



# Policy

## Social Empowerment and Research Organization (SERO)



Social Empowerment &  
Research Organization

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## **LEGAL FORM**

Social Empowerment and Research Organization (SERO) is a Non for Profit Organization registered under trust act in the Year 2024, Varanasi, Uttar Pradesh . and registration number 57/2024 dated 23-03-2024.

Social Empowerment and Research Organization (SERO) has good operating position, excellent MIS systems, Accounting System, Adequate control system, and good overall management systems.

Planning: SOCIAL EMPOWERMENT AND RESEARCH ORGANIZATION has moderate system of HR planning. Most of its HR planning focus on no. of field staff and people in the middle management.

Recruitment: SOCIAL EMPOWERMENT AND RESEARCH ORGANIZATION recruit mostly its staff through advertising in the local news papers its conducts written test and oral interview of selecting candidates. It has well laid out criteria for the qualifications and experiecnes.

Deployment: All the new recruit are subject to rigorous training where they are told about the mission, vision, organizational structure processes and procedures. After that they are provided with job description.



## **PERSONNEL POLICY**

### **1.1 Purpose**

The purpose of the Personnel Policy is to set down the policies, conditions, rights and obligations of NGO employees subject to their performing of the duties and responsibilities in their respective job descriptions.

From the time of contract, each employee will have access to this policy, so that he/she can adhere to it with full knowledge and information.

The policies described below may at any time be subject to modification if the Board of Members of NGO deems it necessary. In such case, employee will be fully informed of the change made.

### **1.2 Categories of Personnel**

All Personnel working for NGO are classified into following types

#### **1.2.1 Employees**

Employees designate salaried individual are given ongoing assignments, either part-time or full-time, and are paid on monthly basis. They will be contracted on yearly basis subject to periodic evaluations and performance assessments. They will have the responsibility towards the day to day functioning and/or in any one of more ongoing/prospective projects of the organization.

All employees of the organization are classified in to Management Category, Professional Category and Support Categories.

#### **1.2.2 Consultants**

Consultants are professional experts hired by NGO on short term basis only for completion of specific task and assignments related to NGO or one or more of its projects. Separate and limited contracts, defining their job description, timeline, and deliverables, reporting procedure and payment details will be issued to consultants. They will be paid on daily/weekly/monthly basis depending upon the nature of their assignment. They will not be considered as full time or part time employees of the organization.



### **1.3 Personnel Files**

The Organization maintains personal files for each employee. Personal file are maintained for each employee of SOCIAL EMPOWERMENT AND RESEARCH ORGANIZATION Organization. These personnel files contains confidential documents and are managed and maintained by Human Resources Staff.

**1.3.1 Personal Records:** SOCIAL EMPOWERMENT AND RESEARCH ORGANIZATION maintains personal records of all employees. During appointment of the employee the photo copies of qualifications and experience are collected along with their joining report and they will be kept in their files.

### **1.4 JOB DESCRIPTION**

The Human Resource Generalist manages the day to day operations of the Human Resource Office.

The HR Generalist manages the administration of the human resource policies, procedures and programs. The HR Generalist carries out responsibilities in the following functional areas: Departmental Development, Human Resource Information Systems (HRIS), employee relations, training and development, benefits, organizational development and employment.

The Human Resource Generalist is responsible for all or part of these areas:

Recruiting and Staffing logistics, organizational and space planning performance management and improvement systems, organization development and compliance to regulatory concerns and reporting, employee orientation, development and training, employee relations, employee safety, welfare, wellness and health, Employee service and counselling.

The Human Resources Generalist originates and leads Human Resources practices and objectives that will provide an employee oriented. High performance culture that emphasizes empowerment, quality. Productivity and standards, goal attainment, recruitment and ongoing development of a superior workforce.

The Human Resources Generalist coordinates implementation of services, policies, and programs through Human Resources staff: reports to the Human Resources Director and assists and advices the organization about I Human Resource Issues.



## **1.5 Job Candidate Evaluation Form**

This form enables our staff member, Who are participating in the interview process with candidates, to assess the individual's qualifications. The Formate provides a method of comparing the interviewers' impressions of various candidates.

The questions also provide guidance about the type of skills mid potential contributions the interviewers should be assessing in each candidate they interview. This format allows us to customize the questionnaire with any additional assessments which are necessary for the pertinent position.

Over time, we will develop customized questions for every position you commonly fill. Even in the short term, provide some guidance to the managers and other interviewers about which questions each interviewer is responsible for asking.

As an example, when recruiting ORW. The selection committee should have responsibility to assess the individual's ability, his or her aggressiveness, and other specific work requirements. The human Resource Director may want to assess the condidate's culture fit with both questions and observations about how the candidate treated staff. A peer will want to know how the candidate works in a team environment, how the candidate handles rejection, how the candidate gets leads and how the person minght fit as a coworker.

By sharing questions and responsibility across interviewers, we will learn more about the candidated, discover whether the candidate "fits" for the Organization.

## **1.6 Appointment Letter and Staff Orientation**

### **1.6.1 Appointment Letter**

Any personnel employed with NGO will be issues an appointment letter prior to his/her employment by NGO. The appointment letter will officially announce his/her position within the organization, the place of assignment and the effective date of employment. The appointment letter will carry annexes, specifying the employee's job description, terms of reference, salary and benefits and other relevant terms of employment.

