



Human Resource Policy

SACAL



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SOCIAL ACTION FOR COMMUNITY ALTERNATIVE LEARNING
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INTRODUCTION

SACAL is a not for profit organisation working in the non-governmental sector. The organisation established in 1999 has grown over the years and seen a corresponding growth in the size and pool of human resources that have enabled its growth. To promote the increasing talent pool and enable smooth functioning without any discrimination against any staff, the need for policy was felt. The purpose of this manual is to ensure that all employees understand the policies, procedures that affect and benefit them.

Objectives of the manual

- Define the terms and conditions of employment of all staff
- Provide the employees with a statement of Human Resource policies and procedures to understand the gamut of privileges and responsibilities.
- Outline the procedures governing the conduct of employees and the operation of enunciated policies.

The Guidelines and Rules enunciated in this document are not exhaustive in covering every detail pertinent to Human Resource management. But, these do provide a sufficient foundation for guiding both the employer and employees in the interpretation and implementation of Human Resource policy. SACAL reserves the right to interpret the meaning of the Rules pertaining to the service conditions of its employees.

SACAL is committed to ensuring that all its employees have an accurate and thorough understanding of the policies, procedures and benefits that affect them while they are employed by SACAL. This manual was prepared with the goal of helping achieve that end.

A copy of the manual will be available for reference for all employees at all times through a printed copy distributed to every field centre and head office. Although every effort has been made to present the information in this manual in a clear and concise manner, questions will inevitably arise. All employees are strongly encouraged to review the manual and discuss any questions they have with their supervisor or to request clarification directly from the Secretary.

The policies included in this manual supersede all prior SACAL policies, procedures, practices, customs, or agreements. This Human Resources (HR) Manual therefore constitutes terms of employment and conditions of service for all employees of SACAL with effect from January 1, 2015.

Planning and Administration

1.1 Recruitment:

The organization is committed to fair, equitable and transparent employment process. Equity and merit are to form the basis for selection of candidate.

1.2 Advertisement:

All vacant positions in the organization will be publicly advertised. Temporary, casual and project positions will also be advertised in these forms.

- Advertisement will be made in public places/ base offices/ Gram Panchayat Office/Block Office/Office notice board.
- Advertisement will be posted in the organization web site applicable in-case of professionals.

1.3 Selection Panel:

A selection panel will be constituted by the governing body. The panel will be headed by the Secretary. The term of Office of the panel shall be two years. The selection panel will work for the selection of candidates above G.P. coordinator. Other field staff will be recruited by the 3 member committee consisting of Project Coordinator, Secretary and a senior staff member at the field level.

1.4 Short listing:

Short listing should be done based on the qualification and experience.

