

HUMAN RESOURCE POLICY



NEDSSS

North East Diocesan Social Service Society

HUMAN RESOURCE POLICY

Of

North East Diocesan Social Service Society

1st Revision

June 2012

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INTRODUCTION TO HR POLICY

We are glad to present the revised Human Resource Policy of North East Diocesan Social Service Society (NEDSSS) which is approved by the Governing Body at its meeting held on 08 June, 2012.

Today Non-Government Organisations are looking for identity and relevance. NGO sector has to be a model in setting policy to maintain healthy relationship with employees as well as dictating standards for effective administration. This can be achieved through Human Resource Development.

It is time for us to shake ourselves from our slumber and compete to be relevant to the time. There is an urge to advance and make a difference in our approaches and activities. This beckons NEDSSS to emerge with professionalism.

North East Diocesan Social Service Society has begun a process of assisting member organisations to upgrade /change or put in place systems that could professionalize themselves. HR Policy is one such mechanism that would improve the quality of the organisation.

The achievements and success of organisation depend upon its employees, efficiency, team work, satisfaction and favourable work atmosphere. This HR Policy of NEDSSS will cater to its need of achieving its goal through total dedication.

As Church based organisations we need to put in place policies that would promote Gospel values and augment our commitment to the Kingdom of God. The challenge before all the Diocesan Social Societies is to acquire the authenticity to stand up for justice.

With best wishes

Fr. Varghese Velickakam
Executive Director, NEDSSS

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SECTION 1 OVERVIEW OF NEDSSS

North East Diocesan Social Service Society (NEDSSS), a non-profit organisation of the Regional Catholic Bishops' Council of North East India, works for strengthening 15 Dioceses, other churches and secular NGOs of North East India. It was founded in the year 1986 with its office at Dimapur, Nagaland and later shifted to Guwahati, Assam. It is registered under the Society's Registration Act XXI of 1860, with registration No. 529/1989-1990. Its registered office is situated at Joypur, Kharghuli in Guwahati.

1.1 Vision

NEDSSS envisages a society where people live in unity and diversity based on the Gospel values of justice and love.

1.2 Mission

To enable member associations to empower the poor and marginalized and ethnic groups in the region for promotion of peaceful, just and equitable society through a participatory and sustainable development process.

1.3 Key Areas of Work

- a. Animation and Development
- b. Resource Mobilization
- c. Capacity Building
- d. Gender Equity through Women Empowerment
- e. Peace Building
- f. Advocacy and Lobbying
- g. Natural Resource Management
- h. Climate Change
- i. Micro Credit and Entrepreneurship Development
- j. Disaster Management
- k. Health
- l. Human Rights Education

SECTION 2

HUMAN RESOURCE POLICY

The Human Resource Policy has been reviewed in perspective of the growth of organisation and its needs. The HR Policy also has a clause for its amendment (Clause: 14)

The Human Resource Policy Manual is for the use within the organisation and information is reliable and relevant at the time of publication.

2.1 Objectives

- a. To help others, especially our partner NGOs to manage their own projects and program
- b. To foster and encourage the growth and establishment of Diocesan Social Service Societies (DSSSs) and other NGOs structure for integral development
- c. To involve directly, or through DSSSs and local structures, in the promotion of justice, peace and human development through animation, capacity building and education of people at all levels
- d. To create better communication in the organisation
- e. To support and guide employees
- f. To provide a positive and vibrant work environment
- g. To promote and preserve human dignity

