the level of employee motivation.
- To help the employee to perform better in order to strengthen the organization as a whole to perform better.

4.2 (b) Performance appraisal process

After completion of the probation period and annually, each member of staff will undergo an appraisal exercise to review his/her performance and to agree on new targets, as well as identifying training and employee development needs. Each employee is evaluated based on targets set, and then other new targets are set for the next year. The employee should be appraised over the whole period since it was last appraised. It is the responsibility of employee and Project coordinator to ensure that individually set targets are monitored on regular basis as specified in the completed performance appraisal report. Failure to comply with this will have an adverse implication on the part of the immediate supervisor and concerned employee.

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If the employee does not agree with the outcome of the appraisal, he/she can appeal with the Secretary.

4.3 Training

The organization supports a policy of progressive development of employees. Training needs of employees at all levels will be assessed regularly and where required for the job, internal or external training will be organized at the organization's expense. Training wanted and initiated by the employee but not suiting the organization's budget or priorities should be paid by the employee and be done outside working hours.

4.4 Transfers

The organization appoints the employee to a specific project location and this may be subject to transfer at any time. An employee may be given the opportunity to transfer because of:

1. The organization may initiate the transfer. In this case the employee needs to be consulted on the possibilities for him/her to transfer.
2. Transfer may be effected as a result of personal interest/request and this may take place after request by the employee to be transferred to another office.

Transfers need the approval of the Secretary.

4.5 Use of notice board

All important communication regarding vacant positions, the change in positions of employees (whether being promoted, acting on behalf of, transfers, new appointments, resignations, etc), training courses and other important issues regarding staff development should be announced on the notice board in the office for every employee's information.

5. LEAVE POLICY

5.1 Introduction

Employees serving under the organization's Terms and Conditions of Service will be entitled to an annual leave totaling 20(13 govt+7restricted) working days for each year of service.

Planning of leave

A leave calendar should be drawn at the beginning of the year and agreed upon by each project coordinator and by Researcher, which is then forwarded to the HR Manager/Secretary. Each project coordinator is responsible for inquiring with his/her section about the leave plans of employees working in the Section.

The Employee will have to submit a written application one day before taking leave, in case of emergency Employee will have to inform about the leave to Secretary/HR Manager/Project Coordinator. After coming back to work Employee will have to submit a written application within 2 days. In case a long leave (for 1 week) is sought by the employee, leave application will have to be submitted 5 days before taking leave to The Secretary.

Employees taking leave are required to return according to the dates agreed in the leave forms. Otherwise the normal disciplinary penalties will apply: a formal written warning and loss of

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pay for the days the employee was not present at work. An employee serving on probation will not be allowed to take leave; consideration can be done only on the discretion of the Secretary.

Earn leave

Employees who have successfully completed their probation are eligible for Earn leave under the following conditions:

- 1 Employee is not on temporary terms of service or on induction/probation.
- 2 Earn leave will accrue from the date of full-time engagement (at a monthly rate of 25 working days). The employee can never take more than the monthly leave entitlement.
- 3 Employee must apply for leave at least two weeks in advance.
- 4 The employee can get an advance to his/her salary for the leave covering two consecutive months up till a maximum of 30%.

Leave not taken within the contractual year shall automatically expire and cannot be transferred to the next contractual year. Nor can paid leave days be cashed in.

Compassionate leave

In the event of death of real mother/father, first degree sister/brother, father/mother in-law, spouse and children, compassionate leave of a maximum of two days will be granted.

If the employee wishes a leave longer than two days, he/she shall propose the use of his/her annual leave entitlement or opt for reduction in payment (if there are no paid leave days (left)). This needs to be agreed in advance following the procedures mentioned in the former paragraph.

Maternity and paternity leave

A female employee shall be entitled a maximum of once every 3 years to 8 weeks maternity leave on full pay.

During the maternity leave period, the normal benefits and entitlements of the employee including her contractual rights and accumulation of seniority, shall continue uninterrupted and her period of employment shall not be considered to have been interrupted, reduced or broken. In the event of illness, certified by a registered practitioner, arising out of pregnancy or confinement, affecting the employee or her child, the organization shall grant the employee additional leave as required according to the situation.

A maximum of four days, if applied for, will be given to the male employee once every two years for paternity leave. This leave will be taken within a period of four days after the spouse has delivered.