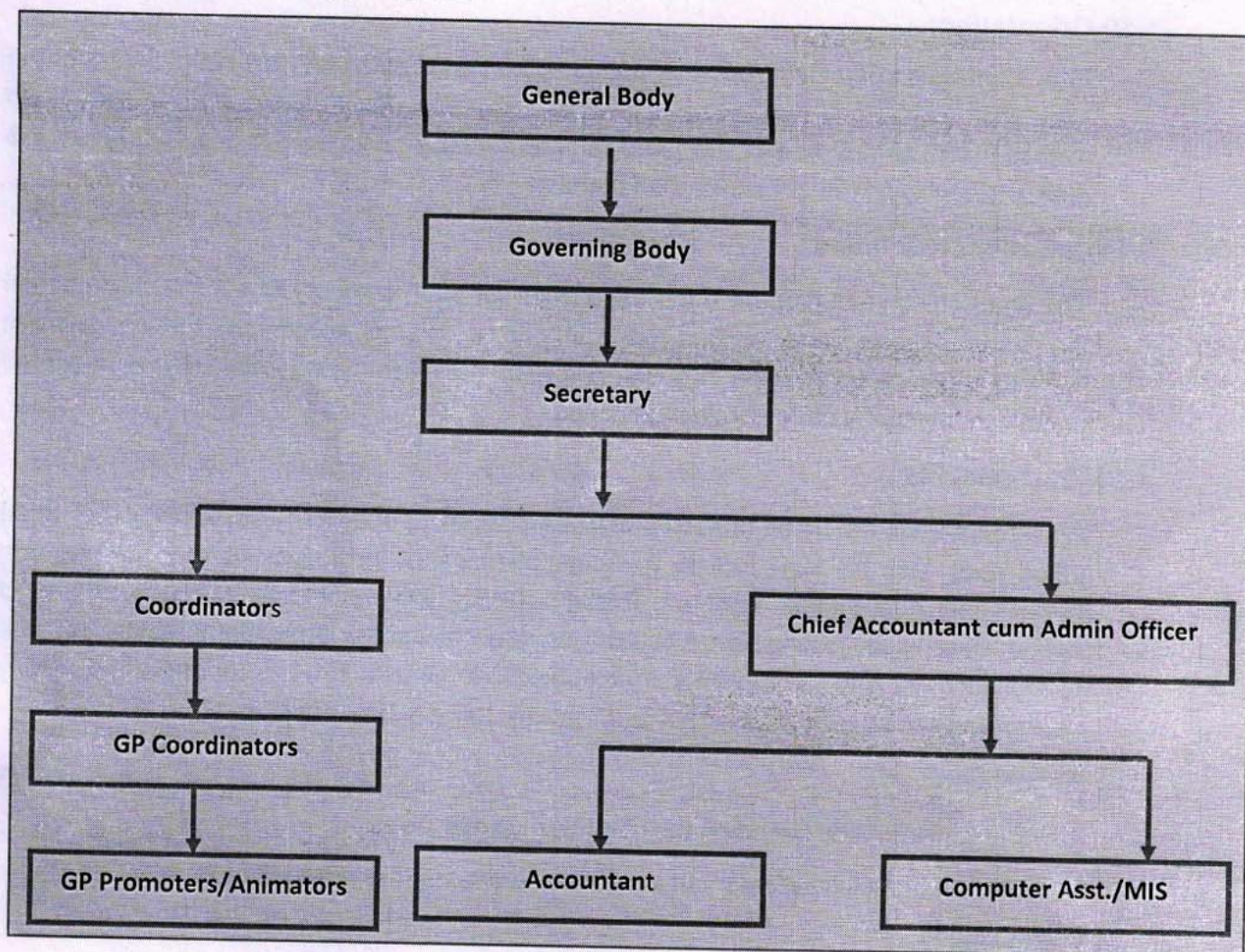
1.5 Interview:

The panel shall fix a suitable date for the interview which shall be communicated to the applicants giving them a minimum of seven days' time. The documents required to be obtained from the candidate for the interview should be clearly spelt out in the call letter. Procedure of interview, whether a written test, group discussion and/or viva-voice test, will be decided by the panel keeping in view the importance of the post and the number of candidates who apply.

1.6 Certificate verification and referee checks:

The genuineness of the certificates should be verified strictly to avoid malpractice by applicants. The referee check can be done telephonically or over email also.

1.7 Organization Organogram



1.8 Minimum qualification requirement for different categories of posts:

- ✘ **Secretary:** He is the chief executive and is elected by the governing body and general body. So no qualification is prescribed.
- ✘ **Project Coordinators:** Graduate with 5-7 years of experience in rural development activities.
- ✘ **Assistant Coordinators:** Graduates with minimum 3 years of work experience.
- ✘ **GP Coordinators/Supervisors/:** Graduate of any stream with minimum 3 years of work experience
- ✘ **Animators:** Matriculation. Freshers can also apply.

1.9 Offer letter to selected candidates

The selected candidates shall be intimated with ample time to enable them to join. Verbal contact can be undertaken to understand the date of joining. The offer letter should highlight a probationary period of 3 months for all new staffs and be signed by the Secretary of SACAL.

1.10 Orientation:

After submission of joining report by the selected candidate/staff, they should undergo an orientation training which shall be of a week's duration. They should also be sent to an exposure visit to any one of the projects where they should work in the field under the guidance of any one of the senior staff member.

1.11 Job responsibilities:

The head office shall prepare a job description for each category of staff; it shall contain the details of duties and responsibilities. A copy of it shall accompany the appointment letter for advance information of duties and responsibilities. Specific duties can be added to every category based on project demands

1.12 Personal file:

A personal file in the name of each employee shall be opened and maintained at the head office level. This file shall include documentation pertaining to the staff's academic and professional qualification, contract, referee checks and recommendations, issuance of appointment letter, joining report of staff, sanction of annual increment in salary, alleged misconduct, if any, disciplinary proceedings if drawn for misconduct and finally performance appraisal.