### **1.6.2 Probationary period**

A probation period of three months shall apply to all new employees from the date of hire. Exceptionally, the probation period may be extened to six months. In case, if



a new employee fails to perform in accordance to expectations of NGO staff/board, he/she will be given a notice, terminating the contract at the end of the probationary period.

### **1.6.3 Staff Orientation**

All new employees will get an orientation about the organization's mission and strategies, its structure and the staff within it, the policies and conditions of employment, the internal rules and regulations, etc.

### **1.6.4 Remuneration**

NGO believes in attracting and retaining a qualified and effective workforce through a system of payment that is both appealing and fair. All employees of NGO are entitled to salary, depending upon their skills, qualification, and experience and as per the guidelines of funding agencies. Salary will be mentioned in the appointment letter.

### **1.6.5 Working Days and Hours**

#### **1.6.5.1 Working Days**

NGO will follow a 6 days a week working schedule from Monday to Saturday and Sunday considered non working day.

Unless otherwise specified, NGO will observe the same public holidays as those prescribed by the Government not exceeding 12 days a year. The president will prepare a calander of public holidays not exceeding 12 calendar days at the beginning of each fiscal year and circulate it to all staff.

#### **1.6.5.2 Office Hours**

The Office shall open from 9:30 am in the morning till 5:30 pm in the evening. All employees are expected to complete 8 working hours daily. There will be one hour lunch-break.

## **1.7 Travel Rules and Regulations**

### **1.7.1 Travel**

Staff members may be asked to travel away from their usual workplaces on authorized missions. The policy on payment of travel allowances adopted NGO applies to all employees regardless of Job category or status. It also applies to the consultants, when mentioned in their agreement.



After reimbursable expenses are made, the person making an expense claim shall use the appropriate forms available.

The expenses will not be reimbursed if proper justifying documents (Original receipts) are not attached except for per diem. Eligible expenses include:

### **1.7.2 Mode of Transport**

NGO will pay only surface transport as far as possible, i.e. Train/bus. If any individual is using personal vehicle for NGO related work, they can be reimbursed the actual fuel cost based upon the mileage. Some maintenance will also be awarded if required. However, the private transport must be shared by more than one NGO member or employee.

## **1.8 Leave and Holidays**

### **1.8.1 Leave**

All employees of NGO are entitled to 12 working days off as paid leave per year. This leave is accrued monthly at the rate of 1.5 working days.

### **1.8.2 Holidays**

All Employees are entitled to 12 days of paid leave due to public holidays. Public holidays are specified in advance by the President in consultation with staff members.

Employees who are required to work on public holidays are entitled to compensatory day off. NGO will keep records of number of hours/days worked by its employees on public holidays. Request for compensatory leave shall be substantiated with this record and approved in advance by the President.

## **1.9 Absences**

- (1) An employedd who is come to the office is required to notify the office of the reason for his/her absence.
- (2) Unauthorized absences are grounds for disciplinary action. The following procedures shall apply:
  - i. An employee that has been absent for two consecutive working days without notice nor explantion shall be personally sought of by the President. He/She shall be asked to put in writing the reason(s) for his/her absence.





- ii. If, after seven consecutive days of absence, the employee continues to fail to give any explanation of the cause of his/her absence, the employee will be considered to have resigned from his/her position.
- iii. In case where the employee can not give any satisfactory answer to the cause of his/her absences, in the judgment of the President, the employee may be subjected to disciplinary action.

## **1.10 Staff Movement**

### **1.10.1 Assignment and Transfers**

According to project needs, any employee can be transferred temporarily or permanently to any location where NGO conducts its activities.

A permanent transfer to a new place of work that includes a new job mandate shall result in a contract renewal.

### **1.10.2 Interim positions and promotions**

An Employee may be called on to temporarily perform a job in a higher category. That does not automatically give him the right to the salary and benefits of this position. However, after a reasonable amount of time, NGO shall reclassify the employee in the category of the new job or return him/her to his/her former duties.

An employee who receives a promotion can be required to complete a trial period in the new position. If the trial period is successfully concluded, the employee will be reclassified in the new job category and at a salary scale level higher than his former position. If the trial period is not satisfactorily completed, the employee will be reinstated in a position at the same level as his former position.

## **1.11 DISCIPLINE (Progressive Discipline)**

Progressive discipline is a process for dealing with job related behaviour that does not meet expected and communicated performance standards. The primary purpose for progressive discipline is to assist the employee to understand that a performance problem or opportunity for improvement exists.

The process features increasingly formal efforts to provide feedback to the employee so that he or she can correct the problem. The goal of progressive discipline is to improve employee performance.

The process of progressive discipline is not intended as a punishment for an employee, but to assist the employee to overcome performance problems and



satisfy job expectations. Progressive discipline is most successful when it assists an individual to become an effectively performing member of the organization.

Failing that, progressive discipline enables the organization to fairly, and with substantial documentation, terminate the employment of employees who are ineffective and unwilling to improve,

Typical Social Empowerment and Research Organization in a progressive discipline system may include these.

Counseling the employee about performance and ascertain his or her understanding of requirements. Ascertain whether there are any issues contributing to the poor performance that are not immediately obvious to the supervisor. These issues are solved, if possible.

