



Muskaan

Team Members Policy

(extracted from the Organizational Manual with Additions)

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RECRUITMENT POLICY

Recruitment in the organization takes place on the basis of programs of Muskaan and availability of funds. Any person selected for a particular position are appointed as either Long term employee, Short term employee or Consultant on mutual decision.

New Recruitments

Need of additional people within the organization could be :-

- at the time of any addition of work in an ongoing program or
- the start of a new program or
- when any earlier worker has to be replaced
- when a gap and need is identified in an ongoing program
- when any specific person feels unable to fulfill his her tasks adequately because of limited time expertise

In any of the above circumstances or in any other situation where anyone feels the need of an additional person in the team, then this should be discussed within the program team, if there is a clear identified team within which the need has been felt. Subsequently this should be brought into the discussion of the Core Group, with a written outline of the work expected from the new recruitment. The decision of announcement of a vacancy should lie with the Core Group after an assessment of the need and availability of funds.

Selection Procedure

The selection of a new person should be done through a team. The selection team should comprise of at least two-three persons; two persons should be older team members of the program who would in some way, also be guiding the new person being recruited; the third person in the selection team should be somebody who could have a direct working relationship with the new person and therefore a direct stake. For this purpose, the education team (balwadis, government schools program, learning centre) would be considered as one team and the communities program (savings, health, livelihoods) as another team. Selections for hostel or office support would also have a similar logic within the selection process. A core group member may not necessarily be in the selection team, unless emergent from the program team.

The selection procedure should be fully documented:-

- criteria of short-listing from the resumes received
- process adopted– written assignment, interaction with children, visit to the basti and or interview and clarity in what is to be seen within that process
- assessment of all persons on the issues that are being explored within the decided method
- Decision of the selection team with the specific work-role.
- Reference check which specifically asks on any matter of complaint or concern regarding children's protection.

In some circumstances, there may not be a distinct advertisement on which many applications are received. In such instances also, there should be a team that undertakes the selection procedure of an interview discussion, and it should not be a single-person who is doing this. A note should be prepared to give a rationale for the selection and the finalized work-role.

At Muskaan, we are committed to child safe recruitment, selection and screening practices. We will not knowingly engage – directly or indirectly – anyone who poses a risk to children. These practices aim to recruit the safest and most suitable people to work in our programs. Muskaan's child safe recruitment practices include:

- All successful applicants will receive a copy of Muskaan's Child Protection Policy and Procedures. All of our team members will be required to read and acknowledge this Child Protection Policy and Procedures and sign the Code of Conduct.
- Applicants will be required to submit a detailed application form when applying for a position. This form will ask for extensive information about the applicant's background such as dates and places of employment, education and other activities.
- Job descriptions that describe key selection criteria and outline tasks and accountabilities are required for all positions (staff, volunteers, consultants etc).
- Recruitment screening processes for all personnel working with children will include the additional screening measures of being asked behavioural-based interview questions.
- A minimum of one written referee checks will be required for all preferred candidates in positions that have contact with children.
- All positions will be subject to a probationary period depending on the length of the contract.
- Muskaan reserves the right to refuse employment or terminate any person's employment that may pose a risk to children. Employment contracts will contain provisions for the prevention of a person working with children if they present an unacceptable risk to children.

The decision of the selection team needs to be approved by the Core Group, and a salary needs to be decided in keeping with the norms. A letter should be issued to the new appointee, and after a confirmation is received, a copy of this should be filed in the Office and in the Accounts.

Induction Program

It is necessary for the new employees to get familiar with the organization's structure, work environment, culture and people. The new employees should be oriented to the organization and to its policies, rules and regulations. An induction or orientation program is designed to achieve the following objectives:-

- To give the employees the necessary information like facilities, rules etc. about the organization.
- To acquaint the employee with all Policies of the organization, particularly Child Protection and Prevention of Abuse of any form.

- To build up the new employee's confidence in the organization and in himself so that he may become an efficient employee.
- To develop among the newcomers a feeling of commitment towards the organization's values.
- To foster a close and cordial relationship among the employees.
- To ensure that the new employees do not form a false impression and negative attitude towards the organization or the job.