1.13 Promotion:

- ✘ Promotion will be based on the performance appraisal.
- ✘ Seniority is another factor but performance shall be the main criterion.

1.14 Transfer

- ✘ All positions (except secretary) are transferable

1.15 Code of conduct:

- ✘ Employees should perform their duties with professionalism, honesty and integrity.
- ✘ Loyalty to the organization, fairness and official decorum should be observed by employees.
- ✘ Real or apparent conflicts of interest should be avoided. However, employees should not be subjected to unnecessary restrictions on their private activities purely as a result of their employment with the service, where such activities do not involve a conflict of interest or adversely affect their work performance.
- ✘ Whenever any activity /action amounting to misconduct are alleged against a staff, it shall be enquired by the Secretary or Governing Body Member of the organization or any one delegated by them.

- ✘ The person undertaking the enquiry shall submit the report to the Secretary soon after the enquiry is completed. The Secretary shall share the same with the Governing Body and should take action on the basis of the findings of the enquiry officer. The Secretary, however has the right to reject the report but shall mention the reasons of the same.
- ✘ Employees of the organization are strictly prohibited from taking part in any sort of political or religious activity. SACAL believes these are personal proclivities and should not be associated with work.
- ✘ They should discharge their duties and responsibilities with commitment and dedication.
- ✘ All staff members are expected to be not under the influence of alcoholic drinks in the course of their work. If any staff member is found in inebriated state he/she shall face severe disciplinary action.

1.15.1 Conduct towards other service employees:

Employees should:

- ✘ Treat other employees with respect and dignity.
- ✘ Not mistreat other employees or distract them from carrying out their duties.
- ✘ Not engage in any form of intimidation or harassment, including sexual and racial abuse.
- ✘ Ensure the confidentiality of matters of a personal nature relating to employees.

1.15.2 Use of official resources:

- ✘ Any personal use of the organization's resources requires the approval of the Coordinator at the field level and of the Secretary/ Chief Accountant cum Admin Officer at the head office level.

1.15.3 Lawful directions

Employees should follow any lawful direction given:

- ✘ By the Coordinator and Secretary.
- ✘ In their absence directions given by the Assistant Coordinator or a member of the Governing Body should be followed.

Where on reasonable grounds an employee believes that a direction is improper, illegal or against the philosophy, aim and objective of the service, they, should refer the grounds for objection to the Coordinator, Secretary or the person responsible for the direction.

1.16 Handling of Conflicts Of Interest

General procedures:

In the course of their duties, employees should not give preference to any person, organization or interest (whether pecuniary, commercial, political, religious, or other) as a result of any private association with that person, organization or interest.

Immediately on becoming aware that a conflict between private interests and official duty, whether real or apparent, has arisen or is likely to arise, employees should disclose such details to the Coordinator or Secretary. This should also be checked during the time of recruitment.

At any time, an employee who is unsure whether a conflict of interest exists with official duties should seek a direction from the Secretary and in his absence from a Governing Body member.

Acceptance of benefits, employees should:

- ✘ As a general principle, not solicit or receive any benefit (other than provided for as part of their terms and conditions of employment) in respect of services performed, whether during working hours or not, in connection with their duties.
- ✘ Avoid situations in which the acceptance of a benefit or potential benefit could give even the appearance of a conflict of interest with their official duties.

1.17 Release of official information

Employees are not prohibited from disclosing official information which would normally be given to any member of the public seeking that information. However, official information of a confidential or privileged nature should not be disclosed to unauthorized persons or organizations. Sharing of data of the project should be undertaken after due permission of the Secretary.

Salary, Benefits and Administration

2. Salary and Administration:

Salary will differ as per the levels of the staff and shall be commensurate with experience and work that is assigned.

- ✘ Organization will provide salary to the entire staff before 7th of the following month.
- ✘ Employee of SACAL will receive salary slip for each month with details of deductions if any.
- ✘ Organization will pay salary through cheque to all the staff.

Increments of salary shall be as budgeted in the project and approved by the donor. For critical positions salaries and increment shall be fixed by the Secretary.