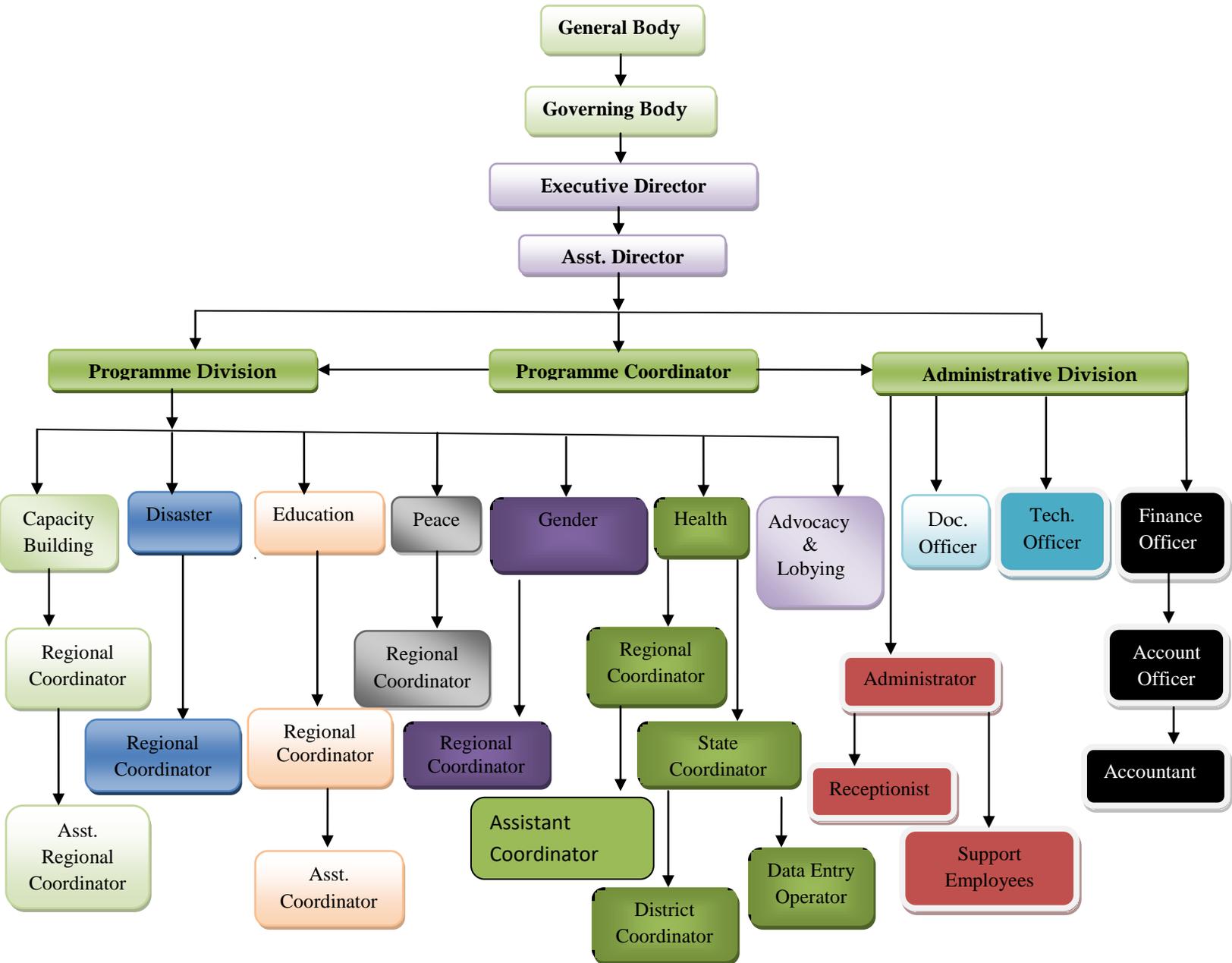
2.2 Approval and Amendment

The rules and regulations may be amended, altered or rescinded at any time by the Governing Body and shall be superseded by such amendments. Amendments, if any will be communicated to all employees by a notice issued by the Executive Director.

2.3 Amendment of the Human Resource Policy (Format)

Annexure 1

SECTION 3
ORGANOGRAM



SECTION 4

RECRUITMENT AND SELECTION

The objective of recruitment and selection of an employee is to choose and place the right and suitable person for a more efficient and effective work. The organisation shall use both internal and external sources of recruitment. The recruitment and selection process of all posts shall be in compliance with the gender and equal opportunity policy of the organisation.

4.1 Recruitment Board/ Interview Panel

The Recruitment Board/ Interview Panel consists of – Executive Director, Domain Experts (internal /external) and senior employee.