The employee will be verbally reprimanded for poor performance.

Written warning will be given to the employee, in an effort to improve employee performance

Providing an escalating number of days in which the employee is suspended from work. Start with one day and escalate to five.

Ending the employment of an individual who refuses to improve.

## **1.12 Employee Termination**

### **1.12.1 Condition for Termination**

Employee shall lose their jobs under any of the following conditions:

#### **a) Voluntary Resignation**

Personal wishing to resign from post may do so by giving a resignation letter to the Executive Director stating the reasons for resignation and effective date of the same. Three months of prior notice is required for such resignations.

The date in which the resignation letter is received at the NGO office is considered the date on which notice of resignation is given. Failure to provide sufficient notice may be ground for forfeiture of all accrued employee benefits.

The employee will be relieved if anybody gets Government Job, any other job for which they get more salary than what they are drawing now, if the health condition



will not permit to work and on production of medical certificate, any other genuine cause the organization believes, if get married not willing to work.

If they will not full fill the above conditions the employee will be relieved after repaying two months of salary to the organization.

**b) Redundancy of the position**

Depending on the nature and volume of its operation, NGO may declare certain positions redundant. Persons occupying those positions will therefore be forced to be separated from NGO with proper notice. While doing so, NGO will give at least 2 months notice in advance.

**C) Termination with Cause Grounds for employee termination are following:**

1. Continuing inefficiency and gross negligence of duty.
2. Fund embezzlement.
3. Misuse of Office equipment and other properties.
4. Repeated unauthorized absence and leaves.
5. Intoxication while on official business or within office premises.
6. Unauthorized disclosure of official information.



## **FINANCE POLICY**

### **2.1 Fund Receipt**

#### **2.1.1 Source of Funds**

NGO receives funds from the following sources:

- 1) Project Fund
- 2) Membership fees
- 3) Income from short term professional services and consultancy assignments undertaken by NGO
- 4) Grants, Donations received from philanthropic organizations and individuals.
- 5) Grants received from Government

#### **2.1.2 NGO Core Fund**

The following are identified as NGO's core programme:

NGO's administrative expenses (House rent, Utilities, Administrative officer, Peon).

Any programme coming to NGO must allocate some funds to support this core programme.

#### **2.1.3 Signatories to Cheque Books**

The President of NGO, its treasurer will be signatory to NGO's cheques. Money can be released by the signatures of two signatories.

#### **2.1.4 Types of Accounts**

The following three types of accounts will be maintained by NGO:

##### **1) Central Account**

All income accrued to NGO will be deposited in the Central account. The president and Treasurer are authorized to operate the bank account. Two signatures of these officials will be required for fund disbursement.

##### **2) Saving Account**

NGO will keep fixed deposit savings account for its trust fund.



### **3) Petty Cash Fund**

A petty cash fund is kept to cover payments not exceeding Rs. 5000. The accountant/ Office Administrator will handle this account and is to be liquidated every two weeks.

The President and/or Treasurer will ensure proper handling of Petty cash fund through surprise checks from time to time.

### **4) FCRA Account**

All the foreign contribution will be deposited in this account. The President and Treasurer are authorized to operate the bank account. Separate program wise accounts are maintained.

## **2.2 Fund Disbursement**

All payments be made either by cheque or cash.

### **2.2.1 Payment by Cheque**

Crossed cheques will be issued for all the payments.

#### **1) Payment for Purchases**

Payment against purchases exceeding 100 will be made by cheque.

#### **2) Payment for Services Rendered**

##### **a. Payments for staff Salaries**

##### **i. Payment Calendar**

Staff salaried are paid within seven days following the completion of the month. Single bank statement and single cheque will be sent to the bank with the name and account numbers of staff members for depositing their salary in their respective accounts. If any individual is not having a bank account, they will be issued individual cheques.

##### **ii. Advance Pay**

Advance payment will not be given to the NGO's employees.

For travel purposes, NGO employees shall be given cash advances for expenses covered on official trips. Request for cash advances is prepared by the personnel concerned, recommended by the treasurer or Project Director and



is approved by the president. All cash advances for travel are to be liquidated within a week following the completion of the trip.

### **iii) Staff Payroll**

Staff payroll (salary sheet) is prepared by the accountant as the basis of payment. The staff payroll contains information on the employees' basic salary for the month, allowances if any, deductions and net salary payable. The staff payroll is checked by the treasurer and approved for payment by the president.

### **iv) Tax Deduction at source**

NGO will deduct tax at source where applicable as per Government rules.

### **v) Professional Tax Deduction**

Registered with Government for the deduction of professional tax. Renewing registration every year. Professional tax deducted from the staff and paying to commercial tax department.

## **b. Payment for contractual services**

Payment for contractual services is done through cheque disbursement. The schedule of payment depends on the Terms of Reference (TOR) agreed upon by the personnel concerned and NGO. Payments are covered by a Request for Payment form prepared by the accountant and approved by the President.

### **2.2.2 Procedure for Fund Disbursements**

1. All requests for payments are to be made using the appropriate forms.
2. Requests for payments are to be properly substantiated with bill/receipts and essential documents.
3. Requests for payments are prepared by accountant and submitted to the president for checking and approval.