The nursing mother will be allowed time off during working hours for breast-feeding. The duration of absence should be determined on case-by-case basis, but should not exceed a period of two hours per day for a maximum of six months after giving birth.

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In circumstances whereby an expectant employee may be working under dangerous conditions, which could result, into serious health hazards, management may re-design her duties. This will have to be certified by the organization appointed medical doctor and approved by the Secretary

Sick leave

Sick leave will be authorized when the employee is unable to work because of sickness or injury, or when the employee needs medical examination or treatment, which can be obtained only during the time when employee would normally be on duty. Sick leave is not used for care of family members or treatment for a family member. Absences of such nature are subjected to the normally applying disciplinary procedures. Application for sick leave should be evidenced by a doctor's certificate delivered on the second day of sickness latest, with a written request from the employee, also delivered on the second day latest. Always a sick leave should be filled in. The Secretary will make approval of sick leave. 7days in a year

Public holidays

The organization respects the public holidays as defined by the national authorities of the country. In the event of obligating employees to work on such holidays and other declared holidays, the organization will compensate these days in time.

Leave without pay

Leave without pay will only be granted in exceptional cases to permanent employees who have been employed with the organization for a minimum of 18 months. The leave should fit into the planning of the organization and it should be able to (partially) replace the employee. The leave should be requested for three months in advance. 1 month.

DISCIPLINARY PROCEDURES

Introduction

The organization has developed a Code of Conduct for the employees (see Annex 6.1). Every employee upon acceptance of a position with the organization signs the Code of Conduct at the same day the employment contract is signed. The Code of Conduct comprises the rules to which all employees should comply.

Disciplinary procedures apply to all employees at all levels (on permanent and temporary employment) who do not function within the rules of the Code of Conduct. This is to ensure that the organization's policies, standard of performance and behavior are maintained at an appropriate high level. The organization's policy is to ensure that always a positive approach is used to motivate the employee. Disciplinary procedures only come in if the encountered situation is of willful nature and (potentially) damaging to the organization and/or colleagues.

The disciplinary tools of organization are:

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- **Verbal warning** (not recorded in personal file of the employee).
- **Warning letters (level 1-3).** Each warning letter is recorded in the personal file of the employee. Each warning letter has a particular level, depending on the offense. As long as the sum of the issued warning letter levels to an employee is less than 4 no further disciplinary actions will be undertaken against the employee. If the sum of the issued warning letter levels to an employee is 4 or more during the whole time of service of the employee, the Secretary of the organization can decide to start the procedures for dismissal or suspension of the employee whenever he thinks this is necessary.
- **Suspension.** Suspension means that an employee is sent off the job for a limited time of 2 weeks maximum without payment of salary. The decision to suspend someone is taken by the Secretary.
- **Dismissal.** Dismissal can be with or without pay, depending on the offense and the Labor Laws of the country. The decision to dismiss someone is taken by the Secretary in consultation with the Labor Office and in accordance with the labor laws of the country.

Appeals

At any stage in the above proceeding, the employee may appeal for suspension or change of the disciplinary action to Secretary/Chair person.

Grievance handling procedures

An employee may have a legitimate grievance against a colleague, a manager or the organization. This for instance could be conditions of work, unreasonable instructions, poor co-ordination, poor or inappropriate communication or other matters. The employee is encouraged to feel free to seek settlement of problems, complaints and grievances without fear of interference or dismissal. Always shall the person against whom the grievance is held be heard too.

Grievances against employees

The employee will approach the Project coordinator/HR Manager/Secretary. In case the grievance is against the Project coordinator/HR Manager the employee approaches the Secretary. Secretary investigates the matter and if possible solves the issue to the employee's satisfaction. Grievance complaints are always taken very seriously and should be given full attention immediately! A good way to try and resolve the grievance is to invite the person against whom the grievance is held and the employee who expressed the grievance to come to terms with each other in a personal conversation in which the Secretary acts as a facilitator. Important is to lay down agreements made in such a conversation in writing and have both persons sign it for approval. The agreement is made up in three-fold: one copy for each of the two involved employees and one copy for the filing system.