4.2 Internal Recruitment

- a. Vacancies shall be displayed on the Notice Boards
- b. Eligible employees may apply for any vacancy
- c.

4.3 External Recruitment: The organisation shall use the sources below for the vacant post in the organisation.

- a. Referred candidates through existing Employees
- b. Advertisement through websites
- c. Local Newspaper

4.4 Recruitment and Selection of Director

Recruitment and Selection process for the post of the Executive Director and Asst. Director will be as per the discretion of Governing Body.

4.5 Job Analysis and Terms of Reference

4.5.1 Staff Requirement: Requirement of the staff in the organisation will be based on the need assessment.

4.5.2 Criteria: Criteria for selection will be based on skills and knowledge required for a particular post and will be decided by the Recruitment Board.

4.5.3 Terms of Reference: This contains Job Description, required educational qualification and experience, and other information related to the post in the organisation. Job descriptions will be shared with the concerned staff at the time of recruitment and signed at the time of appointment. A copy of the same will be kept in the personnel file of the employee.

Key Clauses:

- i. Candidate's work experience in the region.
- ii. Preference for candidates with social science background for the post of Coordinators.

4.6 Process of Selection

4.6.1 Screening: The Recruitment Board/ Interview Panel shall screen and short list the applications received. The candidates fulfilling the criteria will go to the next step of selection process.

4.6.2 Written Test: A written test shall be conducted to the short listed candidates.

4.6.3 Group Discussion (Optional): Depending upon the number of candidates, a Group Discussion will be initiated to prove their eligibility to the post.

4.6.4 Interview: There will be an interview after the written test by the Board/Panel before the final decision.

Key Clauses:

- i. Selected Candidate shall be issued an Offer Letter and the candidate shall report to the organisation within the stipulated time mentioned in the letter.
- ii. In case, the selected candidate does not report within the stipulated period, then the opportunity will be offered to the next candidate in the waiting list.

SECTION 5

APPOINTMENT PROCEDURE

5.1 Appointment Letter

- a. The appointment letter along with a Job Description will be given to the selected Candidate within a week of joining. The organisation will file a copy of the appointment letter duly signed by the Executive Director and the Candidate.
- b. The appointment letter will include the designation, salary and duration of contract.

5.3 Identity Card

Identity Card of the organisation will be issued to the New Employee within a month.

Responsible Person: The Program Coordinator is responsible to ensure that the appointment letter, Job Description and an ID Card are given to the newly appointed employee.

Key Clause:

- i. The New Recruit shall submit the required documents such as Bio-data, Age Proof, Photo ID, Passport size photograph (3 copies), Education Qualification Certificates, Residence Proof and Experience Certificate.

5.4 Probation Period

- a. New recruit/s will be appointed on probation for a period of 6 months. On satisfactory completion of the probationary period, the employee will be confirmed in service by a Letter of Confirmation.
- b. The Period of Probation may be extended for a further period not exceeding 4 months at the discretion of the Executive Director.
- c. A Probationer is not entitled to any leave other than Medical Leave during the period of Probation.
- d. The appointment of the Probationer will be revoked at any time with or without serving a notice in case the organisation finds the performance unsatisfactory.

5.5 Induction

The objective of induction is to familiarize the new recruit with the systems and practices of the organisation. This will enhance a sense of belonging to the organisation and the work s/he will be undertaking.

5.5.1 Aspect of Induction:

The new recruit shall be inducted on two major components i.e. about the organisation and the project in which s/he has to work with and shall cover the following aspects:-

5.5.1.3 Organisation Overview:

- a. History of the organisation**
- b. Vision, Mission and Organisation structure**
- c. Organisation stakeholders/ partner organisation**
- d. Organisation's policies (HR, finance, gender and other facilities provided by the organisation)**
- e. Organisation's Program**

5.5.1.4 Project Aspects:

- a. Job responsibilities**
- b. Project Proposal and budget**
- c. Areas of operation**
- d. Planning and Monitoring System**

Responsible Person: The Executive Director will ensure the induction process is followed and implemented.