## **2.3 Book Keeping and Recording**

### **2.3.1 Book Keeping**

The Recording system of NGO's financial transactions allow to monitor bank balances, status of funds receipt and expenditures, and a comparative statement of budget vs. actual expenditure on a regular basis.



NGO will maintain records of fixed assets, petty cash disbursements, supplies, inventory, the use and maintenance of office equipment.

### **2.3.2 Accounting**

The Following sets of financial reports will be prepared by NGO:

- a) Quarterly financial reports will be prepared for review by each individual project manager of NGO's specific projects as well as of its core activities. This quarterly report will be reviewed by the Board of NGO. Financial reports to donors will be submitted as prescribed in the agreement between donors and NGO.
- b) Annual Balance Sheet and Statement of Income and Expenditures will prepared for each financial year.
- c) Separate Annual balance sheet and statement of Income and Expenditures will be prepared for the foreign contributions.

### **2.4 Auditing**

Books of Accounts of NGO shall be audited annually by an independent auditor appointed by the General Body.

NGO may hire internal auditor in order to streamline its accounting systems and procedures.

### **2.5 Formation of Committees**

The following committees are constituted for different programme activities

- i) Programme Committee
- ii) Financial Committee
- iii) Purchase Committee



## **FIXED ASSETS POLICY**

### **3.1 Purpose**

To carry out its activities, NGO needs material resources. The quality of these resources is dependent upon how they are used. Material resources are in large part durable goods, which need to be well-managed to be maintained in good condition. These goods include stationary, tables, chairs, shelves, computers and related accessories. The Fixes Assets Policy will aim for:

- i) Precise identification of goods that are part of the asset base.
- ii) Sensible use of goods.
- iii) Periodic taking of physical inventory.
- iv) Effective maintenance of goods.
- v) Replenishment of goods when required.

### **3.2 Procedures**

At NGO, the management of material resources is the responsibility of the Accountant and Administrative Officer. The procedures involved in managing these resources are:

- i) Receiving and recording goods
- ii) Using goods properly
- iii) Maintaining Goods.
- iv) Taking inventory of goods
- v) Disposing of Goods.

Material resources are managed by means of records or files.

### **3.3 Asset Inventory**

The purpose of the inventory is the physical monitoring of the items belonging to a project. The inventory makes it possible to detect difference between information about goods in the records and the actual state of Goods.

Inventory is usually done once a year and is the responsibility of the finance division.

### **3.4 Procedures**

The inventory procedure is composed of the following Social Empowerment and Research Organization:





- a. Creation of record cards on which is found:
  - Type of item
  - Description of Item
  - Identification Code
  - Service user or name of Manager
  - Assigned location
  - Previous Placement of Item
  - Notes on condition of item
  - Record updates
  - Minutes of physical inventory
- b. Final Removal of an Item
- c. Replacement of an Item
- d. List of annual needs

### **3.5 Removal of Items**

The inventory procedure described above permits the identification of dilapidated or defective goods whose presence in office presents more inconveniences than advantages, for various reasons:

- Steep rise in operating or maintenance expenses.
- Excessive cost of repair
- Any other objective reason

The President should give the authorization to take out of service, transfer or dispose of any items, and that should be noted in the book of assets.



## **COMMUNICATION POLICY**

### **4.1 Purpose**

The purpose of this policy is to control and reduce the communication cost in an effective way. Telephones are the most convenient and fastest mode of communication but for long distance communication, they are expensive.

There are other modes for fast communication such as courier, fax or e-mail. And out of these, e-mail is fast and more affordable. NGO prefers to use e-mail for out of station correspondence to reduce the communication costs. Telephones can be used for local calls and in emergency for National and International long distance calls. Internet Service at the office can be used to download and send email and to conduct work related research.

### **4.2 Guidelines**

NGO provides the following guidelines to its staff to control telephone use.

- a. Telephone users are requested to keep their conversations short in order to keep the cost down and to keep the lines open for other people in and outside the office that need to use the telephone.
- b. In general, employees should avoid using phone for non-official calls and are encouraged to use STD/ISD facilities available outside the office. However, the non-official calls will be billed to employees at prevailing rates. To keep track of such calls, a record sheet is provided to each employee working in the office in order to make it easier to remember to record the long distance call (STD/ISD). All long distance call should be recorded on this sheet along with all required information and submit to the finance division each month.
- c. In order to minimize communication costs as much as possible, email should be used rather than fax or direct long distance calls.
- d. Copies of all in-coming and out-going official communications (fax, letters sent or received) should be filed. The employees sending / receiving important e-mails should be responsible to print and file such e-mails. A copy should go in the central file system.
- e. Efforts should also be made to keep fax messages short and to send long documents by fax only in urgent cases.
- f. Regarding international phone calls, the need for the official call should be discussed verbally with the President, unless exceptional circumstances make this impractical.



## COMPUTER POLICY

### 5.1 Purpose

NGO seeks to effectively manage the computer system for guiding the use, maintenance and security of the computer equipment. Employees are responsible for ensuring that the procedures and policies suggested here are followed.

### 5.2 Use

Using computer equipment requires particular care because of its fragility and high cost. Access to the equipment should thus be strictly reserved to NGO employees only. Those employees who are unable to handle commonly used software will be given and orientation by the senior staff on request. At least one NGO employee will be trained in handling minor maintenance of computers and accessories at the office.