It is the duty of the team leader to introduce new recruits with the fellow employees and provides the immediately needed information about others as well as about the organization, so that he feels comfortable in the new surroundings and get well versed with the organizational structure. They should be explained their roles and responsibilities and should be given the organizational manual to know the policies, rules and regulation of Muskaan.

Part Time Workers

The work profile of balwadi teachers and health workers has been built on a part-time basis. Other persons could also be recruited on a part-time basis depending on the nature of programmatic need and availability of the person.

All regular part-time workers would be entitled to provident fund, unless the profile of the work makes a person temporarily part of the worker team.

For all purposes, it would be expected that a person working on a part-time regular basis participate and contribute in meetings and organizational issues that are crosscutting programs. There would be situations where a part-time worker is distinctly not involved in any programmatic aspect of the organization, as in the case of a specific subject tutor for a group of children. In such cases only, the part-time worker should be perceived as an external person from whom very specific services are being availed on a regular basis.

Probation Period

New recruitments should be reviewed after a period of one month; the review should be done on pre-listed aspects of work, and carried out by a group of two-three persons with whom the new appointee has been working. The quality of work during the review period would be the basis of deciding whether the person should be made permanent or not. Interactions with children should be particularly observed directly by 2 senior members of the team.

This review feedback should be then discussed and finalized with the Core Group. The Core Group is responsible for a feedback discussion with the new appointee, and conveying the decision of the team.

Consultants

Within the different kinds of work ongoing in the organization, there is a need to take on external help. This could be very temporary as a resource person for a specific topic in a workshop or more continuous, as support for undertaking a study.

In situations where resource persons are being taken on for a specific event, the planning of which is being done across a larger group in the organization, then the decision does not need a

separate meeting within the Core Group, and could be considered as a discussion of an expense that is part of the event.

In other cases, the program teams should also be able to identify the specific need area, look at availability of funds within their projects and reach a decision. The need for a consultant or any other form of a short-term recruitment, in a form separate from one specific workshop, and taking the form of a continuous external support, should be brought to the Core Group's knowledge.

In all cases, when the need for a consultant comes up to the Core Group, it should definitely be seen if there is anyone within the organization who could fulfill the need in terms of skill, perspective and time.

Persons should not be asked to intervene in any program activity without a discussion with the relevant program group or Team Leader irrespective of the fact that this could be on a voluntary basis.

Consultancy should be paid in the range of Rs. 500 to Rs. 6000 per day, depending on the fund availability and resource fees proposed within a specific program, nature of task and the person's profile.

Payment to resource persons / consultants should be decided before the activity is carried out. This would need to be done through a discussion with the resource persons / consultants, and in keeping with the above-described procedures.

If you have been the contact person in Muskaan, for any consultant, in terms of having discussed the work and being part of the activity in which the external person was involved, it is your responsibility to ensure that the payments to the external person is not delayed for any reason. Payment should be made immediately after the end of the work. Please ensure you are carrying the cheque and receipt for this purpose, with you beforehand.

Short Term Contracts-

For some projects and programs, organization appoints individual on short-term contracts. They are paid on a monthly basis and their PF or TDS gets deduct as per the applicability and rules.

REMUNERATION

Salaries

We are trying to build and ensure a salary structure in the organization that is able to recognize all work equally. This does not imply that everyone would be paid have the same salary, but implies that salaries would not be determined by the tasks and work responsibilities of a person. Therefore attributes that are more directly associated with opportunities, as education and set of skills, which would determine the nature of work being done, should not be the determinant for the salaries of an organization that professes that scrap-picking or manual labor should be respected. In the same way, utmost importance is given to the teaching profession. Therefore, the work of a person teaching a small group of children is of as much importance as any other work being done in the organization.