Key Clauses:

- i. Documents review, presentation and interaction, discussions and other such methods as deem fit can be used for induction.
- ii. The process of induction shall be completed within a month of appointment. During the process support and guidance shall be provided to the new recruit and feedback shall be sought from both the inductor and the person being inducted to ensure that the objective of induction is achieved.

SECTION 6 PERSONNEL FILE

The organisation maintains personnel file for each employee. The file will be under the custody of the Executive Director. The employee can access his/her file with the permission of the Executive Director.

6.1 Contents of Personnel File

- a. Documents submitted at the time of joining
- b. Appointment Letter (probation, confirmation)
- c. Job Profile
- d. Letter such as increment, promotion, resignation, termination and other such important letters
- e. Disciplinary Notices
- f. Performance Appraisal Sheet

Responsible Person: The Executive Director is the responsible person.

SECTION 7 BENEFITS AND SOCIAL SECURITY MEASURES

Employee benefits are compensations provided to employees in addition to their normal wages or salaries.

The organisation provides the followings

7.1 Social Security

7.1.1 Provident Fund: All employees will be eligible to the benefits of the Provident Fund Scheme in accordance with the rules and regulations covering such Provident Fund.

7.1.2 Health Insurance: Employees will be insured under the Health Insurance Policy and the Premium will be borne by the organisation.

7.1.3 Incentives: If an employee facilitates a training program /workshop beyond the project activities s/he will be entitled to 50% of the honorarium of that particular program.

7.1.4 Staff Welfare Fund: The employee shall contribute a sum of Rs. 200 per month towards the Staff Welfare Fund and the organisation shall contribute 50% of the amount. The amount can be claimed by the employee at the end of his/ her contract period, retirement or when he/she leaves the organisation.

7.1.5 Facilities:

- a. Food and lodging
- b. Library
- c. Accessories

SECTION 8 LEAVE SYSTEM

8.1 Working Hours

All employees are generally, unless otherwise informed, required to attend office from 9:00 am to 5:00 pm during the working days i.e. from Monday to Friday with a lunch break of one hour from 12:30 pm to 1:30 pm. However, in the case of Support Staff, the existing convention will be followed, subject to changes made from time to time, in the interest of the work of the Institution.

8.2 Attendance

- a. **Attendance Record is maintained in the organisation.**
- b. **Every employee should sign in the Attendance Register; enter in ink clearly his/her initials on arrival and departure along with the time against their name in the relevant dated column.**
- c. **Any employee attending late the office in emergency or leaving the office early should obtain prior permission from the concerned authority.**

8.3 Late Coming Norm

In case of late coming up to 15 minutes on any working day, every such four late comings will be considered as one day Casual Leave. A person who takes more than three such CL will be considered as a *habitual late comer*. The Executive Director has the authority to take an action appropriate on a *habitual late comer*.

8.4 Leave Record

The Finance Department shall maintain the Leave Record of all employees and computerize the same.

The following abbreviations will be used by the concerned person to denote the reason for non- attendance:

- a. **C.L : Casual Leave**
- b. **S.L : Sick Leave**
- c. **M.L : Maternity Leave**
- d. **P.L : Paternity Leave**
- e. **AWL : Absence without leave or permission**
- f. **C.O : Compensatory Off/Leave**

- a. **Casual Leave: Every employee shall be entitled to casual leave for a period of 12 days in a year. The Casual Leave can be taken for 3 consecutive**

days. Employees who wish to avail leave on weekend have to be present either on Friday or Monday. If failed to attend any of these days, the number of days of leave will be considered as four days. The limit of Casual Leave at a time may be relaxed in special circumstances at the discretion of the Executive Director.

Unutilized leave will lapse at the end of the year and are not encashable.