### 5.3 Security

- a.** In order to safeguard the computers against viruses, the external drives (CDs/DVDs/Pen Drives) that are at NGO office are only to be used. In the same way, No external drive from any source other than from sealed packets shall be used in the computers, unless it is first scanned with a latest anti virus software.
- b.** In order to safeguard computers from viruses, antivirus software has been installed in the computers. The virus list for this program should be updated on a regular basis. It is the duty of the employee who has been assigned a computer to update the virus list on her/his computer.
- c.** There should be at least two backups of all important documents. One copy should be on the hard disk on the computer assigned to the concerned employee and a second copy on the CD/DVD kept in the office.
- d.** The computers of the NGO should normally be used by its employees. Consultants and volunteers should seek prior permission of NGO employee before using his/her computer in the office.

### 5.4 Saving documents in the computers

In Order to streamline the procedure to save documents in the computers and to make it easier for people to find documents and make backups of important documents, each employee should have a c:/my documents directory in his/her



computer. This directory should be broken down in to sub directories to facilitate retrieval of important documents. Each employee will include a copy of all their important documents to be backed up on a director entitled backup.

### **5.5 Back-ups of Documents**

In order to safeguard important documents and other work done by the staff, the backup directory of the employee shall be backed up on CD/DVD once every month and the CD/DVD stored by the employee.



## **PROCUREMENT POLICY**

### **6.1 Purpose**

The purpose of goods and services is necessary for the smooth operation of the organization. The aim of the internal control system for the supplying of goods and services is to ensure orders are handled by individuals having skills in evaluating what purchases are required from supplier offering the best deals, to ensure purchases made do not exceed the budget provided and to ensure purchased goods and services conform with the quantity and price specified in the order.

### **6.2 Methodology**

NGO shall follow certain methods in purchasing goods, equipment and services required for the need of the organization or its projects. Use of competitive bidding shall be a priority practice. The first criterion in choosing a supplier shall be the lowest bid. However, if a supplier does not provide the required level of service or an adequate guarantee, then other criteria shall also be considered. NGO shall specify in the purchase file the reasons the lowest bid was not chosen.

- For purchase of single item up to Rs. 10,000.00/- Quotation is not required.
- For the purchase of more than one item up to Rs. 20,000.00/- Quotation is not required.
- For the purchase of item above Rs. 20,000.00/- to Rs. 5,00,000.00/- Three quotations are required.
- The purchase file shall contain all the documents pertaining to each transaction, i.e. the purchase requisition, quotations, contact information of suppliers purchase contracts or orders, invoice, delivery slips and any other pertinent documents.

### **6.3 Purchases**

Employees making purchases as part of the project activity or organizational work shall follow these mechanisms:

#### **a. Requisition Form**

The employee requesting a purchase fills this form, has it approved by the president and sends it to finance division.



**b. Order Form**

The finance division issues the order form, after it is signed by the President. The concerned employee or the finance division will make the purchase successful on the basis of the order form.

**c. Delivery Slip**

After the purchase has been made, a delivery slip will be issued by the finance division for the supplier, who will sign it and give it back to the finance division.



## **PERFORMANCE EVALUATION SYSTEM POLICY**

### **7.1 Elements of the Performance Evaluation System**

Performance evaluation system is composed of three main stages that generally take place over a period of a year.

#### **7.1.1 Performance Planning**

The performance planning stage enables employees and supervisors to come to an agreement on what is to be accomplished during the year and how it will be carried out. The following procedures and tools are used to facilitate this stage:

##### **a) Job description or list of duties**

Each employee must have an up-to-date job description defining the purpose of the work and the responsibilities involved.

##### **b) Setting the Objectives**

For each key responsibility associated with a position, at least one objective should be established for a particular period. The objectives should be clear and quantifiable, and the assessment criteria should be mentioned.

##### **c) Individual action Plan**

The individual action plan is a planning tool used to specify the Social Empowerment and Research Organization to be taken to achieve the objectives set beforehand. The action plan should be prepared jointly with the immediate supervisor. It may also involve new initiatives facilitating improved productivity or personal capacity development.

### **7.2 Performance Monitoring and Management**

Staff performance and productivity should be managed on an ongoing basis throughout the year. The following elements among others are involved:

##### **a) On-going Supervision**

This means taking the time to observe, examine sources of difficulty and seek solutions.



#### **b) Regular communication**

This involves regular exchanges so that employees can receive feedback about their performance and receive the necessary supervision.

#### **c) Periodic Evaluation**

This involves formal, scheduled meetings between an employee and supervisor to discuss activities carried out, end results and the adjustment of the action plan and objectives, if necessary. A minimum of one meeting every six months is suggested to ensure satisfactory results.

### **7.3 Annual Performance Evaluation**

The annual performance evaluation is the analysis, based on documentation from previous stages of the process, of an employee's work record. The evaluation addresses two fundamental questions.

The first relates to the past and involves verifying what was accomplished qualitatively and quantitatively during the year.

The second relates to the future and consists of identifying means to be considered to ensure the employee continues to grow and develop.

The performance evaluation form should include all the sections needed for the evaluation. This includes a section relating to performance evaluation in relation to the objectives established at the outset and in relation to the responsibilities for the position, a section that specifies or targets what is needed for the employee's development and finally a section allowing the employee and the evaluator to express their comments and affix their respective signatures. The form should also include a performance level classification and a definition of each of these levels.