2.1 Provisions and Regulation for Staff:

2.1.1 Social Security

Staff will be insured through a reputed insurance company. The insurance will cover both medical reimbursement and life risk. The medical reimbursement and life risk amount depends upon the type of insurance policy of the insurance company. The premiums of insurance policy will be decided by the organization subject to the provision available in the projects.

2.2 Leave Provision for the Employees:

2.2.1 Types of Leave

1. Annual Leave
2. Medical leave
3. Casual leave
4. Festival & Holidays
5. Maternity leave

2.2.2 Annual Leave: **Number of days: 2 days per month (24 days annually)**

This Annual leave is entitled to the entire program and nonprogrammer staffs irrespective of category and designation in the organization. This leave will be counted after completion of a month. This leave can be carried forward subject to a maximum of 7 days per year.

2.2.3 Medical Leave: **Number of days: 7 days (annually)**

This leave can be availed by the staff members without prior application. For any leave more than 7 days, the staff member has to attach medical certificate with the leave application.

2.2.4 Casual Leave: Number of days: 6 days (annually)

This leave can be availed by the staff members of the organization subject to prior information and approval of the authority. Casual leave cannot be more than 6 days in a year and not more than 2 days at one time. The staff members have to avail such leave in 3 phases within a year. In case leaves are not utilized by an employee during the tenure. The unutilized leave cannot be carried forward nor can be encashed.

2.2.5 Festival & Holidays: Number of days: 10 days

Organization will provide national holidays for the staff members. Organization decides the holidays beforehand in each year. The holidays will be informed to the staff members in advance.

2.2.6 Maternity Leave: Number of days: 90 days for women and 7 days for men

As per the national law, the organization will provide maternity leave to the female staff members up to two issues. However, concerned staff has to inform this in advance to the authority. For male staffs, paternity leave of seven days shall be granted up to two children.

2.2.7 Other Associated Norms related to availing leave:

- ✘ Leave cannot be claimed as a matter of right.
- ✘ A probationer will also be entitled to avail all 10 decided holidays.
- ✘ Leave details will be maintained by HR department and it will be provided to finance department for salary calculation at Head Office.
- ✘ Leave application should be submitted to the immediate superior but the sanction authority will be the Secretary.
- ✘ Secretary is the sole authority to sanction the long term leave to any employee of the organization. The coordinator may grant the long term leave for program level staff, but in consultation with the Secretary of the organization.

2.3 Attendance Registration:

- ✘ Organization will maintain daily attendance system and individual staff have to log on daily basis except Supervisor, Animator and Volunteers. In case of Supervisors, Animators and Volunteers attendance can be marked each time they visit the head office.

- ✘ In case someone is present at office but had not registered his/her attendance, the working day will be considered as leave and person will not receive any salary for the day.

2.4 Working hours:

- ✘ Employees of this organization are expected to work from 9.30 am to 6.00 pm on all working days, with an interval of 30 minutes for lunch. Any change as per seasons shall be intimated to all staff by a circular signed by the Secretary
- ✘ Flexible working hours can be considered on a case by case basis.

2.5 Food on meeting and training days at Project Level /Head office level:

- ✘ Organization will support to provide breakfast and lunch free of cost to all categories of staff in case of meetings and trainings which continue beyond four hours.

2.6 Travelling allowances

Travelling allowances is paid to the staff members required to travel on behalf of the organization in relation to the performance of their duty. The organization has finalized the following travelling allowances.

- ✘ Field staff will be provided vehicle (motor bike) for monitoring of day –to- day activities of the project concerned. The organization will bear the actual fuel expenses. The staff members have to maintain a log book for using the bike. Monthly consolidated statement of the log book and expenditure details has to be submitted by the staff members to the accountant for reimbursement of the expenses.

However, provision of vehicle is contingent on the availability of motorcycles in the organisation.

- ✘ In case field staff is using his/her personal vehicle (motor bike) for official purposes, actual fuel expenses and vehicle maintenance will be provided by the organization. Other process will remain same.
- ✘ In case staff member is visiting out of station and using other mode of transportation (Bus, train, flight, taxi etc.) he/she has to submit the actual expenses details for reimbursement.