- b. **Sick Leave:** Employee shall be entitled to Sick Leave for a period of 8 days in a year. A certificate from a competent medical practitioner is to be produced if the employee avails the leave for 3 consecutive days and above.
- c. **Maternity Leave:** Women employees shall be entitled to maternity leave for a period not exceeding 90 days with full payment. The application for leave should be accompanied by a medical certificate 15 days before taking the leave.
- d. **Paternity Leave:** Male employees shall be entitled to paternity leave for a period not exceeding 15 days. The application for leave should be accompanied by a medical certificate of his spouse.
- e. **Absence Without Leave:** Leave taken without permission shall be considered Absence without Leave and it will be considered as “Leave Without Pay”.
- f. **Compensatory Off/Leave:** This is in lieu of attendance on holidays. All employees are eligible to Compensatory Leave for work performed in the field or at the place of duty, on official holidays to complete assigned work within the time frame. Prior approval is to be obtained in writing or verbal from the Executive Director and to be noted in the Attendance Register. Compensatory leave shall not be granted for travel time. Compensatory leave cannot be claimed for work on holidays or outside office hours to complete work left undone due to the negligence of employee.

8.5 List of Holidays

- 8.5.1 Christmas Holiday:** All employees are entitled to Christmas Holidays from 23rd - 31st December.
- 8.5.2 National/Gazetted/Restricted Holiday:** All employees are entitled to such holidays prepared and placed in the notice board by the Finance Department at the beginning of the year.
- 8.5.3 Special Holiday:** Good Friday is considered as a special holiday in the organisation. Besides, the other holidays important to the organisation are decided by the Executive Director.

Key Clauses:

- a. Leave consideration or extension of any types of leave will be at the discretion of the Executive Director.
- b. All the above mentioned leaves will be lapsed at the end of the Financial Year and cannot be carried forward to the next Financial Year.
- c. In case of long sanctioned leave (more than 3 days) if any holiday / weekly off falls in between, such days will be included in the leave.

8.7 Part Time Employee

Their leave will be governed by the terms and conditions mentioned in the contract.

8.7 Procedure for Availing Leave

8.7.1 Application for Leave: All requests for leave should be made in writing to the Executive Director. In case of an emergency leave can be availed through phone or any other communicable means but the leave application should be submitted to the Finance Department within two days of

resuming office, duly signed by the Executive Director. In the absence of the Executive Director, the Deputy /Asst. Director will approve the leave.

SECTION 9 SALARY/REMMUNERATION

NEDSSS will pay adequate wages to its employees. The salary promised in the appointment letter or Memorandum of understanding shall be paid to all employees. The periodic revision of salary for all employees is based on performance analysis.

9.1 Aspects of Salary

Aspects to determine salary for the level of employees will be decided based on qualification, experience, position holding, nature of employment and the scope of the project.

9.1.1 Part Time Employee: Part time employees will be paid a monthly remuneration as per the terms and conditions decided at the time of contract.

9.2 Mode of Payment

Monthly salary will be directly deposited into employee's bank account within 5 days following the completion of the month.

9.3 Deductions

Monthly Salary will be made after deductions under statutory provisions, such as Provident Fund, Income Tax, Service Tax, other deductions as required by law from time to time and deductions for loan repayment or other dues to the organisation.

SECTION 10 COMMUNICATION SYSTEM

NEDSSS strives at strengthening its communication system for transparency, effective functioning and better productivity of work.

10.1 Communication Outside The Organisation

All official correspondence by the employee should be known to the Executive Director through means of communication that is most appropriate.

10.2 Official Correspondence

10.2.1 Organisation: All the important decisions of the organisation, if related to the employees should be made known to them in writing by the Executive Director. Any other communication to the employees should be either put up on the notice board or shared during the employee meeting.

10.2.2 Employee: Every employee will communicate all official and important matters in writing to the Executive Director.

Every employee should acknowledge and respond on time to the matter communicated.

SECTION 11 EMPLOYEE DEVELOPMENT

NEDSSS believes in the development of employees and imbuing a continuous learning culture within the organisation to improve efficiency that will contribute in achieving the organisational and personal goal.

11.1 Enhancing Capacity

The organisation shall develop and enhance skills and capacities of employees through various means such as:

- a. Continuous handholding support**
- b. Counseling**
- c. Opportunities to attend internal and external trainings and workshops**
- d. Facilitate learning through action plan and follow up process.**

11.2 Performance Management System (PMS)

Through PMS the training need of employees will be assessed and identified on an annual basis.

