

EFICOR HR Manual



Vision Statement



Child
Protection Policy



Anti-Fraud
Policy



Environment
Policy



People with
Disability Policy



Grievance
Redressal Policy



Whistleblower
Policy



Gender Policy



Mission Statement



Anti Sexual Harrassment



Staff Safety
and
Security Policy



Role of HR



Conflict of
Interest Policy



Staff and Family
Support Measures



Employment Policy



Core Values



Document
Retention Policy



Process/Procedure



Staff Recognition Policy



Staff Spiritual Enrichment



1. **Human Resource Manual: Management**
 - 1.1. Vision Statement
 - 1.2. Mission Statement
 - 1.3. Role of HR
 - 1.4. Core Values
2. **Organisation Policies:**
 - 2.1.1. Child Protection Policy
 - 2.1.2. Anti Sexual Harassment Policy
 - 2.1.3. Environment Policy
 - 2.1.4. Gender Policy
 - 2.1.5. Whistle Blower Policy
 - 2.1.6. Staff Safety and Security Policy
 - 2.1.7. People with Disability Policy
 - 2.1.8. Conflict of Interest Policy
 - 2.1.9. Anti-fraud Policy
 - 2.1.10. Employment Policy
 - 2.1.11. Grievance Redressal Policy
3. **Guidelines:**
 - Staff and Family Support Measures**
 - 3.1.1. Staff Continuous Education Guidelines
 - 3.1.2. Field Staff Children Education Allowance
 - 3.1.3. Children Education Allowance
 - 3.1.4. Mothers with Infant Children
 - 3.1.5. Work from Home
 - 3.1.6. Wedding gift Guidelines
 - 3.1.7. New Born Baby Gifts Guidelines
 - 3.1.8. Staff Furnishing Allowance
 - 3.1.9. Equal Employment Opportunity Guidelines
 - 3.1.10. Staff Family Field Visit
 - 3.1.11. Travel Support in case of Sudden Demise & Serious Illness
 - 3.1.12. Sanitary Facilities for Field Staff
 - Staff Recognition**
 - 3.1.13. Staff Long Service Award (year wise)
 - 3.1.14. Staff Felicitation Procedure
 - Other Support Guidelines**
 - 3.1.15. Ex-gratia Guidelines
 - 3.1.16. Insurance
 - 3.1.17. Pension
 - 3.1.18. Staff Working in Office late hours/holidays
 - 3.1.19. Eligibility of Mobile Phones, Laptops and other Accessories

COVER PAGE

POLICIES

GUIDELINES

PROCEDURES

Staff Spiritual Enrichment

- 3.1.20. Daily Devotion
- 3.1.21. Chain Prayer
- 3.1.22. Christmas Programme Guidelines
- 3.1.23. New Year Retreat Guidelines
- 3.1.24. HR Staff Field Visit 1 & 2
- 3.1.25. Midyear retreat guidelines
- 3.1.26. Field Staff Retreats Guidelines

4. Process/Procedure

- 4.1.1. Leave Procedure
- 4.1.2. Staff Training
- 4.1.3. Staff Transfer
- 4.1.4. Performance Appraisal 1 & 2
- 4.1.5. Discipline
- 4.1.6. Exit Procedure
 - 1.7.6.1: Resignation
 - 1.7.6.2: Notice Period
 - 1.7.6.3: NOC & Handing Over
 - 1.7.6.4: Acceptance & Relieving
 - 1.7.6.5: Exit Interview
 - 1.7.6.6 : Farewell
- 4.1.7. Salary Disbursement
- 4.1.8. Recruitment Process:
 - 4.1.8.1. Pre-interview Process
 - 4.1.8.2. Interview Process
 - 4.1.8.3. Appointment Process
 - 4.1.8.4. Induction
 - 4.1.8.5. On board
 - 4.1.8.6. Templates of Recruitment
- 4.2. Salary and Benefit
 - 4.2.1. Medi Claim
 - 4.2.2. Pension
 - 4.2.3. PF
 - 4.2.4. Gratuity

COVER PAGE

POLICIES

GUIDELINES

PROCEDURES



EFICOR HR MANUAL

VISION AND MISSION

Human Resource Manual: Management

1.1. Vision Statement:

A Just, Responsible and Compassionate society.