Differences in salary would be on the basis of years of experience in the work, assuming that it is fair that a person with more years of work behind him/her should be earning more than a person who has just started out on his/her career. This should affect the capability of handling the tasks at hand and their experience in work would enrich the organization in a different way. Experience would be seen in terms of years of work. Everyone's experience outside Muskaan would be noted at the time of their joining work. Experience directly associated with the given work-role would be considered as the full work experience, but work indirectly associated with the responsibilities in Muskaan would be given half weight-age. Part-time voluntary work, field work during graduation or work in private schools or in any sector will not necessarily be treated as an experience to be counted within the salary structure. The Core Group (and the Selection Committee) would determine if and to what extent the person's experience of this nature should be treated within the salary norms. For all new appointments, this should be done at the time of permanent appointment.

In addition, the quality of work, in other words, the personal attributes of responsibility, efficiency, depth of work in people should be appreciated and given importance through a reflection in the emoluments. Thus, two persons having the same work experience, but a difference in their approach and application to that work, would be paid differently. This will be evaluated by the Core Group with the support of program team persons.

It is also understood that a balance needs to be made in view of the above two aspects of salary determination. There would be minimum amounts for different years of experience, and varying amounts as per person's performance (distributed in four categories). Quality of work would get a marginally more weight-age than experience. This salary structure in terms of amounts (and not conceptually), could change every year, depending on the minimum and maximum salaries payable.

The range of minimum and maximum salaries has been fixed 1:3.5 from 2013 onwards. This is the range within which salaries are being sanctioned, but it is not necessary that the highest salary permitted is actually paid. This has been brought down from the earlier standard of 1:4.

Salaries within certain programs

The minimum salary amount would become applicable to all the people associated with Muskaan in any permanent capacity. Thus, it would apply to all programs, including balwadis, cooking help, sewing teachers, cleaning help, community health workers etc. Their minimum salaries would be determined proportionate to their working hours.

Salary increases within certain groups of workers, as community health workers, balwadi teachers, cleaning staff and cooking help will not be linked with years of experience. These salaries would always follow the minimum salaries within Muskaan, and there would be a definite increase of maximum 10% on an annual basis. However, it would not be financially feasible for the organization to correlate years of experience with salaries for this group of workers in the present funding and market scenario. Efforts should be made to significantly people's capacities within this group so that they can move to other work roles in or outside Muskaan, and earn in a different bracket.

Salaries for part-time workers

For people working for a specified number of days in a month, the calculation has been done on the basis that the salary shall be first determined through the above method. This is a salary payable to the person for a month's work. Therefore a per day salary would be = salary / 24, which would need to be multiplied by the number of days a person will be working. The division is by 24, and not 30 (or 31) because a person drawing a full-time salary is also entitled to holidays in the form of Sundays, annual holidays and personal leave, which shall not be the case for the part-time worker who is expected to give a certain number of days in a month.

If a person working on a part-time basis is working during part of the day on a daily basis, then the salary shall be apportioned to the number of expected hours of work.

Abidance by Statutory Laws

Organization will deduct Provident Fund or TDS (Tax Deducted at Source) accordingly to the laws of Indian Government from salary or honorarium.

Gratuity would be deposited in requisite account for all employees on Provident Fund.

Allowances

Children's Allowance

Earlier, a nominal allowance of Rs. 200 per child per month was payable to staff members who are single-earners in the family and have to spend towards education expenses of the children in their families.

But with Muskaan now running a school, we encourage our team member's children to study here. Therefore, the organization shall not bear any expenses towards team members' children's education expenses. A child studying in Muskaan will be provided all facilities provided to other children studying in the school.

House Rent Allowance and Conveyance Allowance

The house rent and conveyance allowances are given to the employees according to their salaries earned. These allowances are included in the total salary earned.

Slab	Basic	HRA%	Conv. %
Part-time staff			
5000 to 8000	70%	25%	5%
Full-time staff			
8000 to 11000	70% or 6000 which ever is lower	25%	5% or balance

11001 to 16000	60% or 8000 whichever is lower	30%	10% or balance
16001 to 21000	50% or 10000/- which ever is lower	35%	15% or balance
21001 to 26000	50% or 12500/- which ever is lower	35%	15% or balance
26001 to 31000	50% or 15000/- which ever is lower	35%	15% or balance
31001 onwards	50% or 16000/- which ever is lower	30%	15% or balance

These amounts have been calculated more to keep the distribution of the salary as per basic plus allowances as the organization could not pay up the gratuity (when it was introduced in 2012) on the total salary, for people for the numerous years they had been working in the past. This has been discussed and finalized as per Board meeting.