11.3 Performance Appraisal (PA)

Performance Appraisal is a systematic and periodic process to assess employee's job performance and productivity. It enhances further performance and development of employee by understanding his/her abilities. Performance appraisal shall be conducted as per the need of the organisation and the project promotion.

11.3.1 Purposes of PA:

- a. To improve the performance of employees**
- b. To assess the Capacity Building Needs**
- c. To introspect the capacity of both the organisation and employees**
- d. Personal development of the employees**
- e. Rewards/recognition /increment or appreciation**
- f. Benchmark for promotion (applicable if vacancy is available)**
- g. In extreme cases demotion and termination**

11.3.2 Methods of Performance Appraisal:

- a. Feedbacks**
- b. Document Review**
- c. Interaction**
- d. Observation**
- e. Other appropriate methods**

11.4 Project Review

Quarterly Project Review meeting will be conducted for Inter learning among the project employees.

SECTION 12

MISCONDUCTS AND DISCIPLINARY ACTION

Every employee is expected to follow certain protocol in the organisation.

12.1 Protocols of the Organisation

- a. Misuse of organisational resources/ name/ properties
- b. Disclosure of confidentiality of the organisation
- c. Consumption of alcohol, smoke, tobacco and other substance abuse
- d. Behavioral misconduct - any kind of abuse or harassment
- e. Involvement in criminal offenses
- f. Misuse of office hours
- g. Mishandling important documents of the organisation
- h. Non-compliance with time line in duties
- i. Habitual late coming

12.2 Non Discrimination Policy

NEDSSS will follow a Non Discrimination Policy to all employees.

- a. The organisation will provide and maintain an open, positive work environment, which is free from discrimination.
- b. All employees will be treated with respect, dignity, and courtesy.
- c. All full time employees and contractual employees are treated equally and justly.

12.5 Anti Harassment Policy

Any behavior that is offensive in nature intended to disturb, threaten and upset any employee is termed as *harassment*.

NEDSSS will provide a working environment free from all sorts of intimidation or offences that is conducive to perform their duty with dignity, honour and integrity.

12.3.1 Prohibitive Conduct:

- a. Offensive language and humiliating remarks
- b. Religious slurs
- c. Sexual misbehaviour
- d. Harassment through e-mails, phone calls, messages and written material
- e. Request for sexual favors
- f. Circulation or posting of offensive pictures

12.6 Management Responsibility

It shall be the duty of the management to prevent or deter the acts of any type of harassment and to provide the procedure for the resolution, settlement or prosecution for acts by taking all steps required. If anyone is found guilty of the above, disciplinary action will be initiated on the offender.

12.5 Employee Responsibility

- a. Keeping work place free from harassment, and creating an open and supportive environment safe and comfortable.**
- b. Employees who are victims of any sort of harassment shall report the matter to the competent authority.**
- c. Any employee who becomes aware of any potential incident of harassment, either by:**
 - ✓ witnessing the incident**
 - ✓ being the object of an incident**

are strongly encouraged to report to the management. This obligation is not optional, and is based on the organisation's legal obligation to take prompt and appropriate action.

12.6 Investigation Procedures

Investigation will be conducted by Grievance Redressal Committee (GRC) on complaints of harassment.

This committee will consist of– Executive Director, Asst. Director and a senior employee.

- a. The employee who is alleged of harassment shall have right to defend himself/herself.**
- b. The victim has the option for not pressing the complaint, provided the management has sufficient reasons to believe that work atmosphere will not be disturbed further. Yet the management will proceed with penal action if the allegation is of criminal nature.**
- c. NEDSSS will make every effort to establish and maintain the feeling of security, privacy and confidentiality of the alleged incident. However, the organisation will not hold guarantee of confidentiality, in the case of third party involvement.**
- d. Upon completion of the investigation, if it is determined beyond a reasonable doubt that an employee committed a grievous offence the organisation will take immediate and decisive action, which can include termination of employment.**

- e. **If an employee file an untrue or false complaint of harassment that employee will be subject to disciplinary action that is appropriate.**

12.9 Actions for Misconduct

12.9.1 Verbal warning: For a minor offence, a verbal warning will be issued.

12.7.2 Written warning: If the administration has sufficient grounds to believe that verbal warnings are not heeded or if an employee is found guilty of serious misconduct, a written warning will be issued.