In case in this way no solution is achieved the Secretary will make a decision on what should be done. In case the grievance is against any employee of the management team (including grievances against the Secretary) members of the Board of the organization are invited to join the conversations and the final decision on the required action (especially if no agreement has mutually been achieved between the involved employees) is then taken by the Board.

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In case of grievances against other persons who are involved in the organization the same procedures will be followed as for grievances against employees in the management team.

Complain Committee on Sexual harassment - Any dispute related to sexual offences in any form against any gender is subject to severe punishment as it is violation of code of conduct. Final decision on such cases will be given by the committee, which will be acceptable to all. Decision by the committee will be given by hearing both the party- the accused and the victim.

TEMPORARY APPOINTMENTS

Introduction

Temporary appointments means: employees on temporary contracts, casuals, trainees on graduate work experience program, and consultants. Any extensions of temporary appointments will be effectuated on approval of the Secretary after a performance appraisal exercise. Temporary appointments can only be renewed twice and should not exceed a total period of one year.

An employee on temporary terms of employment shall observe the following conditions of employment:

- Probation
- Salaries and wages
- Conduct
- Notice of termination/resignation
- Leave

Piecework employment

The organization may occasionally recruit employees on piecework or task work basis. Depending on circumstances, this form of arrangement can be renewed daily or as to when the situation warrants. The piecework employee is strictly entitled to his/her remuneration which may be calculated on daily rate or at the completion of that specified task.

Trainee programs

The organization may have or develop experience programs for trainees. The engagement is substantially for a period of one year but reviewed on a six-month basis. Pay and benefits accruing to the appointee should not exceed an identified post to which he/she could be posted. During, or at the completion of this program, the individual is free to apply for any job within the organization. Terms and Conditions for this engagement are specifically articulated in the contract.

Consultancy services

The organization may feel the need to hire some consultancy services in various areas of the organization's activities. This is usually a short-term arrangement and at piecework rate. The

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need for consultancy services should be reflected in both the plans and budgets of the organization.

Part-time employment

Part-time employment will normally be defined as an employment where the employee is not working the normal amount of full-time hours per week. For part-time employees the same counts as for temporary appointments with regard to terms and conditions of service, if they are not on a permanent contract.

EMPLOYEE WELFARE

Leisure

The senior management shall arrange a staff party together with other employees once a calendar year. Venue and date will be decided upon by vote or discussion.

Allowances

- Transport:
- Lunch:
- Breakfast:
- Fixed allowance for some particular field visit: Since Projects in the organization demand frequent field visits, hence there will be fixed allowances for field areas.

If an employee is sent on a training course the organization will determine the allowances needed. If for instance lunch is provided during the training course, the employee will not be given the lunch part of the allowance; when a training course takes place within the town where the employee lives and the employee can eat and sleep at home no allowance will be given at all. If third parties pay allowances (e.g. organizers of the training course) the employee is allowed to accept these but the organization will in such case not give an allowance to the employee.

Break time tea and coffee

Tea or coffee is served to staff during half an hour in the morning and half an hour in the afternoon five days in a week. The exact times are defined by the organization. Tea and coffee items are provided by the organization. Snacks, meals and extra drinks have to be paid for by the employees themselves.

Work facilitation

Depending on the position and tasks of the employee the organization will do as much as possible to facilitate the employee in his/her work. This means that the employee can use the

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organization's computers, transport (if stated in the job description), stationary, calculators, field equipment and crash helmets all while on duty. Usually these items are not taken home, but left in office.

Protective wear provided for all employees in the field section are crash helmets, which remain the property of the organization. Stationary can be used in normal quantities as required by the work. Employees can request for equipment or items needed to be able to perform duties. These can be granted at the discretion of the management.

GENERAL POLICY GUIDELINES

Identity cards

All employees are provided with identity cards (see Annex 6 for a lay-out of such a card), except piece workers. Those on temporary appointment get temporary documents, while those on permanent appointment will acquire sealed identity cards. These remain the property of the organization and must be returned on termination of appointment before terminal benefits are paid.

Personal files

For each employee (temporary or permanent) a personal file is prepared. The Project Coordinator/HR Manager is responsible for maintenance of the personal files. He/she will ensure that the employee files are kept up to date with maximum safety and confidentiality

Politics and religion

The organization is a local non-governmental organization which exists to facilitate the empowerment of the socially and economically disadvantaged (regardless of tribe, religion or political color), in order that they may access opportunities for sustained improvement in their lives. Therefore, the organization has no political/religious affiliation. The properties and facilities of the organization shall not be used for any political or religious purpose. Employees should express their personal political/religious beliefs without in any way involving the organization directly or indirectly. If the organization feels that religious or political involvement is conflicting the interests of the organization, the employee can be disciplined.