The Annual performance evaluation does not have any financial impact on salaries. It is first and foremost a tool to evaluate the employee's performance and take remedial action if necessary.

### **7.4 Bond**

As part of the staff and organizational development activities, NGO may at times decide to send a designated staff person for training and /or further studies both abroad as well as at local level. NGO will bear the full /partial costs of the trainings/studies for this. However, the designated staff sponsored for





trainings/studies is required to sign a bond with NGO that require him/her to complete the full tenure of working with the organization.



## **ATTENDANCE AND ABSENTEEISM POLICY**

An effective attendance policy or absenteeism policy helps the organization to ensure employee attendance to accomplish work. Depending on the type of work, The attendance policy or absenteeism policy may designate the number of days on which employees can be absent from work. A fair and consistently administered attendance policy or absenteeism policy is critical for success of the Organization.

**The Role of the Supervisor in Managing Absenteeism:** Almost two out of three employees who are absent are not ill. For most organizations, the responsibility for managing absenteeism has fallen primarily on immediate supervisory, these supervisors are often the only people who are aware that a certain employee is absent. They are in the best position to understand the circumstances surrounding an individual's absence and to notice a problem at an early stage. The active involvement in managing absenteeism is critical.

Excellent attendance is an expectation of all employees of the organization. Daily attendance is especially important for employees.

### **Attendance Policies**

Attendance registers are maintained in all the places where staff is working. When the employee comes for duty they have to sign in the register. A separate moment register is maintained in all the offices and staff will enter the date, time and the purpose they are leaving the office. In this attendance policy, the notification requirements are stressed. Excuses are reviewed and excessive absenteeism is a disciplinary issue.



## **INTERNET AND EMAIL POLICY**

Choice mail, email, and Internet usage assigned to an employee's computer or telephone extensions are solely for the purpose of conducting organization activities. Some job responsibilities at the organization require access to the Internet and the use of software in addition to the Microsoft Office Suite of products. Only people appropriately authorized, by organization may use the Internet or access additional software.

### **Internet Usage**

Internet use is authorized to conduct organization activities only. Internet use brings the possibility of breaches to the security of confidential organizational information. Internet use also creates the possibility of contamination to the system via viruses or spyware. Spyware allows unauthorized people, outside the company, potential access to company passwords and other confidential information.

Removal of such programs from the organization network requires IT staff to invest time and attention that is better devoted to progress. For this reason, and to assure the use of work time appropriately for work, we ask staff members to limit Internet use.

Additionally, under no circumstances may organization computer or other electronic equipment be used to obtain, view, or reach any pornographic, or otherwise immoral, unethical or non-business related internet sites. Doing so can lead to disciplinary action up to and including termination of employment.

### **E-mail usage at Organization**

Email is also to be used for organization's activity only. Organization confidential information must not be shared outside of the organization, without authorization, at any time. You are also not to conduct personal activities using the organization computer or email.

Keeping this in mind, the employees consider forwarding on business emails to associates, family or friends. Non-activity related emails waste organization's time and attention.



### **Email That Discriminate**

Any emails that discriminate against employees by virtue of any protected classification including race, gender, nationality, religion, and so forth, will be dealt with according to the harassment policy.

These emails are prohibited at the organization. Sending or forwarding non-activity emails will result in disciplinary action that may lead to employment termination.

### **Organization owns employees Email**

Keep in mind that the organization owns any communication sent via email or that is stored on organization equipment. Management and other authorized staff of the organization have the right to access any material in email or on computer at any time. The employees do not consider electronic communication, storage or access to be private if it is created or stored at work.



## **GENDER POLICY**

Gender equality includes protection from sexual harassment and right to live with dignity and right to work with dignity, which is universally, recognized basic human right. The common minimum requirement of this right has received global acceptance.

Sexual harassment and inappropriate gender related comments and conduct are compels issues, which involve one person's attempt to assert power over another. Sexual harassment and unequal treatment based on gender typically, but not exclusively, involves the exercise of power and authority over women, and results in the reinforcement of a women's subordinate status in relation to men. It is important to note that sexual harassment and inappropriate gender-related comments and conduct are prohibited regardless of the gender of the person involved. However, women tend to be more vulnerable to harassment by men, because relative to men, more women hold lower paying, lower authority and lower status positions in the workplace.

At the same time, even women in positions of authority are not free from sexual harassment or inappropriate gender-related behavior. Regardless of her position, this type of behavior can diminish a woman's status and image in the eyes of other employee. Inappropriate gender related comments and conduct can also endanger the continued employment of the harassed individual by negatively affecting her or his work performance or undermine her or his sense of personal dignity, or in some cases causing physical and emotional illness.

Social Empowerment and Research Organization is committed to providing every employee with a workplace free from unlawful discrimination. All forms of employment discrimination based upon race, creed, color, national origin, ancestry, age, sex, marital status, familial status, affection or sexual orientation, atypical hereditary cellular or blood trait, genetic information, liability for service in the organization, of disability are prohibited and will not be tolerated. Sexual harassment is a form of unlawful gender discrimination and likewise, will not be tolerated. Unlawful discrimination/harassment undermines the integrity of the employment relationship, compromise equal employment opportunity, debilitates morale and interferes with work productivity. This policy applies to all employee and applicants for employment in the organization. This policy applies to conduct which occurs in the workplace and also extends to conduct which occurs at any location that can be reasonably regarded as an extension of the workplace, such as any field location, any



offsite business-related social function, or any facility where organization business is being conducted and discusses.