1.2. Mission Statement:

1. To establish in our nation, sensitivity to God's concern on social issues.
2. To partner with the Church in addressing kingdom concerns.
3. To facilitate communities towards wholistic transformation.

1.3. Role of HR

1. To design, develop and train into the organisation the systems and processes that are required to enable people to be managed in alignment with the core values of the organisation.
2. To act as custodian of the core values of the organisation.
3. To support and partner the Chief Executive in role-modelling the core values of the organisation.

COVER PAGE

CONTENTS

POLICIES

GUIDELINES

PROCEDURES

1.3. 1. HR Objectives

1. To work together in a Christ-centred and Christ-like manner.
2. To use their God-given capabilities to the full and, thereby, contribute effectively to the successful functioning of the organisation and the building of God's Kingdom.

1.4. Core values:

1. Our commitment to God's word and Prayer:

We are committed to God's word knowing that the Bible is foundational in all we do and Jesus Christ is our model to inspire our principles, values, attitudes, beliefs and lifestyle to be aligned with kingdom values. We are committed to prayer, dependent on and guided by the Holy Spirit.

2. Our commitment to Church of God:

We are committed to being part of the Church and engaging it to be missional in living out its calling in the world.

3. Our commitment to Justice:

We are committed to justice since it is the essential character of God. We will work towards justice; that the society is inclusive and systems, structures and practices are just and equitable.

4. Our commitment to the Poor and Marginalized:

We are committed to work for the poor and the marginalized since all people are made in the image of God but many of them are victims of various injustices and inequalities in the society.

5. Our commitment to be People-centered:

We are committed to serve people with dignity, love, compassion, gentleness, friendliness, impartiality, appreciation and respect in all our dealings to facilitate their voices being heard.

6. Our commitment to partnerships and relationships:

We are committed to cordial relationships, of respect and appreciation both within and outside the organization. We will strive to mutually encourage, influence and build one another, understanding the significant role of partnerships and networking.

COVER PAGE

CONTENTS

POLICIES

GUIDELINES

PROCEDURES

CORE VALUES

7. Our commitment to Stewardship:

We are committed to good stewardship as we recognize that all resources belong to, and are a gift from God; that valuing, owning and managing these resources reflect our accountability towards God and His creation.

8. Our commitment to integrity:

We are committed to a life of integrity as we serve in varying contexts. We will be trustworthy and trust others, through openness, honesty, accountability and transparency in all our dealings and actions.

9. Our commitment to humility:

We are committed to a life of humility as we serve the community exemplifying humbleness in our actions and thought as an essential and integral part of our life.

10. Our commitment to excellence and learning:

We are committed to excellence and learning arising out of our passion to do our best for God, and to that end will seek to excel in our engagements, encourage and promote creativity, innovation and new learnings.

11. Our commitment to unity and team spirit:

We are committed to unity and team spirit, to work together as a team and be supportive to one another, owning the process and the outcome of our activities as a team.

12. Our commitment to our families:

We are committed to our families since we recognize the importance of the family and are committed to care and nurture them and enable their equal participation in building God's kingdom.

COVER PAGE

CONTENTS

POLICIES

GUIDELINES

PROCEDURES

2.1.1. Child Protection Policy

EFICOR CHILD SAFEGUARDING & PROTECTION POLICY

EFICOR is committed to take appropriate legal, administrative, social and educational measures to protect the child from all forms of harm, physical or mental abuse, injury or violence, neglect or negligent treatment, maltreatment or exploitation, including sexual abuse and provide them with appropriate safety and protection.