Loss or damage of organization property

Employee on permanent or temporary terms and conditions of service will be personally responsible for the organization's property, which is within his/her control either at work or home. Loss of such property, which cannot be adequately accounted for or explained, shall be treated as theft and if such case occurs it could lead to summary dismissal. If the employee loses organization's tools or equipment which are in the employee's possession he/she will have to pay the costs for replacement.

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Working hours or days

The employee will be expected to work a 40-hour week (unless stated otherwise in the contract). All employees will be expected to report on duty as follows:

Monday-Friday

Morning hours	10.00 a.m. - 1.30 p.m.
Lunch Break	1:30pm- 2:00pm
Afternoon	2.00 p.m. - 5.300 p.m.

There is no overtime allowance for additional hours worked unless if employee is requested by the management to work on a weekend or after normal working hours.

Expense claim policy and procedure

Expenses incurred by employees in the course of duties on the behalf of the organization will be reimbursed only if the Secretary has given prior approval. Expenses are not part of salary but direct reimbursement of expenditure.

Claims for reimbursement must be made on the appropriate form, signed by individual and authorized by Project Coordinator with approval of Secretary.

Receipts or invoices that are not agreed on by the organization cannot be sent directly to the organization for payments and cannot be claimed afterwards.

FORM 1-14

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Form 1(HR-KCT): Application form

Name:

Age:

Sex:

Nationality:

Father's Name:

Mother's Name:

Address:

Contact no.:

E.mail:

Education Qualification:

Class/Degree	Board/University	Subjects	% marks obtained

Work Experience (if any):

Salary in previous job:

Post applying for:

Salary expectation:

Work area preference: a) Field

b) office

c) Both

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Form2(HR-KCT): Probation Monitoring Form

Probation Monitoring Form

(to be filled in by the supervisor of the probationer¹)

Name probationer:

Function:

Date start probation period:

Month²:

Name supervisor:

Training and supervision activities undertaken:

Performance of probationer³:

Conduct of probationer:

Recommendations for additional training/support:

Other recommendations⁴

¹ If there is not enough space on the form, continue on the back of the form or add separate papers.

² Fill in the month number (1st, 2nd, 3rd, 4th, 5th or 6th month).

³ At all places where you are asked to comment on the performance of the probationer distinguish between strong and weak points!

⁴ You may want to include comments on how suitable you feel the person is for the function, whether and how to continue with this person, etc.

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Form3 (HR-KCT): Probation Evaluation Report

Probation Evaluation Report

Name probationer:

Function:

Date:

Date start probation period:

Name supervisor:

Names panel members:

Recommendation

(tick the possibility the panel finds most appropriate)

☐

Employment in current position

☐

Dismissal

☐

Transfer to other position, namely:

☐

Extension of probation period (only applicable after 4 months)

Arguments for the recommendation chosen

Signatures for approval by the panel members

Signature for approval by the District Program Officer

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Form4 (HR-KCT):Mid-month Salary Advance Request Form 2 in numbers- a) advance file and b) Account payment

Request for a mid-month salary payment

Date:

Name:

Employee number:

Position in the Organization:

Request for a mid-month salary payment for the month of:

Requested amount:

cash/cheque Sign:

Secretary

Authorization signature:

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Form5 (HR-KCT): Leave Form

LEAVE FORM

PART 1 (Employee)

Name of employee	
Dates of requested leave period	From: till:
Type of leave requested	
Reason for requesting leave (provide proof where possible, plus as many details as possible if required)	

Employee signature

Date

PART 2(Project Coordinator)

Leave has been discussed with employee and suits within the work planning.

