

**HR POLICY OF RAPID ACTION
FOR HUMAN ADVANCEMENT
TRADITION (RAHAT)**

PREAMBLE

This Human Resources Policy Manual aims to give employees of Rapid Action For Human Advancement tradition(RAHAT) a clear communication of its policies and procedures concerning its Administrative systems and Human Resources guidelines. This manual was formulated to cover and shall be implemented to employees at all levels regardless of rank, level and status of employment, except for some policies with specifically stated coverage. Policies are needed to set standard guidelines for all employees to have a uniform understanding and harmony in the workplace. The organization believes that fair and just policies and implementation thereof are due to all employees regardless of rank, level and status of employment. As such, all employees and officers are called upon to practice fairness in all their official dealings and in carrying out their functions based on these policies and procedures. If there be non-implementation or neglect on its appropriate and proper implementation, employees have the right to bring such breach to the Management of RAHAT and Governing Body if required. Policies can be changed or modified for some reasons but should be disseminated to all employees at least 15 days prior to implementation. In some cases, policies can be susceptible of different interpretations by employees. However, the Human Resources Head and the Governing Body shall have the responsibility, to guide and give appropriate interpretation to all those policies, which have ambiguous meaning and they have the responsibility to modify such policies, to make it clear and understandable to all employees. The Management and its employees together have a shared responsibility in the



attainment of the goals and objectives of the organization and the proper implementation of this policy.

A. RAHAT- ADMINISTRATIVE POLICIES AND PROCEDURES

1.1. Recruitment procedure:

REQUISITION FOR STAFF:

- i. A written requisition for recruitment of staff is to be submitted to the HR unit in order to initiate the recruitment process
- ii. It should contain the job description / job profile of the proposed staff as far as possible.
- ii. Clearly mention the competencies required with minimum academic qualification required for the post.
- iii. If the post requires previous experience, this should be specifically stated for how many years and from what type of organisation
- iv. The requisition should also mention the name of the project where she/he will be absorbed and for what period.
- v. The amount of compensation (Salary/CTO) proposed as per the project.
- vi. Any other relevant information justifying the recruitment
- vii. The requisition should be made by the Unit / divisional head or the designated person responsible in this regard.

1.2 .APPROVAL FROM RAHAT HR UNIT:

On receipt of the above requisition, the HR unit will start the actual recruitment process, Or may ask for more information from the unit, if required. After having satisfied with the requirement, the HR unit will put an approval note on the face of the requisition as to the next steps to be followed.

1.3 INTERNAL SEARCH

In some cases of recruitment for key positions of a new project, if the institute feels that the position should preferably be filled up from among the RAHAT experienced personnel for the greater interest of the project, the institute may open the position to its existing employees through internal notice followed by the normal interview process. Criteria for selection will be decided on case to case basis.

1.4 .EXTERNAL SEARCH THROUGH PUBLIC NOTIFICATION:

A public notice will be served through any or all of the following methods

- i. Advertisement in Newspaper.
- ii. RAHAT website / or development or non- profit websites.
- iii. Serving 'Notice' in RAHAT and unit office notice boards or.
- iv. Referring to the institute data bank from job application file.
- v. Search from campus recruitment drives of premier organizations.
- vi. Reference to external recruitment agencies.
- vii. Employee with at least 2 years experience in the existing post s/he is



holding can apply.

1.5 SHORT LISTING OF CANDIDATES:

From among the applications received a list of candidates to be prepared for taking part in the recruitment process as per the published criteria through the followings:

- i. Call letters
- ii. Telephone calls
- iii. Walk in interview
- iv. email

1.6 FORMATION OF RECRUITMENT BOARD:

The HR unit will constitute a recruitment board to conduct the interview. The board members include

- i. Staff members
- ii. Sometime, resource person from outside
- iii. For consideration of Senior Programme Associate (SPA) or Programme Officer
 - a. For such internal candidate, a Board will be formed preferably with all personnel from and above the Assistant Director level, and
 - b. This will be considered only at the time of renewal of contract of such Senior Programme Associate (SPA)
- iv. For direct recruitment of Programme Officer and above, the recruitment Board will comprise of at least two Assistant Directors and one from Deputy Director and above.
- v. The composition of the recruitment board should follow the gender policy of the institute.