The policy pertains to all employment practices such as recruitment, selection, hiring, training, promotion, transfer, assignment, layoff return from layoff, termination, compensation, fringe benefits, working conditions and career development.

## **DEFINITION**

Discrimination against women according to Convention on the Elimination of All forms of Discrimination Against Women (CEDAW) means any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women irrespective of their marital status, on the basis of equality of men and women, of human rights and fundamental freedoms in the political economic social, cultural, civil of any other field.

Harassment is defined as engaging in a course of vexatious comment or conduct that is known or ought reasonably to be known to be unwelcome.

Examples of Behaviors that may Constitute Prohibited Workplace Discrimination or Harassment include, But are not Limited to :

- Discrimination against an individual with regard to terms and conditions of employment because of that individual's race, gender, age, religion, disability, affection or sexual orientation, place of origin, or his/her ancestor's place of origin.
- Treating an individual differently because of race gender, age, religion, disability, affectional or sexual orientation, place of origin, or his or her ancestors place of origin, or because an individual has the physical, cultural or linguistic characteristics of a racial or national origin group.
- Treating an individual differently because of marriage to or association with persons of a racial, religious or national origin group, or due to membership in or national origin group, or because an individual's name or spouse's name is associated with a racial, religious or national origin group.
- Calling another by an unwanted nickname which refers to one or more of the above characteristics, or telling ethnic jokes which harass an employee or created a hostile work environment.



- Using derogatory references regarding any of the above characteristics in any job-related communication.
- Engaging in threatening material in the workplace that contains language or images that are derogatory or demeaning, based upon any of the foregoing classifications.

Sexual harassment, with or without sexual conduct, is defined as, unwelcome sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature when, for example:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
- Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
- Such Conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating and intimidating, hostile or offensive working environment.

#### **Examples of Prohibited Behaviors that May Constitute Sexual Harassment:**

Behaviors that may constitute sexual harassment include but are not limited to:

- Generalized gender-based remarks and comments.
- Unwanted physical contact such as intentional touching, grabbing, pinching, brushing against another's body or impeding or blocking movement.
- Verbal or written sexually suggestive or obscene comments, jokes or propositions including letter, notes, e-mail, invitations, gestures or inappropriate comments about a person's body or cloths.
- Visual contact, such as leering or staring at another's body, gesturing, displaying sexually suggestive objects, cartoons, posters, magazine, pornography or pictures of scantily clad individuals.
- Explicit or implicit suggestions of sex by a supervisor or manager in return for a favorable employment action such as hiring, compensation, promotion or retention.
- Suggesting or implying consequence with respect to any employment practice such as performance evaluations or promotional opportunity.
- Continuing to engage in certain behaviors or a sexual nature after an objection has been raised by the target of such inappropriate behavior.



Discrimination based on sex include what is commonly referred to as sexual harassment or inappropriate comments and actions of a sexual nature. Harassment and discrimination based on sex may not always be a sexual nature. Sex discrimination also include harassing comments or conduct made to a person because of his or her gender.

A person does not have to make explicit reference to another person's gender or be explicitly sexual for the behavior to be contrary to be policy. Someone could indirectly harass a female employee in his area, with the intent of discouraging or driving her away from continuing her employment in a particular position, because she is a woman.

## **POLICY GUIDELINES**

According to the policy:

- Every person who is an employee has a right to freedom from harassment in the workplace because of sex by his or her employer or agent of the employer or by another employee.
- Every person has a right to be free a reprisal or a threat of reprisal for the rejection of a sexual solicitation or advance where the reprisal is made or threatened by a person in a position to confer, grant or deny a benefit or advancement to the person.

Social Empowerment and Research Organization adopts the following guidelines to guard discrimination of women in the organization.

- To participate in the formulation of policy and the implementation thereof and to hold office and perform all functions at all levels.
- Organization shall take all appropriate measures to ensure to women, on equal terms with men and without any discrimination, the opportunity to represent their organizations at the international level and to participate in the work of international organization.
- Organization shall grant women equal rights with men. They shall ensure in particular that neither marriage to an alien nor change of nationality husband during marriage shall automatically change the nationality of the wife, render her stateless or force upon her the nationality of the husband.
- Organization shall take all appropriate measures to eliminate discrimination against women order to ensure to them equal rights with men in the filed of





education, in particular to ensure, on a basis of equality of men and women the same conditions for career and vocational guidance, the elimination of any stereotyped concept of the roles of men and women at all levels, and access to specific educational information to help to ensure the health and well being of families.