Operational norms:

- ✘ At least 15 days prior to the travel, the plan will be informed to the concerned person for any ticket booking (train, aeroplane).
- ✘ Second (II) class sleeper in train travel will be provided and in exceptional cases 3rd AC accommodation may also be preferred provided budget available in that particular project.
- ✘ For the use of the Vehicle (Hired car), the person has to take the permission of the Secretary.
- ✘ The staff member who will use motor bike for official purposes has to possess a valid driving license.

2.7 Per-diem allowances:

Provisions are made for refreshment of the staff visiting different locations as under

Provision head	Provision
Staff travels more than 12 hours within the district	50.00
Staff travels out sides of the districts more than 12 hours	120.00
Staff travels out sides of the districts and Stayed a night	120.00
Metro cities /Other (Staying per night)	200.00

Note: Rates in Indian Rupees

2.8 Hotel Allowances/Accommodation:

For boarding accommodation following rates have been finalized by the organization for a 24-hour duration.

Stall Level/Position	District HQ	State HQ	Other metro cities
High	400.00	700.00	1500.00
Middle	250.00	500.00	1200.00
Low	200.00	450.00	800.00

Note: Rates in Indian Rupees

- ✘ The rates mentioned above are the maximum amount allowed. Payment will be done based on actual on submission of bills and receipts. Permission needs to be sought from the Secretary if bookings are more than the mandated rates.
- ✘ The staff member has to submit a tour report and original bill of the Hotel for claiming the expenses to the Accounts Section.

Workplace Harassment

3. Policy

It is the policy of SACAL to provide its employees with a workplace free from harassment and/or retaliation against employees who either complain of harassment or aide in the investigation of such a complaint.

3.1 Work Place Harassment

Any unwelcome verbal, written or physical conduct that either denigrates or shows hostility or aversion towards a person on the basis of race, sex, colour, national origin, religion, Sexual orientation, gender identity, age, veteran status, political affiliation and/or disability, that: (1) has the purpose or effect of creating an intimidating, hostile or offensive work environment; (2) has the purpose or effect of unreasonably interfering with an employee's work performance; or (3) affects an employee's employment opportunities or compensation.

3.1.1 Administrative Procedures for Work place harassment:

Prohibited Conduct

i. Harassment

SACAL strictly forbids harassment of any employee, applicant for employment, vendor, contractor or volunteer on the basis of an individual's race, sex, colour, national origin, religion, sexual orientation, gender identity, age, veteran status, political affiliation and/or disability.

ii. Retaliation

SACAL will not tolerate any form of retaliation directed against an employee who either complains about harassment or who participates in any investigation concerning harassment.

iii. Harassment Complaint Procedure:

- ✘ The Grievance Redressal Committee shall deal with all complaints of harassment.
- ✘ Employees should report incidents of workplace harassment as soon as possible after the incident occurs.
- ✘ Employees seeking for remedy to workplace harassment may file a complaint with the Secretary or Governing Body member. If the staffs feel comfortable to share with any senior staff, he/she should advise the staff to file a complaint and inform the Secretary.

iv. Assurance against retaliation:

Employees and third parties who make complaints of workplace harassment or provide information related to such complaints will be protected against retaliation. If retaliation occurs, the complainant(s) should report the retaliation through the harassment complaint procedure.

v. Policy Violations:

a. Engaging in Harassment

Any employee who engages in conduct determined to be harassment or encourages such conduct by others shall be subject to corrective action, up to and including termination, under policy, standards of Conduct.

b. Allowing Harassment to Continue

Coordinators and/or supervisors who allow workplace harassment to continue or fail to take appropriate corrective action upon becoming aware of the harassment may be considered parties to the offense, even though they may not have engaged in the harassment behaviour.

c. Failure to Respond

Coordinators and/or supervisors who allow workplace harassment to continue or who fail to take appropriate action should be subject to disciplinary action, including demotion or termination, under, disciplinary action of policy.

vi. Organization Responsibilities:

The organization must communicate this policy to employees. Communication must include:

- ✘ Educating employees about the types of behaviour that can be considered workplace harassment, and
- ✘ Explaining procedures established for filing workplace harassment complaints.

Agency managers and supervisors are required to:

- ✘ Stop any workplace harassment of which they are aware, whether or not a complaint has been made;
- ✘ Express strong disapproval of all forms of workplace harassment;
- ✘ Intervene when they observe any acts that may be considered workplace harassment;
- ✘ Take immediate action to prevent retaliation towards the complaining party or any participant in an investigation;
- ✘ Take immediate action to eliminate any hostile work environment where there has been a complaint of workplace harassment.