Personal Loans

Individuals in need of a loan should submit an application to the Core Group. Loans would be allowed within the following conditions:-

- You would generally be permitted a loan up to double your salary, to the maximum limit of Rs. 25,000. This limit has been decided to ensure that loans are repaid within a period of a year, and also safeguard interests of the organization for being able to recover the amounts. However, depending on the nature of the need and the stability of the person in the organization, s/he may be sanctioned loans more than double their salaries, keeping within the maximum limit.
- As the organization has nearly 50 persons working in different capacities, and the salary structures are such that there would not be much scope for surplus available to people and loan needs are from multiple people, giving of loans would have to be prioritized. It has therefore been decided that loans would be available for the following reasons only:-
 - o Expenses that are unexpected – health crises
 - o Expenses that will always be beyond the person's capacity but are necessary for the person – house repairs, purchase of any two-wheeler or some other asset
 - o Education Expenses
 - o Personal expenses of a marriage
- A loan would be permitted only once a year. This has been proposed as a guiding principle so that more people can benefit of taking interest-free loans from the organization as per their need. However, in circumstances of need of money because of medical reasons, which is an unplanned expense, request for a second loan within the same year could be allowed.
- You cannot be provided a loan if an earlier loan is still outstanding on you. The outstanding dues of a loan should be paid up before the taking of a new loan. The exception to this rule would also be only the needs of funds for tiding over a medical crisis. In all situations, the total loan outstanding on a person at any time would be subject to the limits mentioned above.
- The loan amount should be adjusted within the maximum period of a year. For this, the monthly deductions should be worked out at an amount of at least 10%. If a person can repay the loan in bigger amounts, then this would be helpful for the organization. For loans touching the maximum limit of Rs. 25,000, it should be encouraged that the money is repaid within six months.

- The applications for loan would be passed with the approval of any two members of the Core Group .
- All persons working on a permanent basis as a part-time or full-time worker are entitled to taking a loan. Loans would not be available for persons who are working on a temporary basis, as in a short-term assignment or during probation. However, if there is reason to believe that you may not be continuing work in the immediate future, then your loan application may be refused.
- In case you are leaving work, all personal and official dues to the organization would be adjusted within your current month's salary. If the amounts due from you are beyond your one month's salary, please see to it that these are paid off within your work tenure.

Work from children

In an environment where children leave work and come to study to Muskaan, and also contribute in Muskaan's functioning in different ways, there has emerged a need to have a clear policy on how we propose to compensate children for the work they do in for Muskaan.

There are many kinds of work that children do; sometimes the work is assigned to them and sometimes they take it up voluntarily; the work may be given to an individual or a group; the work may be required to be done independent of guidance or with a senior worker. These jobs carried out by the children range from cleaning up places, looking after stocks, helping in balwadis to making sketches a book, doing computer work of typing, scanning, designing, working as resource persons in baalmelas. Some of these tasks are skill and or talent based, some are manual hard work, some require a concern for maintenance and efficiency.

Children associated with Muskaan as a student, at the time of the work done, would not be monetarily paid for the task(s) carried out by them. If children are paid in cash or even a bank deposit for the future, it would create an inequity in the children. The amounts payable for different work would differ, and also, only a small number of children would be able to earn from the limited kinds of work that Muskaan can offer. At times, it may also be that some kinds of work are actually handed over to the child and therefore visibly seen as a payable task (e.g. when a group of adolescents are asked to clean up and prepare a place for a meeting, typing of specific pages) and other works are treated as a help or personal contribution because the children may have taken it up on their own.

It is therefore decided that efforts should be made to recognize all the kinds of different work that the children are doing within the organization, and also give more opportunities to the same children and also to increase the number of children doing the work. This would enhance their abilities and skills for further options in life. All such children and adolescents should be further motivated and encouraged. Their contribution in work could be appreciated by giving different kinds of material presents. The person/team with whom the children have worked should decide what should be given to them. The token gift given could be an item of direct use in enhancing the child's skills, or any other thing. The child could also be asked what s/he would want for the hard work.