The following details have been confirmed from employer records and the following days are his/her leave entitlement:

Leave entitlement for the year	
Leave days already taken	
Leave days applied for	
Balance days for year	

Project coordinator (name)

Signature

Date

PART 4 (Secretary)

Leave is approved/Not approved

Signature of Secretary

Date





Form6 (HR-KCT): Code of Conduct- Annex:6

CODES OF CONDUCT

1. Work honestly and carefully at all times.
2. You must not be absent from work, arrive late or leave work early without permission.
3. Always wear protective ware while riding motor cycle when this is supplied to you, or use your safety belts whenever driving.
4. Follow all organisation health and safety rules.
5. Do not drink alcohol or consume narcotics during working hours.
6. Do not fight, assault or abuse a staff member or visitor.
7. Do not use organisation property in a careless or neglect way.
8. During working hours you must not do any business except that for which the organisation pays you.

You will be disciplined for any of the following offences.

1. Willful failure to obey legitimate instructions.
2. Willful misuse of Organisation property.
3. Improper publicity of information damaging to the organisation reputation.
4. Desertion (absence from work without permission for 4 consecutive days or more).
5. Sleeping on duty.
6. Lateness or leaving work early without permission.
7. Failing to co-operate with other employees on ground of race, tribe, religion or sex of another person.
8. Acting in a prejudicial way against employee on grounds of race, tribe religion or sex of another person.
9. Reporting on duty under influence of alcohol.
10. For each vehicle/motor cycle written permission needs to be given before you can ride or drive.

Any of the offences described above constitutes serious misconduct and immediate dismissal may occur.

1. Breach of safety rules endangering life, stated below.
2. Careless or negligent of work.
3. Fighting at work.
4. Threatening behaviour to another worker.
5. Having any private business deals with suppliers of the organisation on organisation's deals.

Health and Safety rules

These rules below establish responsibility for both the organisation and employees to provide safe conditions at work place. You will be expected to take reasonable care to ensure your own safety and of others who can be affected by what he/she does or does not do.

1. You must wear a helmet when riding organisation motor cycle at all times or use your safety belt whenever driving organisation vehicle.

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2. You must have under gone proper motor cycle/vehicle training course, this means that a one must be in possession of a valid driving/riding (provisional) permit. All employees who use organisation motor cycle or vehicle must submit a copy of their driving/riding license to organisation Administrator for filing.
3. One can only ride a motor cycle with written permission from the management for that particular vehicle.
4. Motor cycle maximum speed is 60 k.m.p.h on all roads.
5. No carrying of passenger on the motor cycle without helmet
6. No carrying of community members in the project areas
7. No carrying passenger in 'amazone' sit (two legs at one side) on the motor cycle.
8. No carrying of passengers in the boot of the vehicle(s) (for pick-ups).

Repetition of the same offence after committing another within a period of 12 months of the first offence could lead to summary dismissal.

I have read, understood and accept the above rules of conduct and agree these rules being a condition of employment by Koshish Charitable Trust.

Employee name: -----

Employee No -----

Employee Signature-----

Place and date-----

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Form7 (HR-KCT): Appointment letter:

Name of the Employee Mayuri

Address 14, Aparajita apt

Bhoothnath Road

Patna Date:

Subject: Appointment letter as

We are pleased in offering you employment in Koshish Charitable Trust as, on the following terms and conditions.

1. This appointment takes effect from
2. You will be designated, as..... and your initial posting will be at Patna.
3. However, you may at any time required to travel within India or overseas to perform work or take up assignments.
4. You will receive at a fixed salary of Rs...../per month. The salary payment in Koshish Charitable Trust in general is 1st-4th of every month.
5. Your appointment shall be governed by Koshish Charitable trust HR Policy. It is essential for you to observe and abide by all instruction and order that may be issued either orally or in writing, by the Institution from time to time.
6. You can sign only those documents for which you are authorized by the management; otherwise strict action will be taken by Secretary.

Training/probation period

- a. You will be on probation for a period of three months, which may be extended by a further period of up to three months at the discretion of the Management. On successful completion of the probationary period you will be eligible for confirmation in the services of the organization, in writing. In case you do not receive such a written communication, your probationary period will be deemed to have been extended until the organization confirms you in writing.

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- b. In the training/probation period you can take only one leave in a month with discretion of Secretary.
- c. If you are found absent during probation/training period from duty or you want to resign you should give the formal notice to reporting head. No claim shall be entertained if you have left the organization without any formal notice either by hand to project coordinator/HR Manager/Secretary with receiving or by registered post or by mail.