A. DEFINITIONS

1. A child is defined as a person under the age of 18.
2. Child safeguarding: Child safeguarding is the responsibility the organization and it has to make sure their staff, operations, and programmes do no harm to children, that is that they do not expose children to the risk of harm and abuse, and that any concerns the organization has about children's safety within the communities in which they work, are reported to the appropriate authorities.
3. 'Do no harm' refers to EFICOR's responsibility to 'do no harm' or minimize the harm they may be doing inadvertently as a result of inappropriate programming.
4. Harm is any detrimental effect of a significant nature on the child's physical, psychological, or emotional wellbeing. For harm to be significant, the detrimental effect if a child's wellbeing must be substantial and serious. The harm should not be transitory in nature and harm should be demonstrable, in the child's presentation, functioning, or behavior.
5. Child abuse is either because of gross negligence or abuse either of sexual nature or physical or emotional which harms the child.
6. Neglect and negligent treatment: allowing for context, resources and circumstances, neglect and negligent treatment refers to a persistent failure to meet a child's basic physical and /or psychological needs, which is likely to result in serious impairment of a child's healthy physical, spiritual, moral and mental development. It includes the failure to properly supervise and protect children from harm and provide for nutrition, shelter, and safe living/working conditions. It may also involve maternal neglect and violence during pregnancy as a result of drug or alcohol misuse and the neglect and ill treatment of a disabled child.
7. Sexual abuse is forcing or enticing a child in a sexual activity, which the child cannot comprehend or has no choice in consenting to it. This may include but is not limited to fondling, rape, oral sex, penetration, or non-penetrative acts such as masturbation, kissing, rubbing, and touching. These acts may occur whether the child is clothed or unclothed. Non-touching child sexual abuse would include exhibitionism and voyeurism and the involvement of a child in prostitution or pornography.
8. Physical harm is actual or likely physical injury inflicted upon the child with cruel and/or malicious intent, forced labour and marriage. It may be the result of a deliberate act, but could also be caused through the omission or failure to act to protect the child.
9. Emotional abuse: persistent emotional maltreatment that impacts on a child's emotional development that includes degrading, bullying (including cyber bullying) actual or likely discrimination (based on gender, race, age, ability, disability,

COVER PAGE

CONTENTS

POLICIES

GUIDELINES

PROCEDURES

religion, creed, caste, class, culture, sexuality, lifestyle, health and other such unlawful or unjustifiable reasons) rejection (refusing to acknowledge the child's worth and emotional needs), isolation (denying the child social experiences: locking child in the closet, restriction of movement), terrorizing (verbal assault with or without weapons), ignoring (refusing to show affection), corrupting (reinforcing destructive, antisocial, or sexually exploitative behaviors), verbal assault (extreme sarcasm, name calling, public humiliation), and over-pressuring (criticism of age-appropriate behaviors/skills as inadequate).

10. Child sexual exploitation: a form of sexual abuse that involves children being engaged in any sexual activity in exchange for money, gifts, food, accommodation, affection, status, or anything else that they or their family needs. It usually involves a child being manipulated or coerced, which may involve befriending children, gaining their trust, and subjecting them to drugs and alcohol. The abusive relationship between victim and perpetrator involves an imbalance of power where the victim's options are limited. It is a form of abuse that can be misunderstood by children and adults as consensual. Child sexual exploitation manifests in different ways. It can involve an older perpetrator exercising financial, emotional or physical control over a young person. It can involve peers manipulating or forcing victims into sexual activity, sometimes within gangs and in gang-affected neighbourhoods. It may also involve opportunistic or organised networks of perpetrators who profit financially from trafficking young victims between different locations to engage in sexual activity with multiple men.

11. Commercial exploitation: exploiting a child in work or other activities for the benefit of others and to the detriment of the child's physical or mental health, education, moral or social-emotional development. It includes, but is not limited to, child labour.

12. Delinquent Employee: Delinquent Employee is a member of the staff who has been found by the Child Protection Steering Committee to have committed harm of one or more of the abuses mentioned above.

COVER PAGE

CONTENTS

POLICIES

GUIDELINES

PROCEDURES

B. DEFINITION OF STAFF

Definition Staff Member – Any Member who is defined in EFICOR Employment Policy as Permanent, Probationer, Fixed term Contract, Temporary, Part-time, Casual/ Daily, Voluntary or Trainee.

C. BELIEFS

I. The Source of our Principles and practices

1. Our understanding, principles, and practices on children are guided by the Bible.
2. In specific instances, we stand to benefit by use of reason and law.
3. Our involvement will be based on child specific data, the voices of different groups in a community (women, men, girls and boys) and researched data.

II. Our Values

1. Children born and unborn, along with the rest of humanity, are created in the image of God and therefore have intrinsic worth and dignity.