If there is any outside paid work that comes to the organization and is carried out by the child or specifically to a child through any person in Muskaan, then the payment for the work could be made to the child directly in full. Such instances have been when non-office typing work has been done by a girl studying in Muskaan, and when printing of paper bags is done within the

livelihood program by a group of girls. Efforts should be made to procure work for adolescents studying in Muskaan so that they can contribute to their families, and for their own pocket money.

If children or adolescents are regularly contributing to some activity which would otherwise need to be paid for, then the child/adolescent should be suitably remunerated for this work. For example, building of the school.

Providing children opportunities to enhance their specific skills and talents should be a definite endeavour of our programs. This is not related to the extent of their quantifiable or tangent contribution to the organization.

WORKING OUTSIDE THE ORGANIZATION

Involvement in development work outside the organization (as a volunteer)

Absence from office work for the purpose of participation in workshops, as an individual decision, or for volunteer support to any sangathan or movements on a full day basis would not be treated as 'present' at work for Muskaan.

While at times, this may be encouraged also as a collective decision in the organization, it would not be considered as official work of the organization and will have to be counted as leave and would be an individual's decision. This is definitely so when the daily responsibilities in the organization cannot be fulfilled along with the involvement in the other work.

However, in situations where the involvement in such tasks is possible to be carried out by adjusting the timings and fulfilling the organizational work on that day, or requiring absence from office for a part of the day, the person could mark full attendance. Also, there may be occasions where the organization feels it is imperative for the team members to respond and be part of a specific need (e.g. communal riots and relief work) which could be considered as part of official work.

Working on pay outside Muskaan

People are entitled to take on work and earn outside Muskaan if the work is being done beyond office hours. In the circumstance that the person needs to do this work during office hours, the person should inform the Core Group and these days should be treated as without pay (irrespective of the number of holidays a person has left in his/her account). It is assumed that a person would not do this at the cost of his/her work in Muskaan and would ensure smooth functioning of their work in their absence.

If a full-time person finds it beneficial to take up work regularly outside Muskaan, then s/he should accordingly inform and discuss this with the Core Group and make permanent changes in his/her schedule and work responsibilities in Muskaan.

However, opportunities of work coming to the organization (and the organization deputed a person) or directly to a person on the basis of the person's identity in the organization, and through the organization should not be considered solely as a personal opportunity. Such offers should be treated as an opportunity to work as a resource person from within the organization. Money offered or amounts charged should be on the behalf of the organization.

ATTENDANCE AND LEAVE

Office Timings

We follow a 6-day week system, Monday to Saturday.

By norm, office timings are 9:30 a.m. to 5:30 p.m. If you need to start your day earlier or later, because of work requirements (as an earlier school shift or community meetings when men and women are available or any other reason), then you can choose to work from -

12 noon. - 8:00 p.m.

8:30 a.m. - 4:30 p.m.

8:00 a.m. - 4:00 p.m.

It is expected to give 8 hours daily to the organization. Please inform your Team Leader and group accordingly.

If a person is taking half day then the total working hours must be approximately 4 hours.

There would be occasions where common meetings need to be held across a working group of a program, or the entire organization; in these cases, some people may have to spend some extra time if people are working in different timings. Please adjust as per need.

Marking Attendance

All workers are expected to mark their attendance on the register on a daily basis. Filling in attendance registers after passage of weeks creates unnecessary problems and is discouraged. If a person has taken leave for half a day, it should be marked as 'P/2' on the register.

If a person does not mark her/his attendance oneself regularly, then the administrative staff may fill it in as per the information available at the office. This should subsequently not be questioned, and to avoid such a situation, please mark your own attendance accurately and timely.

Leave

Granting leave

A person may take leave as per need by giving information of it in advance where possible. It is only in times of urgent pending work, inability to fill in for a person going on leave, or in the case of pre-decided dates of common meetings and events, that you would be expected to not go on leave and to re-schedule your leave plans. If you have to go on leave for medical reasons, it is a different matter.