Termination:

During the period of your probation/training, or, after your confirmation as permanent employee, in case you breach any of the agreement clause of appointment, or you are found to have committed an act of misconduct, your services may be terminated with immediate effect. In such event it would not be necessary for the organization to give any notice whatsoever.

We take this opportunity to congratulate you on your selection, and look forward to a long mutually beneficial association.

This appointment is as per the direction of the Management of the Organization.

Yours Sincerely,

For and on behalf of

Koshish Charitable Trust

Rupesh
Secretary
Koshish charitable Trust

Koshish Charitable Trust

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Form8 (HR-KCT): Employee Undertaking

EMPLOYEE UNDERTAKING

I have received, read and understood the appointment letter as well as HR policy of Koshish charitable Trust and I agree to abide by it.

I also undertake that while working at Koshish Charitable Trust, I will not undertake any other job or partial assignment simultaneously or not even engage in any commercial or social activity without written authorization of Secretary.

I also understand that the job responsibility may expose me to various situations and challenges which I will confront and overcome to meet the aim of my project.

Name of Employee

Signature:

Date:

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Form9 (HR-KCT): Profile of Organizational staffs and Project Staffs

Profile of Staffs- Organizational Staffs and Project Staffs

1. Employee Identification	Surname:	
	Middle Name:	
	Last Name:	
2. Personal Details	Gender:	
	Date of Birth:	
	Marital Status:	
	Nationality:	
3. Present Contact Information	Address:	
	Telephone number:	
	Email:	
4. Permanent Address	Address:	
	Telephone number:	
	Email:	
5. Family Information	Next of kin:	
	Number of Dependents:	
6. Location or Base	Head Office:	
	Field:	
7. Job History	Previous Position held:	
	Previous Job Dates:	
	Previous Employer Details:	
8. Qualification	Degree:	
	Professional Courses	
	Trainings:	
	Other:	
9. Competencies	Competencies:	
	Language Skills:	
10. Salary and Benefits	Salary:	
	Incentive:	
	Insurance:	
11. Development	Trainings required	
	Skills required	

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Form10 (HR-KCT): Annual Performance Plan

Annual Performance Plan:

Name of the Employee:

Position held:

Name of the Supervisor:

Performance Period (Start Date and End Date):

Set Targets for the employee	Results to be achieved by the employee	Activities
Eg. Improve the capacity of the field workers	Better delivery of services to communities	Providing training and exposure visits to field workers
Eg. Mobilization of funding resources for the organization	Availability of increased funding for the organization	Researching donors, finding funding opportunities, writing proposals etc.
.....
.....

In addition to the Annual Performance Plan, the employee has to develop a work plan on monthly basis in consultation with the supervisor and based upon the Annual Performance Plan.

A monthly work plan consists of:

Activities	Months							
	Jan	Feb	Mar	Apr	May	June	July	Aug

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Form11 (HR-KCT): Performance Appraisal

Performance Appraisal Format:

Name of the Employee:

Position held:

Name of the Supervisor:

Appraisal for the Period (Start Date and End Date):

	Below Average	Average	Satisfied	Excellent
Overall performance of the employee				
Knowledge of the job given				
Sense of responsibility				
Methodology of work				
Level of commitment				
Team work				
Improvements made during the year				
Potential areas of growth				
Recommendations				

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Staff Performance Needs

Different staff members perform differently, but it is also true that all of them have the potential to work and perform well. It is for the organization to tap this potential and use it for overall growth. The following format can be used after the Performance Appraisal and can be integrated in the organizational plan for staff development.

Staff Performance Needs and Development

Name of the Staff	Performance Targets (for the forthcoming year)	Performance Needs		
		How (what activities)	When (timing)	Who (who will be responsible to ensure it)
	Ensure 40% increase in attending school	Provide training community mobilization	1 st quarter of the year	Human Resource Manager
	Liaison with government officials and NGOs	Provide training networking	2 nd quarter of the year	Project Coordinator
.....
.....

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Form12 (HR-KCT): EXPENSE CLAIM FORM

Location:		Date:	
Claimed by		Contact:	
Name of Programme:			
Name of The organization: Koshish charitable Trust			
Date	Particulars/Head	Supporting No.	Amount(Rs.)
Total			0.00
Total Amount (In Words) -			

Form13 (HR-KCT): AGREEMENT LETTER

Agreement between Name of the employee..... Father's name...., Address.... And Koshish Charitable Trust on Date..... is being made.