3.2 Sexual Harassment:

- 3.2.1 Any unwelcome sexual advance, request for sexual favours, or verbal, written or physical conduct of a sexual nature by a manager, supervisor, co-workers or non-employee (third party) shall be deemed as sexual harassment.
- 3.2.2 **Quid pro quo:** A form of sexual harassment when a manager/supervisor or a person of authority gives or withholds a work-related benefit in exchange for sexual favours can be charged with the offence of quid pro quo. Typically, the harasser requires sexual favours from the victim, either rewarding or punishing the victim in some way.
- 3.2.3 **Hostile environment:** It shall be considered as an act of sexual harassment when a victim is subjected to unwelcome and severe or pervasive repeated sexual comments, innuendoes or other conduct of a sexual nature which creates an intimidating or offensive place for employees to work.

3.3 Disciplinary Action: Action qualify for misconduct & Gross Misconduct

Misconduct	Gross Misconduct
<ul style="list-style-type: none">• Mis-utilization of funds• Absent from job without permission• Not following policy standards/guidelines• Using abusive language against any colleague• Damage of official asset• Intoxicated during official hours• Searching for other job opportunity without informing management-• Absence from duty without prior information• Misbehaviour with the community• Working against the vision, mission and organizational philosophy.-• Personal work during office hours	<ul style="list-style-type: none">• Generating and submission of false bills• Accepting false bill• Misappropriation of organizational funds• Politicizing organizational environment.• Sharing confidential documents with other without permission of organization• Raise money from the field or from organizational asset• Found guilty in any criminal offence• Using organizational asset for personal work without permission of appropriate authority• Spreading negative thought about the organization both within and outside the organization.• Sexual Harassment.• Bribery• Working for any other organization without the permission of the organization.

3.4 Disciplinary Action or Termination:

- ✘ Any issue of Disciplinary action or Termination will be communicated in written.
- ✘ In case of termination of services in normal circumstances there should be one (1) month prior notice period from either side.
- ✘ Any case of gross misconduct is subjected to termination but the person will have a scope to place his part before the respective committee.

In case of act or behaviour which is non-acceptable and indecent in nature as an according to the list of organizational policy standard or list areas for misconduct or gross misconduct, organization will employ following procedure-

- Stage -I:** One oral warning by the senior line manager.
- Stage -II:** Show cause or written warning will be issued to the person concerned and a copy of the same will be placed in the personnel file of the person concerned.
- Stage-III:** Show cause notice will be issued and the answer will have to be placed within seven days by the concerned staff. This will be followed by an investigation depending upon the nature and gravity of the case. If found guilty person concerned have to face disciplinary action:
- a) Written Memo: In written and will be considered as last and final warning.
 - b) Demotion
 - c) Suspension of job responsibilities.
 - d) Transfer
 - e) Termination

As decided by the management in consultation with the other staffs the final decision will be recorded in written and depending upon the frequency and gravity will be considered as last and final warning. Any repetition of the same issue will lead to termination of job. Disciplinary action will be taken in consultation with senior staff members.

3.5 Grievance Handling Mechanism Channels:

- a) Grievance Box
- b) Grievance Redressal Committee (GRC)

Grievance Box: - "Grievance box" will be kept at head office as well as project level units. The objective is to provide a non-threatening environment for the staffs to raise their grievances and to place their suggestion without disclosing their identity. The box will be opened every month by the representatives, Secretary and designated senior staffs jointly.

Any issue of grievance will be later dealt by the five members Grievance Redressal Committee (GRC). The committee will have the representatives from both the staffs and the management. The inclusion of female members should be at par with male members. An external member who is willing to give time should be appointed. This person should preferably be a woman with experience in handling of harassment issues also. The committee will look into all cases of harassment raised and complained by any staff, members, and associates of SACAL.

3.6 Grievance Redressal Procedure

Step: 1. Issue needs to be placed and discussed with the concerned individual/s

Step: 2. If unsolved; then it can be raised/discussed, by the concerned staff with his/ her immediate senior.