Informing of leave

In an environment where it is not customary that applications for one day leave are to be given, it is your responsibility that proper information is given to your team members and the office in times of leave. It is obvious that information of pre-planned leave should be informed to the Working Group. You are also expected to inform all your team members so that people don't look for you and then get to know that you are on leave. You are expected to inform your Team Leader in at least 2 weeks advance, in writing. You also have to fill an Application form sanctioned by your team leader and Core group if taking the leave for more than two days.

In case there are daily responsibilities of teaching or collecting savings, or there is a health case ongoing, wherein the community members or the children would suffer from your absence, then it is expected that you would properly hand over charge with documents and background papers

to a colleague, informing the pertinent group. Similarly, if you have any tasks planned with other colleagues, information of the leave should be provided in time. These are part of your responsibility, and not doing so, would not be condoned lightly.

For more details, Leave Manual is attached at the end of the Manual.

CORE VALUES

As Muskaan works with the motive to diminish the feeling of inequality in marginalized communities, and giving respect to everyone and every work, so being part of such an organization, we should also incorporate these values and create a work culture where

Teamwork

Real teamwork is listening to and respecting each other whilst working together to achieve mutually beneficial results. When we are unsure we should check with others as to what they meant. Providing support to one another, working co-operatively, respecting one another's views, and making our work environment fun and enjoyable. Everyone has strengths which we should value and use whenever possible.

Sometimes, in our effort of breaking hierarchies (and possibly for other reasons), we tend not to take (or grant) identity of the person who has done a specific task. And everything tends to be defined as a group effort. However, this is not a positive practice because it neither generates accountability, nor ownership or recognition of the effort.

As a policy, it is assumed that a person's (or more than one person) name should be attached to the work that s/he has personally given substantially more time than the others, or has done it single-handedly. We need to recognize the hard work that goes into doing anything. In case this is not being done, team-members should point it out and suggest that it should be done in this manner.

Honesty

We should be open and honest in all our dealings and maintaining the highest integrity at all times. All concerns are aired constructively with solutions offered. Each person is as skilled in some way as another and is entitled to express their views without interruption.

Equality

We should not promote any behavior pertaining to inequality with respect to age, seniority, experience, teams, projects, sex, & work. It should be immediately informed to the CASH Committee or Core Group if you see anybody doing such kind of act. We all work in an Organization which do not tolerate such kind of activities.

Cooperation

Cooperation exists when people work together towards a common goal. Cooperation is governed by the principle of mutual respect. Cooperation requires recognizing the value of everyone's part and keeping a positive attitude. We should be helping out each other beyond our defined roles and timings to live a collective spirit and commitment towards our dreams. When cooperating, there is a need to know what is needed. Sometimes we need an idea, sometimes we need to let go of our idea. Sometimes we need to lead and sometimes we need to follow.

Initiative

We need to be driven by our personal and collective goals and accountability towards our work and people. It would be difficult to work without a personal initiative and responsibility towards the things we commit to.

Human Rights

We have to, above all, ensure that we do not violate any individual's rights in any which way. We work with vulnerable populations, women and children, and therefore responsibility of maintenance of this value lies with the organization and its staff. At all times, we need to take care of simple and complicated aspects as follows –

- All should get food to eat. Therefore food should always be available for all who are on campus or in our school. If there is little, it needs to be shared.
- Place to stay – If anybody comes in need of a place to stay, we should try to facilitate this through an option in Muskaan or if needed, even at someone's residence. The option of a government facility is there but we need to acknowledge that getting a person out from there is not a smooth process in our control and therefore this should be recommended with caution.
- There can be no kind of abuse, any kind of a physical violence, verbal abuse or mental violence, on anyone junior or a child or a member of the vulnerable community.
- Free from violence – No child in school or community or hostel can be physically punished of any degree.
- Respect and Privacy
- Exploitation of any form – in matters of work or financially or any form shall not be tolerated.