Employee name..... Has been appointed as designation..... In Project title..... Of Koshish Charitable Trust funded by Funding agency's name.....

This agreement is valid for one year.

Responsibilities for the project, project's name..... as name of designation.....

1. Be equipped with information related to Project/Programs.
2. Plan activities according to Project and prepare reports for the same.
3. Participation in meetings/Training/convention etc is a must.
4. Case study, survey and field visit is also a part of the project which has to be followed by the employee's name.

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5. Program related correspondence is also a part of the project which should be followed by you.

Other responsibilities:

1. You should be well equipped with information related to other projects of the organization.
2. If required you may be engaged in works related to other project.
3. Weekly meeting should be attended by you, failing to attend will call for strict action against you.
4. All information related to organization/project should be shared in the Office.
5. Your reporting head will be Project coordinator/Secretary.

Working hours of Koshish Charitable Trust:

1. 10am to 5pm
2. Holidays will be according to the annual holiday list of the organization.
3. For taking leave, leave application in advance will have to be submitted to the Secretary.
4. All work needs to be completed before last date to avoid chaos.

Important terms and conditions:

1. You should be well informed about Vision, Mission, Goals, History, Journey of Koshish Charitable Trust.
2. You should also be well informed about Indian constitution, laws, international agreement, Universal declaration of human rights, Panchayati raj, SC & ST rights, Right to information, Poverty elevation programs. You should also upgrade your information on all above mentioned issues from time to time.
3. If in any case you want to resign from the post/organization you will have to give written application 2 months before resigning.
4. If in any case you are unable to complete tasks assigned to you of the project in time, negotiation can be done without honorarium.
5. After agreement between you and Koshish Charitable Trust has lapsed or being cancelled in any case then Koshish Charitable Trust will not involve itself in any law procedure. However cancellation/renewal of agreement will depend on Management team presided by the Secretary of Koshish Charitable Trust.

Signatures:

**Secretary
designation of**

Project coordinator

**Name of the
employee**

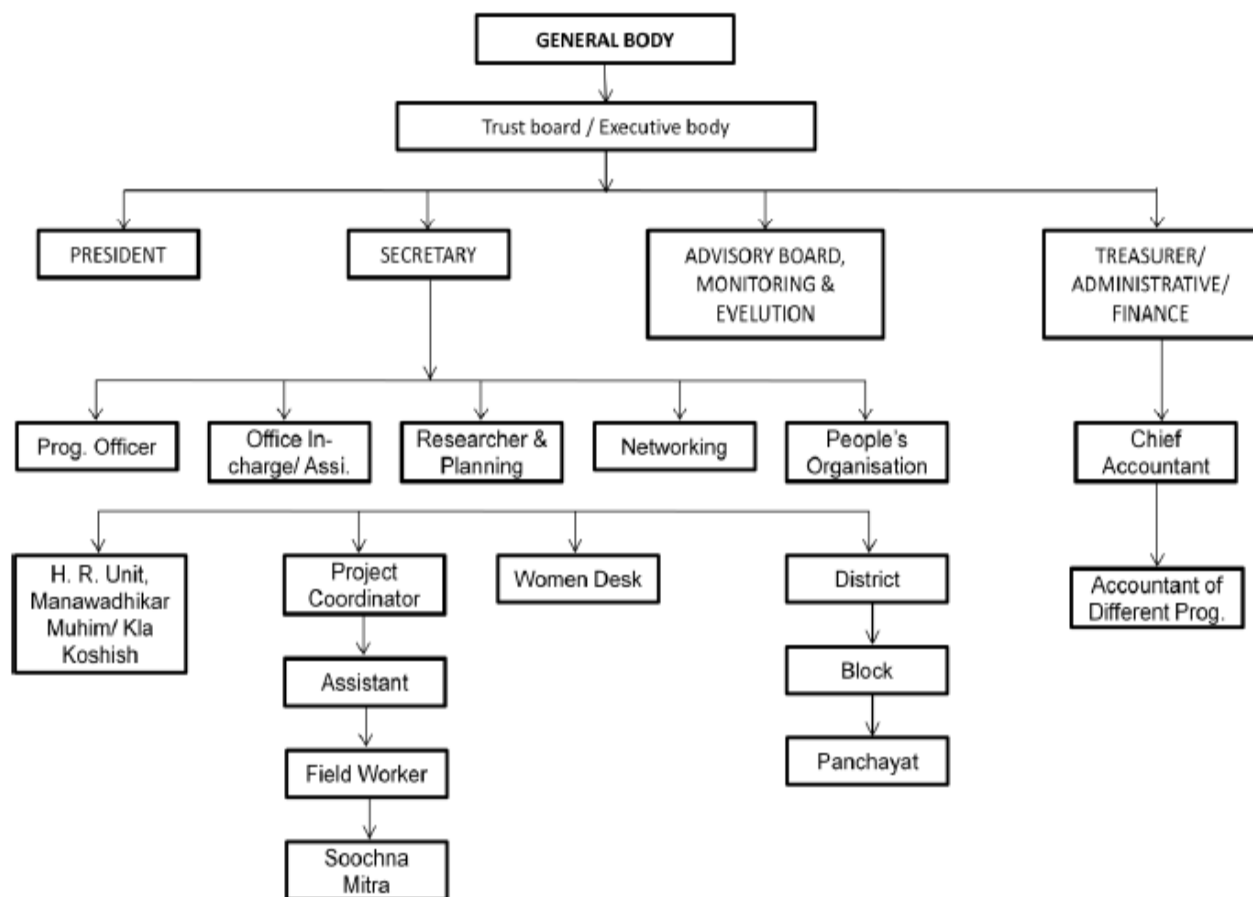
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Organogram of Koshish Charitable Trust