- Organization shall take all appropriate measure to eliminate discrimination against women in the field of employment in order to ensure, on a basis of equality of men and women, the same right in particular:
  - The right of work as an inalienable right of all human beings;
  - The right to the same employment opportunities, including the application of the same criteria for selection in matters of employment;
  - The rights to equal remuneration, including benefits, and to equal treatment in respect to work of equal value, as well as equality of treatment in the evaluation of the quality of work’
  - The right to protecting of health and to safety in working condition, including the safeguarding of the function of reproduction.
  - In order to prevent discrimination against women on the grounds of marriage or magernity and to ensure their effective right to work, organization shall take appropriate measure.
  - To prohibit, subject to the imposition of sanctions, dismissal on the ground of pregnancy or of maternity leave and discrimination in dismissals on the basis of marital status;
  - To introduce maternity leave with pay or with comparable social benefits without loss of former employment, seniority or social allowances;
  - To provide social protection to women during pregnancy in types of work proved to be harmful to them.

### **Poisoned Environment:**

There could be circumstances in which a single incident of inappropriate may be significant or substantial enough to constitute a breach of policy, by creating a “Poisoned environment” for some individuals because of their sex. In an employment situation, for example, a poisoned environment can cause emotional or psychological stress for some persons in a particular environment because of their sex. Such stress could have a significant negative impact on the person’s overall health and/or performance on the job.



The concept of a poisoned environment as a form of harassment or discrimination is based on the emplace of the comments or conduct on an individual because of her or his sex, rather than the number of times the behavior occurs. A poisoned environment can be created by the comments or actions of any person regardless of his or her position of authority or status in a given environment, including a co-worker, supervisor, manager, co-tenant, etc.

Even if the comments or conduct are not directed at one person, another individual may still experience a poisoned environment because she or he is also a member of the group targeted. A person whose co-worker receives this unequal treatment or who hears someone tell an offensive joke to another may view the behaviour as poisoning the environment.

As earlier indicated sexual harassment is often interpreted as objectionable comments or conduct of a “sexual” nature. However sexual harassment, in the broader context of overtly sexual in nature, but is related to the person’s gender, and demeans or causes personal humiliation or embarrassment to the recipient.

Examples of sexual harassment and inappropriate gender-related behavior within the meaning of the policy include, but are not limited to, comments, gestures and nonverbal behavior, visual materials and physical contact. The following is not an exhaustive list but should assist in identifying what may constitute sexual harassment or inappropriate gender-related comments and conduct.

- Gender-related comments about an individual’s physical characteristics or mannerisms;
- Unwelcome physical contact;
- Suggestive or offensive remarks or innuendoes about members of a specific gender;
- Propositions of physical intimacy;
- Gender-related verbal abuse, threats, or taunting;
- Leering or inappropriate staring;
- Begging about sexual prowess;
- Demands for dates or sexual favors;
- Offensive jokes or comments of a sexual nature about an employee, client or tenant;
- Display of sexually offensive pictures, graffiti or other materials;
- Questions or discussions about sexual activities;



- Paternalism based on gender which a person feels undermines his or her self respect or Position of responsibility;
- Rough and vulgar humor or language related to gender;

A situation could arise in which particular comments or actions might not be intended to offend another person, but result in a violation of that person's right under the policy. The reason for this is that intent is not a prerequisite to establishing that the treatment is discriminatory.

### **Employee Responsibilities:**

Any Employee who believes that she/he has been subjected to any form of prohibited discrimination / harassment, or who witnesses other being subjected to such harassment or discrimination is encouraged to promptly report the incident (s) to either their supervisor or manager or directly to the management committee. All employees are expected to cooperate with investigations undertaken pursuant to the Complaint Process of this policy. Failure to cooperate in an investigation may result in disciplinary action, up to and including termination.

### **Supervisor Responsibilities:**

Supervisors should make every effort to maintain a work environment that is free from any form of prohibited discrimination / harassment. Supervisors are expected to take all allegation of discrimination/ harassment, including sexual harassment, seriously, and to immediately refer the matter to the individual (S) responsible for receiving such complaints. All complains will be reviewed and prompted and appropriate remedial action will be taken to address any substantiated claim. All Supervisors receiving complaints or unlawful discrimination / harassment must immediately advise the management.

### **Complaint Process :**

Social Empowerment and Research Organization has in place procedures for reporting, investigating, and where appropriate remediating claims of discrimination/harassment. All investigation of discrimination/harassment claims will be conducted in a way that respects, to the extent possible, the privacy of all the persons involved. The investigations will be conducted in a prompt, through and impartial manner.



Since Social Empowerment and Research Organization takes any case of Discrimination / harassment seriously, the employee who has been subjected to discrimination/ harassment will report to the Management Committee through his /her departmental head. The Management Committee will decide the course of action in each case.

Where discrimination/harassment is found to have occurred, the Management committee will take prompt and appropriate remedial action to stop the discrimination/harassment and deter its reoccurrence. The remedial action taken may include counseling, Training, Intervention, Mediation, and/or the initiation of disciplinary action up to and including termination of employment.

The organization shall maintain a written record of the discrimination/harassment complaints received. Written records will be maintained as confidential records to the extent practicable and appropriate.

All complaints are to be made within 3 months of the specific and/or general incidents.

### **Prohibition against Retaliation**

Retaliation against any employee who alleges that she /he was the victim of discrimination /harassment or against any employee who provides information in the course of an investigation into claims of unlawful discrimination / harassment in the workplace is prohibited by this policy. An employee bringing a complaint, providing information for an investigation, or testifying in any proceeding under this policy will not be subjected to adverse employment consequences based upon such involvement of be the subject of relation.