Step: 3. In case, wherein the grievance is not resolved in the first two steps, it will be dropped, in the "Grievance Box", in writing by the concerned staff/individual.

Step: 4. Grievances collected in the Grievance Box would be handled by the GRC. If the grievance is against any of the GRC members then members of the governing body should deal with it.

3.7 End of Service terms:

In normal circumstances it is expected that both the parties (organization and employee) will provide one month notice before dissolving existing service terms. In case of failure by either of the party one month salary has to be provided by the party who has failed to follow the policy. This norm will not be valid in case any project comes to an end as per the project time schedule.

In case of termination due to disciplinary action as a result of gross misconduct, notice period will be waived.

Child Protection Policy

4. Policy

SACAL recognizes its fundamental duty of care towards children and is committed actively to safeguarding children from harm and ensuring that children's rights to protection are fully realized. SACAL adheres to the norms as set out in the United Nations Convention on the Rights of the Child (UNCRC) in order to promote child-safe practices and to protect children from harm, abuse, (including physical, sexual, emotional, and intentional neglect), neglect, discrimination, exploitation, and manipulation of children.

In addition, SACAL shall take positive action to prevent child abusers from becoming involved with us in any way and is dutiful to take measures against any staff, Board members, volunteers, interns, consultants, contractors, vendors, advisers, partner organizations who abuse a child.

4.1 Administrative Procedures for application of Child Protection Standards:

To this end SACAL is committed to:

- ✘ Familiarize themselves with situations that may present risks and learn how to deal with those situations;
- ✘ Recognizing child protection as an important responsibility, whether or not organisation work directly with children and youth;
- ✘ Actively hold all SACAL members, staffs, community groups, all associated with SACAL accountable to SACAL's child protection standards;
- ✘ Acting as role models of child-friendly behaviours and practices;
- ✘ No hiring of children in any hazardous work of the organisation.
- ✘ Treating all children and youth equally with respect and fairness regardless of age, culture, caste, nationality, creed, ethnicity, health status (e.g. AIDS), physical and psychological ability, family situation, sex, language, racial origin, socio-economic status, religious belief and /or sexual orientation;
- ✘ Ensuring children friendly environment are supported to practice their right to express views on all matters which affect them and their surroundings. Their views will be adequately taken into consideration;
- ✘ Prohibiting corporal punishment, offensive or abusive language (including teasing and taunting), and the use of gestures or symbols that could be interpreted as insulting or provocative. We encourage positive strategies to manage children;

- ✘ Wherever practical, ensure that they and others meet children openly;
- ✘ Keeping details of the children in reports, organisation documents (if any) confidential; Handle with sensitivity the use of images of children in their documents, materials developed, website.
- ✘ Sexual activity with children is prohibited regardless of the age of majority or age of consent locally.
- ✘ Raise concerns about any case of suspected abuse in accordance with applicable procedures.

These standards apply to personnel associated with SACAL brought into contact with children while supporting, working, or officially travelling for SACAL.

All associated with SACAL are required to bear in mind the principles of the Child Protection Policy and Standards and heighten their awareness of how their behaviour may be perceived both at work and outside work. Unlawful or other conduct by SACAL employees and associates that violate the intent of the Child Protection Policy and Standards and jeopardize their reputation or position, during or after business hours, will not be permitted. Such conduct includes, but is not limited to: any unlawful activity related to sexual abuse; sexual harassment; and physically/verbally abusive behaviour.

It is the responsibility of the Governing Body and Secretary to ensure that all members in their area of responsibility are aware of and agree to abide by this policy and applicable local procedures while working.

Definitions

- Child: any person below the age of 18 years
- Child abuse: all forms of physical abuse, emotional ill-treatment, sexual abuse and exploitation, neglect or negligent treatment, commercial or other exploitation of a child, including any actions that result in actual or potential harm to a child. Child abuse may be a deliberate act or it may be failing to act to prevent harm. Child abuse consists of anything that individuals, institutions, or processes do or fail to do, intentionally or unintentionally, which harms a child or damages his or her prospect of safe and healthy development into adulthood.
- Child protection: the responsibilities, measures, and activities that Plan undertakes to safeguard children from both intentional and unintentional harm

Performance Appraisal

5.1 Performance Appraisals:

This organization is committed to supporting its staff to improve their own efficiency and effectiveness in the interest of providing a service that is responsive to the needs of the people. Staff performance appraisal policies and procedures provide employees with a clear understanding of the expectations on them in terms of performance as well as a planned opportunity to gain support and feedback.