1.7 Recruitment process

- i. The scrutiny of original testimonials in support of age, qualification and experience of candidates to be carried out.
- ii. Candidates' registration sheet to be signed by each applicant.
 - iii. For recruitment in the post of Programme Officer and above, outstation candidates
 - iv. will be provided with travel expenses by AC II/III by the shortest route for attending the recruitment process.
 - v. For some functional post, TA may be provided in consultation with the concerned Unit.
 - vi. In special cases air fare may be provided in consultation with the Head-H.R.

The recruitment process may include all or any of following method

- a. Written test
- b. Computer test
- c. Group discussion
- d. Viva-voce interview

1.8 RECOMMENDATION OF RECRUITMENT BOARD:

After completion the recruitment process,

- i. A report containing the recommendation of the board signed by each board member to be forwarded to HR unit for further course of action.
- ii. The report should clearly mention the name of selected candidate and
- iii. May add a list of 2/3 candidates to be kept in the panel.
- iv. All the documents of the selected candidate should also be attached with



the report for future reference

At least 10 days time to be allowed between issue of call letter and interview date

1.9 ISSUE OF APPOINTMENT LETTER:

Based on the recommendation report, the HR unit will issue the offer letter for appointment. Upon acceptance of the said offer letter, the HR unit will proceed to issue the appointment letter followed by agreement and job description wherever necessary.

1.10 JOINING AND ORIENTATION OF NEW STAFF:

The selected candidate will join the service on the agreed day and will officially inform her/his joining by

- i. A written 'joining letter' to the office.
- ii. This will have to be accepted by the concerned departmental head and forwarded to the HR unit.
- iii. Data Base to be maintained for all staff members.
- iv. A personal record form will be prepared immediately
- v. Staff identity card will be issued by the institute
- vi. The new staff member will undergo an orientation programme after joining the service.

2. Performance review – For all categories of staff, yearly review in general and earlier review of performance if necessary should be conducted. Based on this review report, the change in salary and designation will be made. However change of designation will be applicable at the time of fresh contract only. Annexure: Performance review form

3. Salary Payment – The salary payment is made on the 28th / last day of every month or if it is a holiday on the previous day. The date of payment may change due to unavoidable circumstances but attempt is made to strictly adhere to the 28th day of the month. Salary payment is made through crossed a/c payee cheque or cash. If anyone is unable to collect his/her salary on the payment date, then it might be collected on a mutually convenient date. Also any one may claim salary, on his/ her inability to collect the same, through a properly executed authorization letter.

4. INDUCTION TRAINING

Induction training is a process by which a new employee is situated into a new milieu to establish a relation with the goal, objectives, mission, vision, practices, policies and strategies of the organization. It is a strategic means to welcome a new entrant and in the process to make him /her feel acknowledged as an honoured member of staff.

Induction training is mandatory on joining as per the induction schedule. Date of induction will be fixed in consultation with the Unit In charge. In case any staff member fails to attend the scheduled induction, s/he must undergo the same while next induction takes place.

Strategy:

RAHAT will undertake four Induction Trainings in one financial year with the newly recruited staff (Contractual and Assignment). The ideal timing would be in the month of January, April, July and October, preferably in the second week.



5. Organizational Development:

Staff members of RAHAT working either with the thematic units or the geographic units have a responsibility to demonstrate leadership qualities for both their own growth and for the effective functioning of the units. The organization expects them to help in nurturing talent in their units and to build teams to work towards the organization mission.

This training aims at understanding self and improve motivation, leadership quality, conflict resolution and team building. RAHAT will undertake OD training as and when necessary

5.a. In Service Training

Besides this as a part of skill development the unit will organize In service Training for the unit staff at least once in a year.

6. LEAVE:

Leave cannot be claimed as a matter of right and management has absolute discretion in this matter. Currently the following types of leave are available:

(a) **Casual Leave** – This should not exceed more than two days in a row. At present that no. of casual leave in a year is 12 for all categories of staff. Non-availed casual leave of one year cannot be carried forward to the following year/s. Also, casual leave cannot be considered for encashment.

(b) **Sick Leave** – Application for sick leave should be submitted on the date of resumption of duty along with medical certificate. The no. allowed in a year is 7 for all categories of staff. This is also not encashable.