EFICOR HR MANUAL

ORGANISATION POLICIES

EFICOR CHILD SAFEGUARDING & PROTECTION POLICY

2. Children are gift from God.
3. God's desire is for each child to grow in secure and caring environment.
4. All children have equal rights to protection from harm.
5. Any actions that demean, devalue, or otherwise diminish the child are sinful.
6. Everybody has a responsibility to support the protection of children.
7. EFICOR has a duty of care to children with whom they work, are in contact with, or who are affected by their work and operations.
8. All actions on child safeguarding are taken in the best interests of the child, who are paramount
9. All children, have he right to equal protection from all types of harm and abuse.

D. GOALS

EFICOR will constantly seek to:

1. Work towards rights for justice and dignity for all children.
2. Work towards fulfilling the rights of all children and to be protected from all forms of harm, abuse, neglect, exploitation, and violence as embedded in the UN Convention on the Rights of the Child, 1989 and other international child-rights and human-rights instruments.
3. Fulfill and implement all national laws pertaining to children.
4. Encourage individuals, communities, organisations and churches to work towards providing justice, dignity, safety and protection for all children in society, work, church and home.
5. Encourage women and men to work together to address issues of children, challenge oppressive structures, and advocate for change.
6. Empower children by informing and educating them of what is acceptable and unacceptable behaviour.
7. Encourage children to raise their concerns about situations that make them feel uncomfortable and be provided opportunities to raise concerns about people whom they interact with, in a safe way.

E. ORGANISATIONAL COMMITMENTS

Organisational commitments are specific to time and context and in EFICOR, at this present time our commitment towards communities, partner agencies and EFICOR staff are the following:

EFICOR systems and procedures to safeguard children

1. Will form a Child Safeguarding & Protection Steering and Working Committee and define its roles and functions in safeguarding children and to take appropriate actions as appropriate.
2. Will identify and nominate Child Protection Officers in each Unit.
3. Will provide a clear guidelines and formats to report child abuse. This is given in Annexure 1.
4. Will provide guidelines on actions to be initiated if a child abuse case is reported.

COVER PAGE

CONTENTS

POLICIES

GUIDELINES

PROCEDURES

EFICOR staff and volunteer recruitment process

1. In recruitment of new staff, they will be properly screened during their recruitment period. In their application form, they will agree to EFICOR Child Safeguarding & Protection Policy and declare that there have been no previous convictions for abuse against children, violent behavior or other convictions that would raise concern about behavior towards children. Their application form will be screened with a minimum of 2 reference checks during their recruitment period. The details will be recorded in the staff files, before the new staff member is invited to take the position.
2. Information on the child protection policies will be introduced before and on acceptance of employment.
3. EFICOR projects will not employ or accept as volunteers any children under 14.
4. EFICOR will not employ or accept as volunteers any children aged between 14 and 15 years for no more than 3 hours/day, 18 hours/week or no more than 8 hours/day, 40 hours/week during school closures.
5. EFICOR projects will not employ or accept as volunteers any children aged between 14 and 18 years for more than 40 hours per week.

EFICOR staff and volunteer behaviour protocol while working with children

EFICOR staff, volunteers, and implementing partners must

1. Sign a statement accepting that they have read the policy, will respect it and understand that action will be taken in case of inappropriate behavior while visiting or working with children.
2. Avoid meeting with individual children when possible or meet within the sight of others.
3. Not make unnecessary physical contact with the child in a way that is against the Convention on the Rights of the Child or expose them to inappropriate materials such as pornographic videos and literature.
4. Not take images of children (photos, video, etc.), which are detrimental or explicit and undermine the child's dignity.
5. Not initiate or engage in sexually provocative conversations or activity with children, even in fun.
6. Not allow the use of inappropriate conversation between children or about children to go unchallenged.
7. Not threaten to or use any form of physical punishment.
8. Not allow any allegation of abuse by a child to go unreported or either trivialize or exaggerate child abuse issues.
9. Agree to inform HR person immediately if new information arises that casts doubt on a team member's trustworthiness with children and will not start an investigation personally in a case of suspected child abuse. Such information would be treated as confidential, and appropriate action will be initiated.
10. Take actions if protocols are broken, and the person involved will be disciplined and may lose his/her job and may be subject to criminal proceedings.