The purpose of performance appraisals is to:

- ✘ Establish clear expectations by setting targets related to staff's job description and aligned tasks.
- ✘ Identify and plan for any training and development required achieving planned objectives.
- ✘ Provide regular, constructive feedback and support to the worker through the year during work and review of the targets.
- ✘ Provide a framework for planning the worker's career development.

For annual performance appraisals, meetings will involve the employee, the Supervisor (mostly the Coordinators for the field staffs and the Secretary for the staffs that report to him).

The performance appraisal process will involve the following steps:

- ✘ After three months of employment, the worker will undergo a probationary review process.
- ✘ Post the probationary period the employee and supervisor shall set realistic targets and also if any capacity enhancement is required to complete the job.
- ✘ After the completion of the probationary period of employment, a performance planning meeting will be held to negotiate and develop performance objectives and standards based on the employee's job description. This meeting will identify training and development required to achieve the objectives and develop a work plan based on these objectives.
- ✘ Six months following the performance planning, a meeting will be held to review the work undertaken appraise performance and achievement toward meeting the negotiated objectives. Objectives will be renegotiated as necessary and the need for additional support will be assessed.

- ✘ Six months following the above meeting the first performance appraisal meeting will be held. At this meeting the performance and achievement in relation to the objectives in the work plan will be discussed. The extent to which these targets/objectives have been met will be discussed and documented. An overall performance rating will be agreed upon (i.e., high level of performance, satisfactory level, unsatisfactory) and planning will occur for the next 12 month period.

Performance appraisal meetings will then occur annually. This meeting should focus specifically on the following issues:

- ✘ A review of the responsibilities and duties undertaken as outlined in the job description or progress in each of these areas.
- ✘ Feedback on the level of work performance undertaken, including the degree to which the employee has needed supervision in undertaking duties or responsibilities.
- ✘ Documentation of any new initiatives introduced by the employee, including discussion as to the potential implications for the current position description.
- ✘ Discussion of personal goals the employee may have for professional development until the next period of review.
- ✘ The employee's ability to function as a member of the staff team.

5.2 Staff Wise Key Performance Area:

5.2.1 Project Coordinator

Key performance area

- ✘ Providing monitoring, guidance and monitoring support to the project staff.
- ✘ Liaisoning and networking with government line departments, NGOs and other stakeholders.
- ✘ Generating and submission of project reports in time.
- ✘ Planning, implementation, monitoring and review of the projects.

5.2.2 Gram Panchayat Coordinator

Key performance area

- ✘ Providing mentoring, guidance and monitoring support to community animators
- ✘ Liaisoning and networking with government line departments, NGOs and other stakeholders.
- ✘ Generating and submission of project report in time.
- ✘ Organizing different project activities as well as issue based works.

5.2.3 Animator /Village Volunteer

Key performance area

- ✘ Liaisoning and networking with government line departments, NGOs and other stakeholders.

- × Generating and submission of project report in time.
- × Organizing different project activities as well as issue based works.

Leadership transition: The Secretary is the de facto leader of the organisation. Any change in leadership shall be introduced if the Governing Body deems necessary.

AGREEMENT

I have read and understood the terms and conditions mentioned in the Human Resource Policy manual of SACAL.

I agree to abide by the Code of Conduct for employees of SACAL

Employee:

Signature:

Date:

C. Other parameters and Rating

(Not satisfactory -1, Satisfactory -2, Moderate -3, Outstanding -4)

Parameters	Rating			
	1	2	3	4
Quality of work				
Timeline of work				
Dependability				
Team work (Coordination)				
Ability to formulate new project proposal				
Effective supervision and coordination of projects				
Financial management				
Provides facilitation support to others				
Ability to writing and submitting report in time				
Technical ability to support other staff member				
Ability to monitor and evaluate the work of other staff member				
Liaising ability with line department, other institution and individuals.				
Performance appraisal and feedback to staff member				
Monitoring MIS and analysis				
Overall Rating				
Comments by Supervisor				
Recommendation by Supervisor		Signature of Supervisor		Signature of Staff
		Date		Date