(c) **Earned Leave** – Prior approval is absolutely essential in case of earned leave. The no. allowed in a year for all categories of staff is 15.

I. In case of regular employees, non-availed earned leave in a year can be accumulated up to 240 days and be carried forward to the following years and is considered for encashment at the end of service period.

II. In case of contract employees, non-availed earned leave in a year can be accumulated and be carried forward to the following year/s and is considered for encashment at the end of contract period.

III. Assignment up to 3 months is not eligible for any leave, more than 3 months are eligible for one leave per month only.

Compensatory Leave/ Weekly Off

- i. Applicable only up to Programme officer only.
- ii. For duties on weekly off days and institute holidays (other than the days undergoing training/ workshop), prior written permission from the Unit Incharge and above is required to be obtained.
- iii. At least 6 hours and above will be considered for CPL/ weekly off.



- iv. One/two day weekly off will be enjoyed by the concerned staff in consultation with the immediate authority during the following week.
- v. Employees with functional designation:

- Concerned unit will consult Unit In Charge unit for working on holidays and institute holidays.

(e) Special Leave:

The Director only has the discretionary power to sanction special leave to any staff.

7. OFFICE LOAN

To meet emergency requirements, staff members are allowed to take office loan. All such loan requests specifying the reason for taking such loan has to be made through written application to the administrative head / unit head in case of unit. Such loan applications can be made after at least one month's service has been put in. The loan is permissible to an extent of one month's basic + D.A. and adjustable over a maximum equated monthly 10 installments. In case of contract staff, if the remaining period of contract of the applicant is less than 10 months, then the number of installments will be accordingly reduced in number.

8. INCREMENT OF SALARY

This is generally as per terms of contract of each employee and normally increment is considered after the completion of each year/contract. In case of contract employee, fresh contract is made with/without increment. In case of regular employee, increment / no increment is considered after the end of each completed year of service. Increments are considered based on the recommendations of the concerned departmental heads, evaluation of performance, contribution to the organization and other factors like regularity, timely reporting and leaving place of duty absenteeism etc. These are to be generally followed as per findings of the Performance Evaluation Report.

9. PROMOTION POLICY:

For employees at the levels of Project Worker, Project Assistant and Sr. Project Assistant, the criterion for promotion would be competence and experience. For promotions at the levels of Project Associate and Sr. Project Associate the criterion would be knowledge, competence and experience. For consideration of promotion to the post of Project Officer and above, educational qualification will remain as an additional requirement in general. However, special considerations of promotion from the post of Senior Project Associate to the post of Project Officer may be made on a case-to-case basis at the discretion of the Director.

10. CONSULTANCY:

Employees may be called upon to do consultancy for which the organization gets consultancy income. Out of such income, employees will be allowed a certain portion in recognition of their efforts. This sharing of consultancy with employees will not be applicable if such consultancy service is provided to any unit / sister organization. Consultancy to be done with prior permission from the authority. The entitlements of the employees will be as follows:

Up to Senior Project Associate – 40% or Rs 300/- per day which ever is higher
Project Officer and above -- 40% or Rs 500/- per day which ever is higher.



11. TRANSFER & SHIFTING POLICY

For the benefit of the organization, staff may be required to be transferred OR shifted from one unit to other.

- i. Transfer & shifting both will mean relocation of staff from one unit to another.
- ii. The authority of the institute will decide the transfer or shifting as per the necessity of the institute.
- iii. The decision of the authority would be final in case of any transfer or shifting.
- iv. The staff should be apprised by the immediate supervisor regarding the transfer or shifting.
- v. In case of shifting the staff will get no additional benefit.
- vi. In case of transfer, the staff thus transferred will be reimbursed transportation cost that includes the actual travel cost (up to AC II tier in the shortest possible route) of the staff and dependent members, cost for transporting the belongings to new location, etc. For the said reimbursement the staff has to produce original bills for transportation of belongings and Xerox copies of railway tickets,
- vii. An employee so transferred will be entitled to a Transfer Allowance called Special Allowance. This will be on the basis of 1 % of Cost to organization per month subject to a minimum of Rs. 2,500 and a maximum of Rs. 5,000 per month. Any employee so transferred, if sent back to the previous location will no longer get the transfer allowance.
- viii. Rules regarding TA / per diem / travel entitlements to be interpreted so that the new unit becomes the base unit of the transferred or shifted person
- ix. Mutual transfer/shifting may be considere
- x. Transfer will not include promotions / fresh contract in a higher level.
- xi. Unit wise Classification of relocations are as below :

12. OFFICIAL TRIP:

All employees, while leaving station from their respective place of work for official trips, are supposed to furnish information as per an appropriate format (FORM: IOT) with due approval of the respective Divisional / Departmental / unit heads.