COVER PAGE

CONTENTS

POLICIES

GUIDELINES

PROCEDURES

EFICOR HR MANUAL

ORGANISATION POLICIES

EFICOR CHILD SAFEGUARDING & PROTECTION POLICY

In working with community

As per the context and situation in the community

1. EFICOR staff will not allow a child to come to the office premises alone without guardian or parents. In case of emergency if the child comes alone, the staff should ensure that there are more than one staff in the office.
2. EFICOR staff will not visit staff house or community family's house when the child is alone.
3. Monitor existing programmes and policies, and take measures to make it child safe.
4. Address and educate to provide safety and protection for children in communities.
5. Ensure that structures do not deny children their due status and rights – either social, economical, spiritual or political.
6. Address the rights of the children.
7. Encourage greater participation of children in planning and decision making in programmes implemented.

Implication of CPP in relation to Partner organization

1. EFICOR would expect the partner organization to have a Child Safeguarding & Protection Policy/staff and volunteer behavior protocol in place while partnering with them. If they do not have a Policy or protocol, then EFICOR will help them to develop one.
2. Where an EFICOR partner organisation is suspected of being involved in child abuse, EFICOR will strongly advise the organisation to deal with the issue and will offer advice and expertise on how to handle the matter.
3. If an EFICOR partner organisation is suspected of abuse and unwilling to address the matter, EFICOR may take further measures, e.g. end the partnership; report the matter to the appropriate authorities etc. EFICOR must first inform the partner organisation of the actions they plan to take to give them every opportunity to address the matter.

EFICOR in its communication

1. EFICOR in its communication about children will reflect images that preserve their dignity, and decency and not seek to exploit their circumstances.
2. EFICOR will take special care to protect identities and specific geographic location of children in public documents.
3. Those speaking on behalf of EFICOR will make all possible efforts to ensure that the message communicated in all circumstances will reflect that child abuse is wrong.
4. Disclosure of information about past or present abuse of children and any of the persons involved should be limited to only the people who need to know.

EFICOR promoting child protection at homes

1. EFICOR staff and project staff will not employ personal domestic staff under the age of 14.

COVER PAGE

CONTENTS

POLICIES

GUIDELINES

PROCEDURES

EFICOR HR MANUAL

ORGANISATION POLICIES

EFICOR CHILD SAFEGUARDING & PROTECTION POLICY

EFICOR in sensitizing Staff on Child Protection Policy

1. EFICOR will sensitize the staff on the Child Safeguarding & Protection Policy at least once in a year.
2. EFICOR will orient the new staff recruited, on Child Safeguarding & Protection Policy before being appointed and ensure that the staff give it in writing that they have read and understood the Policy and they will abide by the same.
3. EFICOR will produce a poster and flow chart and paste it in all office locations in the news board to sensitize them on Child protection and the process involved in Complaint and Redressal on Child abuse.
4. EFICOR will ensure that all staff Member of EFICOR, undergo training on child protection and consciously work towards protecting the child.

COVER PAGE

CONTENTS

POLICIES

GUIDELINES

PROCEDURES

EFICOR
308, Mahatta Tower
B – Block
Community Centre
Janakpuri
New Delhi
110 058
hq@eficor.org
www.eficor.org

EFICOR HR MANUAL

ORGANISATION POLICIES

EFICOR CHILD SAFEGUARDING & PROTECTION POLICY

DECLARATION OF COMMITMENT

To be signed by all EFICOR staff (regular, contracted and project) and volunteers. A copy will be kept on file at the appropriate EFICOR office or personnel file.

I declare that:

1. I have read and understood EFICOR Child Safeguarding & Protection Policy.
2. I will work within the procedure as laid out in the EFICOR Child Protection Policy.
3. I have not been accused or convicted of any offence involving physical or sexual abuse of children or young people.
4. I understand that if a complaint is brought against me regarding the abuse of children while being engaged in EFICOR activities, the allegation will be thoroughly investigated in cooperation with the appropriate authorities.