Care

Our work is informed through a trauma lens. Many of our team members and clients and constituency members come from difficult situations and have faced adverse childhood experiences, trauma of broken families, alcoholism, violence and abuse. There is a legacy of inter-generational trauma that has seeped into lives of dalits, indigenous populations and minority religious groups. Even if these extreme situations have not unfolded in life, there is a stress of various forms and it is integral that we work with love and care for fellow beings. We support people in their efforts to learn and grow as human beings, and not be governed by our judgments.

CAPACITY BUILDING

External workshops

Invitations to workshops, seminars or specific trainings should be commonly informed across the relevant program group. It should be the Team Leader and/or senior team functionaries' responsibility to decide who would be the most appropriate person to represent the organization on that platform or who a specific training or exposure is suitable for. People interested in a specific training should come forth and inform the senior team members so that this is kept in mind. The Team Leader and/or senior team functionaries' should try to have a common discussion on the selection of person to be nominated for a workshop (if the workshop seems suitable for many people), but in some situations, a common discussion may not be possible because of time restraints. In these cases, anyone in doubt could ask for the rationale.

There have been instances that invitations received by a person working in the organization, have been considered a personal invitation. It is therefore clarified that if a person receives an invitation clearly on behalf of the organization, or on the basis of the work being done by the organization, the organization should decide to send the person who is most appropriate for that event and it doesn't follow that the person receiving the invitation should be the first choice for that event. For example, if a team member is present in a workshop where Muskaan's work is shared, and on the basis of that introduction, an invitation is received for a specific aspect of Muskaan's work, then the person associated with that work should attend the workshop and not the person who has received it unless s/he has a direct association with that.

With a limited number of invitees to any workshop and also the logic that daily work cannot be stopped for meetings/workshops, different people should be encouraged to go at different events so that everyone gets an opportunity. Sometimes, this may not be possible and in-house workshops should also be scheduled for topics that are commonly useful across more people.

If a person attends a workshop through a common consent on who should be going, and after informing the relevant group, then the person should mark themselves 'present' for that working day in office, otherwise not.

Participation in external workshops could be in the position of a participant or as a resource person. If you have been sent as a resource person from Muskaan, then any fees paid to you for your task there, should be considered payable to Muskaan. Even if you are being paid any daily allowance, you should deposit this amount in the office, as this is being considered as a workday for you in Muskaan. Rules of out-station official travel would remain the same irrespective of the purpose you have gone for, including a workshop, and since we don't have a daily allowance system, then daily allowance paid by an external agency should also be paid in. Collections of this nature would help the organization raise resources for its programs.

However if you have taken this on as a personal assignment (as within the situation described in Section E), these rules would not apply to you.

You are also expected to write a summary / detailed note (depending on the workshop content) on the workshop attended and submit this. If you have learnt something new that you feel should be shared with others, then please discuss this with your Team Leader and schedule such a meeting for enhancing everyone's skills.

Fellowship/Training Program Rules

All Fellowship/Training/Certificate courses for employees are meant to enhance their professional skills and know-how.

If Muskaan gives such kind of opportunity to any employee, then there are some pre-defined rules for it which is as follows:

- Core group or a person from Muskaan itself associated with a particular field can select the employee/employees for fellowship/training/certificate course after a mutual discussion.
- The time period will depend upon the duration of the course. It can be for a week or for a year also.
- The organization expects that the time which an employee gives to the organization will be fully utilized for the courses he/she is entitled to and after completing it, s/he will incorporate that learning into the job which will be directly or indirectly a beneficiary in achieving the organizational objectives.
- If any fellowship/ training/certificate course involves some fees, then core group will decide that how much it will be borne by the organization and how much by the employee.
- There will be an agreement between the core group and the employees who are selected for any such course before pursuing it. This agreement will have some clear rules mentioned by the organization for that employee. The rules can differ accordingly with the nature of a particular course.
- If any employee goes for the course, then he will be responsible to delegate his responsibilities to some other employee after a discussion with the team leader and that employee.