Annexure: Form no....

A copy of the format, complete in all respects and duly approved, must reach the Deputy Director- Admin before the trip / journey is undertaken.



12.A. Travel policy

- i. Up to AC 2 tier for all categories below Assistant Director (air to be considered for exceptional cases as decided by any official at least in the level of Project Director).
- ii. For Project Director and above-- Air fare

12.B. Other Entitlements:

- i. For Project Director and above
The institute will provide Mobile phone set and pay / reimburse the monthly mobile bills
- ii. Others

Depending on the nature of job, reimbursement of mobile phone calls will be decided by the Unit In charge only.

13. BOARDING, LODGING, TRAVELLING AND INCIDENTAL EXPENSES

While on tours, the employees are entitled to boarding, lodging and incidental expenses. These are as per norms fixed by the Finance Committee and changes in the limits / conditions are to be duly notified.

For all cases noted below, Actual bills are to be furnished for accommodation while no bills are required for food.

At present the limits/conditions are:

A. Metros (Delhi, Kolkata, Mumbai, Chennai, Hyderabad, Bangalore, etc)

Accommodation : Rs. 1,800/- per day + Tax, Food : Rs. 400/- per day

B. Other State Capitals & Cities (all capital towns of state.)

Accommodation : Rs. 1,500/- per day + Tax, Food : Rs. 400/- per day

C. District towns : (All districts)

Accommodation : Rs. 1,000/- per day + Tax, Food : Rs. 300/- per day

Accommodation with relative and friends Rs. 300/- per day

Boarding at train/ : Rs. 300/- per day

For stay at out station places for a period of at least 12 hours, full days' rate is applicable. Otherwise for stay of less than 12 hours, 50% of the usual rate is allowed. (DAY IS CONSIDERED FOR A PERIOD OF 24 HOURS FROM 12 TO 12)

Anyone boarding a train at/after 10 pm from the home station (that is the station of his reporting place) will not be eligible for any allowance for food on train till 12 night for that day.

For consideration of allowance for food, simultaneous application of daily allowances at places visited and allowance during boarding on train for the same period will not be applicable.



Predominance of stay at station or train will determine applicability of either of the above allowances.

No other incidental expenses are allowed.

The above rates are applicable universally and are to be considered as benchmark rates.

Reimbursement of traveling expenses:

Anyone going for any official duty will be reimbursed the traveling expenses. Similarly, anyone traveling from one office/site to another will also be reimbursed the traveling expenses. Generally, no categories of employees are allowed traveling allowances or reimbursements for going to their usual place of duty from residence or from their usual place of duty back to residence.

However, anyone going from residence to another office which is not his/her place of duty will be allowed reasonable reimbursement if this place of duty is distant from his/her normal office/place of duty. Similar reimbursement will be allowed on return journey to residence.

There may be occasions where projects may be conducted in areas where the above rates for TA/DA may not be sufficient. In that case, a special office order would be required for allowing the higher rate to be allowed as per approved budgets in the projects.

14. PERSONNEL WITH SPECIAL DESIGNATION AND PAY

There are special occasions where service of a very specialized / technical person would be required for the interest of the project. S/he may be required for specific project/s with special designation and emoluments. The entire terms & conditions and nature of service would be unique in nature and would be different from the other general categories of employees. In all such cases such personnel will be given a special designation and will be allowed such special pay.

14A. Staff seconded for a Project with higher pay:

Generally all employees are categorized as per institute designations and their annual cost to organization is fixed as per norms. There may be occasions where they may be seconded in a project with higher pay. In all such cases the concerned employee would become entitled to the higher pay provided in the project budget. The additional pay, over and above the usual entitlements of the employee will be given as 'Special Allowance'.