Signature: _____

Name of the Staff: _____

Date: _____

COVER PAGE

CONTENTS

POLICIES

GUIDELINES

PROCEDURES

EFICOR
308, Mahatta Tower
B – Block
Community Centre
Janakpuri
New Delhi
110 058
hq@eficor.org
www.eficor.org

**Please return this page to Human Resources Development Unit*

Annexure 1

- a. Child abuse reporting procedure and process:
- i. EFICOR will use a separate complaint handling mechanism for Child Abuse and Exploitation to receive the complaint on abuse and exploitation.
 - ii. EFICOR will also use the already existing policies on reporting, like Whistle Blower policy and Anti-sexual Harassment policy.
 - iii. On receiving complaint EFICOR will act on it, irrespective of whether it comes through dedicated Child Abuse and Exploitation Reporting or not.
 - iv. All the abuse would be registered in Child Abuse and Exploitation Report Register and confidentiality will be maintained optimally in relation to subject of complaint and strictly in relation to victim.
 - v. Staff/Person should inform in writing to the Executive Director/ Governance Standing Committee Convenor/ Chairperson of EFICOR Board either through postal mail or email.
 - vi. In case the perpetrator is the Executive Director, the complaint in writing should be sent only to Governance Standing Committee Convenor/ Chairperson of EFICOR Board either through postal mail or email.
 - vii. If sent by postal mail, write on the cover "Confidential and to be opened only by the person to whom the letter is addressed".
 - viii. If sent by email they can send it to the following email id: ed@eficor.org or convenorgsc@eficor.org; orchair@eficor.org.
 - ix. In case of child giving a direct complaint, it should be recorded and registered by staff/person and certify that it was recorded in their presence (in absence of parents / guardians).
 - x. The EFICOR Staff member/Project Staff/Community Organizers/ Volunteers are not allowed to conduct any kind of enquiry on their own. Only the Management with approval from the Executive Director will do the enquiry.
 - xi. If any violation is noticed, regarding the above said clauses by any EFICOR Staff member/Project Staff or Community Organizers/Volunteers appropriate actions will be initiated against the concerned person.

Actions following the investigation Report:

EFICOR Child Protection Steering Committee shall investigate the complaint and make its recommendations to the administration, to take the necessary steps as recommended. The Child Protection Steering Committee upon investigation may recommend the following punishment to the administration against the delinquent employee

1. To get an apology letter from the Delinquent employee
2. Issue a Warning letter
3. Reprimand or Censure
4. Withholding of Promotion
5. Withholding of pay rise or increment

EFICOR HR MANUAL

ORGANISATION POLICIES

EFICOR CHILD SAFEGUARDING & PROTECTION POLICY

6. Order for a counseling session or carrying out community service.
7. Termination of employment
8. Possible referral to authorities CWC / Police

EFICOR shall

1. Provide Ongoing support to survivor(s)
2. Appropriate feedback to complainant, victim, subject of complaint, witnesses, community, staff team, as necessary.

EFICOR HR MANUAL

ORGANISATION POLICIES

EFICOR CHILD SAFEGUARDING & PROTECTION POLICY

Child Abuse Reporting Format:

PART 1:

Name :

Your role in EFICOR :

Details of any other organisation involved:

Your relationship to the concerned child :

(Your identity as an informer will be kept confidential. In spite of that if you may, for personal reasons, not want to disclose your identity, you are requested to cooperate fully in sharing the rest of the following information.)

PART 2:

About the child :

Sex :

Age :

Address :

Who does the child or young person live with?

PART 3:

Please give as much detail as you can, regarding your concern of abuse or danger to a child. Eg of details could be related to:

- Did a child disclose abuse?
.....
- Was abuse observed or suspected?
.....
- Nature of concerns / allegation:
.....
- Date, time, & place of any incidents:
.....
- Observation made by you (Child's emotional status, physical evidence)
.....
- Write down/share exactly what the child said and what you said:
.....
- Any other relevant information:
.....
- Were other children involved, aware?
.....
- Have you reported this to the parents or caregiver or any other child protection personnel or agencies?
.....
- Time and date of reporting:
.....

EFICOR HR MANUAL

ORGANISATION POLICIES

EFICOR CHILD SAFEGUARDING & PROTECTION POLICY

k. Person to whom report was made:

.....

l. Advice given:

.....

m. Action taken:

.....

Alleged Perpetrators details: (Complete as much as possible if Known)

Name :

Nationality :

Address/Current Location:

.....

.....

.....

Language/s spoken :

Age :

Sex : Male/Female

Relationship to victim:

Occupation :

Employer :

Any other details (including physical description):

Current Safety of the child? (Include any immediate safety concerns such as access of perpetrator to the safety within the family, any emergency needs)

Has any emergency medical or other support been required? If so what was provided, when and by whom?

Does the report or presentation of the child (if present) suggest emergency medical attention is needed?