Internal trainings

In order to enhance capacities in all workers, different kinds of exercises are carried out within the organization. These have been in the form of -

- Workshops and Trainings on relevant program aspects - these have been on technical aspects, as subject content, as well as on approaches and methods. Within the education program, this has been possible as an intensive exercise only during the summer holidays as the schools break them. Weekend workshops or meetings during the year need to be further strengthened.
- Skill enhancement efforts - there have been initiatives that are long-run, as English classes, and also initiatives that have been carried out in 2 - 3 days, as enhancing computer skills. It is expected that the persons attending these workshops apply themselves earnestly to enhance their skills by self-practice outside the training hours.
- Support in field work - It is expected that different team functionaries support people in their work and give ideas for how things could be improved during work-planning. The extent of detailing of tasks in hand made prior to the implementation of the activity would contribute to the effectiveness of the work. The support in the field in this direction would go a long way in internalizing desired methods of working.
- Discussions during weekly or monthly meetings - Sharing of work on common platforms and taking suggestions and feedback are an effective method for improving our work.
- Workshops on other core issues - In-house workshops are organized on issues that are not apparently directly associated with our tasks at hand, but are useful for our personal growth

and initiating thought processes on aspects of workers or communities or the larger society that indirectly make us, and affect us.

Minutes and learnings of some of the workshops conducted in the past are available in office. Please access these if you are interested.

Educating Staff And Stakeholders About Child Protection

Muskaan is committed to educating employees and stakeholders in child protection, prevention of abuse, how to reduce risks and create child safe environments. Muskaan promote child safe practices that keep children safe in the organisation and in their own community, and provide information about child protection to the children and communities in which we work.

REVIEW POLICY

Appraisals

Appraisals of Work should be done annually by the Core Group Members and Team Leaders. For different reasons (as an inadequate representation of the Program Team on the Core Group, colleagues in the program holding more insights in a person's work than a Core Group member), persons other than the Core Group members should be part of the annual review team.

Appraisals are not linked to salaries directly. The appraisal is more in the shape of a definite platform for an exchange of views and feedback from/to the organization. (Meetings may be called from the side of the Core Group or individual workers at any time if needed but this platform would ensure such interactions at least on a yearly basis.) It is good to know for the employees how well they are doing at present and how they can do better in a future. It improves their performance in order to get promotions and merit pay. Proper performance feedback can improve the employee's future performance. It also gives him satisfaction and motivation.

It is the policy of the organization to review the performance of an employee after the three months from the date of joining to ensure whether s/he is able to fit in the job profile.

Employees who have completed 9 months in Muskaan are eligible to take part in yearly appraisal which is done through a pre decided format.

EXIT POLICY

Resignations

A person could be dismissed from work or could resign from one's own choice, only after giving the minimum notice period of one month. The notice period would be of two months for the senior member (all individuals who have worked for a period of 2 years would be considered senior members in this respect) so that the organization to be able to recruit an alternative person and a better hand-over of work.

It would be helpful if we all can build an atmosphere where people are able to discuss openly that they are looking for work elsewhere, and don't bring it up as a final decision in the end after they have an offer in hand. Please also try to give your best to your work till your last working day and hand over work in a professional manner.

If you are thinking of leaving work because of a personal dissatisfaction, it would be good if you are able to bring up issues of discontent to your Working Group, Team Leader or the Core Group, while you are trying to resolve these aspects. They may be able to help out.

This should be given in writing.

Dismissals

If any program team members or Team Leader feels that a person is not working in a desired manner, they should try to resolve it in their own groups. However, if this is not able to yield any positive results, this could be brought up to the Core Group for consideration.

The Core Group should sit with the person in question and give a feedback, and preferably, time for correction. This should be done in writing, and added to the person's personal file. If feedback does not yield in the desired change or improvement, then the decision of dismissal can be taken by the Core Group sub-team, alongwith the Team Leader.

Decisions of dismissal should be taken by the Core Group. This could be on the basis of continuous under-performance or any conduct contravening the principles of honesty and respect to others. A decision of dismissal on account of misbehavior could involve compulsory leave.

Exit Interview

In the case of a person leaving an organization, there should be an exit interview to get an assessment and feedback for the organization. This shall be as per the format designed for this purpose.