On the termination of the project the project employee is reverted back to his/her former position, and would become entitled to his/her normal pay only unless otherwise decided.

15. INSURANCE:

It is essential that all capital / fixed assets of the organization are adequately insured against perils like fire and burglary at w.d.v. Cash held by the unit in safe/vault and cash in transit during inward and outward remittances are also to be insured. Vehicles are to be insured against accidents/thefts.

16. MEDICLAIM INSURANCE:

Requisite premium pertaining to Mediclaim policy of regular and contractual employees and their kith & kin upto a ceiling of total policy amount of Rs 50,000/- will be reimbursed against production of photocopy of relevant receipt. Claim for this reimbursement should be



made within the policy period concerned. It is to be ensured that only one such reimbursement is made for the concerned employee for each financial year.

17. NO SMOKING/Tobacco chewing

Smoking/Tobacco Chewing is prohibited in the institute's campus as well as the unit offices.

18. INSTITUTE POLICIES ON IMPORTANT ISSUES

The RAHAT Governing Body, as per its resolution taken on 25th July 2005, adopted the Child Protection Policy. It was further decided that a three member committee will closely monitor the proper application of the said CPP in RAHAT as a whole. It was also decided that the same committee will also address the following issues in respect of RAHAT:

a) Sexual harassment at work place

b) Gender Policy

In addition new policies will be enforced from time to time.

19. Job Description:

JOB DESCRIPTION

GENERAL PURPOSE OF JOB:

Responsible for overseeing all organization's activities and ensuring its mission and values as well as the overall management and development of RAHAT programs/projects. In addition, the position is expected to develop and maintain linkages with international and local donors, funding agencies and affiliate organizations.

ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Oversees the management and monitoring of the daily operations of entire RAHAT head office and other satellite/State branches.
2. Performs as Lead Director for assigned Program/Project/Unit/Departments.
 - a. Performs overall management and monitoring unit/department projects and programs.
 - b. Manages, supervises and monitors performance of assigned staff and officers/supervisors based on goals and objectives of the unit/department.
 - c. Manages and approves project/program funds.
 - d. Conduct teambuilding to unit/department personnel.
 - e. Conduct annual performance appraisal to all assigned senior program / project officers.
 - f. Conduct periodic and regular meetings with unit/department staff.
 - g. Attends periodic and regular meetings with management and other organizational projects/programs.
 - h. Attends to organizational and departmental/unit problems and concerns.
 - i. Maintains good connection and relationships with government, donors, partner NGO's and other concerned parties.
 - j. Maintains harmony and order in the organization and assigned department/unit.
 - k. Addresses employee and/or departmental problems and ensures implementation of appropriate action to solve conflicts and disorder.
3. Attends to all departmental and project/programme internal and external meetings.
4. Presides and participates in all project/programme development meetings.
5. Ensure that all activities and projects/programmes of RAHAT are in line with its mission, vision and goals.
6. Indirectly supervises and monitors activities under all RAHAT projects and programmes.
7. Establish communication and networking with local and international NGOs, People's Organizations, government officials, diplomats and donors.
8. Establish linkages with international and local funding agencies.
9. Maintain regular communications with International RAHAT offices.
10. Attends to the International conferences, fora, etc. in relation to RAHAT present programs and projects.



11. Oversees and coordinates visits of foreign dignitaries, ambassadors, officers, etc. in RAHAT offices.
12. Spearheads the promotion of RAHAT to international and local contacts.
13. Oversees the coordination of RAHAT organizational activities and programmes.
14. Oversees all RAHAT Support Groups/Departments/Units.
15. Attends and oversees functional committees.
16. Spearheads the development of organizational strategies, ideas and plans and market the same to concerned parties/individuals such as government officials/agencies, public/private agencies, donors and partner beneficiaries.
17. Performs other duties as maybe assigned from time to time by the Top Management and Governing Body.

SUPERVISORY RESPONSIBILITIES

Overseas all units/departments/projects/programs in RAHAT head office. Directly supervises all Asst. Directors, team leaders, and other staff concerned.