12.9.2 Suspension Pending Enquiry: If the reply of the employee is found unsatisfactory or if the administration is convinced that the conduct of the employee stands unchanged or if it is detrimental to the interests of the organisation, then the employee will be placed under Suspension Pending Enquiry.

12.9.3 Non-compliance of charges: If an employee refuses to accept a charge sheet or any other communication, then s/he may be verbally informed about the charges in the presence of two witnesses.

12.10 Penalties And Punishments

The warning and other steps taken for misconducts will be maintained in the personal record of the employee.

12.9.1 No Increment: Increment for a year or two will not be granted.

12.9.2 Demotion: An employee will be demoted depending on the gravity of misconduct.

12.9.3 Termination without prior notice: Depending on the severity of misconduct, service will be terminated with or without a prior notice.

12.9.4 Suspension of an employee: On receipt of a report in writing from GRC, the competent authority can suspend an employee for an act of alleged misconduct.

- i. The order of suspension shall take effect immediately on its communication to the employee.
- ii. Charge sheet should be given within seven days.
- iii. A suspended employee will get subsistence allowance subject to the conditions that s/he does not take up any employment during the suspension period.

12.9 Right to Appeal

If an employee is not satisfied with the decision of the GRC s/he may file an appeal in writing to the Chairman of NEDSSS within fifteen days of date of the decision. The decision of the Chairman of NEDSSS shall be final.

SECTION 13 GRIEVANCE REDRESSAL SYSTEM

Grievance shall include any complaint concerning an individual employee which may be relating to job satisfaction, policies and systems of the organisation, work environment, harassment felt at any level, and similar type effecting one individual performance in the organisation. An aggrieved employee can report his/her grievances in a written form.

13.1 Process of Grievance Redressal

- a. An aggrieved employee shall present his/her grievances in writing to the GRC.
- b. The GRC will give an answer within 7 days of the presentation of grievance. If action cannot be taken within that period, the reason for delay should be recorded and intimated.
- c. GRC then would make an appropriate decision within 3 days and communicate to the aggrieved employee.
- d. If the aggrieved employee is not satisfied with the decision of GRC or fails to receive an answer within the stipulated period, s/he may present his/her grievances to the Chairman of the organisation.

Key Clauses:

- i. In all the above platforms the final decision is vested in the hands of the Executive Director or Chairman, depending on the nature of grievance.
- ii. If the employee has grievance against the Executive Director s/he can make a written complaint to the Chairman.

SECTION 14

SEPARATION/ EXIT

Employee may leave the organisation at their own will or termination of job due to under-performance, misconduct or a grievous fault.

14.2 Exit Process

14.2.1 Resignation: If an employee resigns from the job, one month prior notice should be served to the organisation. Failing to do so, s/he is liable to pay one month salary.

14.2.2 Termination: If the organisation decides to terminate an employee due to under performance or misconduct; one month prior notice should be served to the employee. In case of immediate termination the organisation will pay one month salary and compensation in special cases.

14.1.3 Retirement: The age of retirement is 60, for an employee who works in this organisation.

Key Clauses:

- i. The out-going employee will hand over the assets of the organisation such as laptop, camera and other valuables.**
- ii. The out-going employee will also hand-over files, records, other information important to the work/project concerned and the ID issued by the organisation at his/her appointment.**
- iii. Both the organisation and the outgoing employee will clear all dues before exit. The organisation will provide relieving and experience certificate to the outgoing employee on request.**

14.2 Death

In the event of an employee's death, the closest family member will intimate the Executive Director and will submit a copy of death certificate at the earliest for the settlement of dues if any.

Annexure 1

Sl. No	Sections/ Clauses	Effective Date	Date of Amendment	Page No