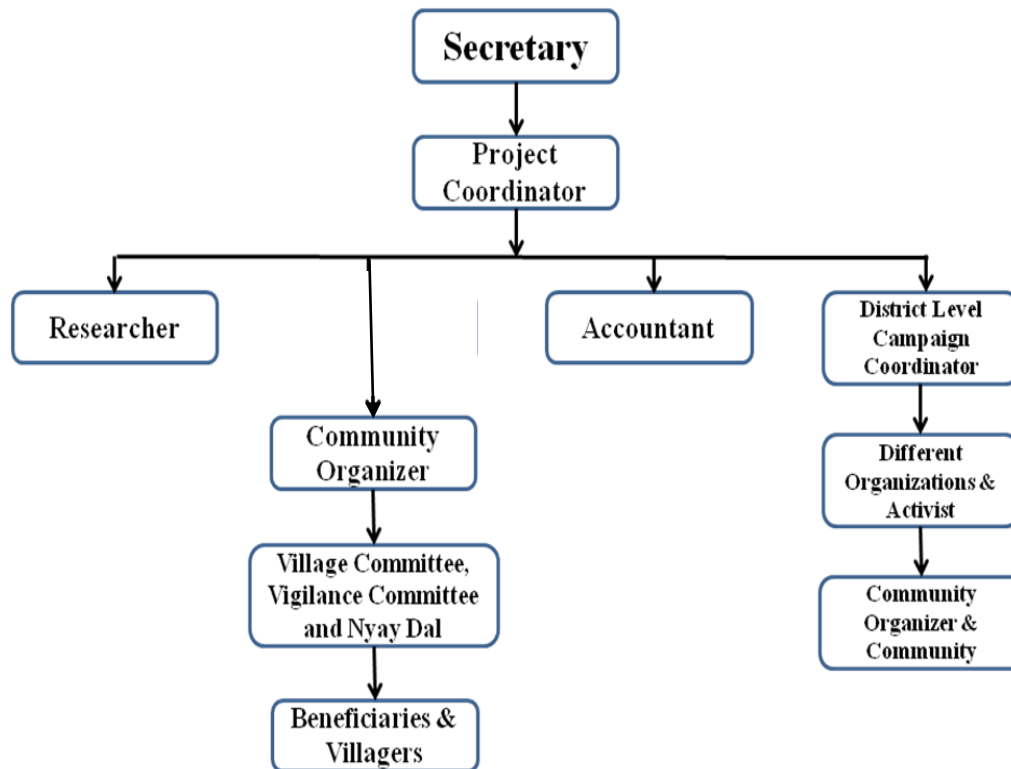
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Organogram of Project Management:



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