18. Annexures:

- i. Vehicle movement slip
- ii. Booking of rail / air ticket form
- iii. Performance evaluation form
- iv. Tour information form
- v. TA / DA claim form
- vi. Personal record form
- vii. Leave application form
- viii. Prior permission for compensatory leave form

19. Registers maintained:

- i. Attendance register
- ii. Salary register
- iii. Employee Personal file at HO
- iv. Category wise General Personnel file at HO
- v. Category wise Personnel file at Unit offices.

20. ANNEXURE:

VEHICLE MOVEMENT SLIP:

RAHAT

VEHICLE MOVEMENT DETAILS

(Rented cars only)

Owner's name / Company's name:

Date:

Driver's name:

Vehicle no:

Date	Journey starts		Movement details	Journey Ends		Project Dept.	User's Full name	User's Signature
	Time	Meter Reading		Time	Meter Reading			



Driver's Name and Signature.....

TICKET BOOKING FORM

Rahatoffice,Rahatcolony,KajlamaniRoad,Kishanganj

Ticket Booking Form for official Trip.

(A). For onward Journey:

Mode of Travel : Air/train/Bus/P.Vehicle

Date of Journey.....Class.....

From.....to.....via.....

Air/Train/Bus/P.Vehicle,name and no.

Sl.no	Name	Age	Sex	Remarks

(B). For Return Journey:

Requisition by.....Fund.....dated.....

Approved by

1. Secretry/Project Director

2. Programme Officer



CLEARANCE FORM FOR DEPARTING STAFF

Name of Employee: _____

Designation: _____

Project and/or Location: _____

Last Working Day: _____

Supervisor submitting this form: _____

	Certified By	Particulars	Yes	No	Sign & Date
1.	Supervisor	a) No reports pending b) All documents and files handed over c) No work pending e) All files and folders of the project/activities are seen properly in the computer f) All workshop and training materials handed over. g) All the staff and field worker/community are knowing it.			
2.	Administration	h) All timesheets submitted i) Any/all office equipment returned and accounted for			
3.	Document in-charge	j) All issued documents (CD/Flip books/chart papers/documents got during trainings & WS etc) and books returned			
4.	Accounts	k) No pending advances l) No payments pending for personal use of office services – ticket bookings, couriers, stamps, etc.			
5.	Project Director	m) Any other item			

Clearance Certified by Team Leader / Project Coordinator / Exe. Fin & Adm.

Signature: _____

Name _____

Date: _____

Place: _____



MONTHLY PAYSリップ AND LEAVE ACCOUNT FORM

For the Period from : _____ to _____

Employee Name: _____

Designation: _____

Date of Appointment: _____

Average Working day Per Month: _____

Working Days This Period:

Number of Days in period	
Less Saturdays and Sundays:	
Less Holidays	
Total Working Days	

No. Days Worked by Employee This Period:

Leave Account

LEAVE ACCOUNT	Eligible Annually (Hours)	Available This Month (Hours)	Utilized this Month (Hours)	Balance Forward Unutilized (Hours)
Earned Leave				
Sick Leave				
Compensatory				
Leave w/o Pay				
Casual Leave				
Other				
TOTAL:				

Comments By Administrator/Team Leader or Project Coordinator:

Signature
Name

Must be submitted to the Exe. Finance and Administrator at the head quarter of the organisatio

LEAVE APPLICATION AND APPROVAL FORM

Employee Name:



Designation:

Date:

Request by Employee

To

The SECRETARY

**Line Gulbasti, Khankaha Road,
Kishanganj, pin-855107, Bihar**

Dear Sir

I am herewith requesting to grant a leave For the period from _____ to _____, i.e. of _____ days. This leave could be treated under the provision of _____ as per the Leave Manual of the organization. The purpose of getting the leave of the above category is *(must write the purpose of leave in detail)*

I will be highly obliged for the same.
With Regards

Applicant Signature:
Name

For Action by Team Leader / Administrator / Director:

- Approved
 Not Approved

Comments: _____

Signature of Authorized person (TL/Coordinator):

Leave Account – For Office Use

LEAVE ACCOUNT	Eligible Annually (Hours)	Available This Month (Hours)	Utilized this Month (Hours)	Balance Forward Unutilized (Hours)
Personal Leave				
Sick Leave				
Compensatory				
Leave w/o Pay				
Casual Leave				
Other				
TOTAL:				

Verified by Signature of
Team Leader / Regional Manager

