

*SERVE TRAIN EDUCATE PEOPLE'S SOCIETY*



## HR POLICIES

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## **LEGAL FORM**

STEPS is a Non Governmental organization registered in the year 1993 (No 592/93) Registered on 8-10-1993 under societies Registration Act XXI of 1860 of Government of Andhra Pradesh, Registered with union Home Ministry Govt of India on 18-2-1999 under FCRA HCRA Number: 0101402I6

Registered with Ministry of Finance, Government of India under 12A (F.No.Hqrs/308/CIT/TPT/2005-06 dated 22/05/2006. Sl No. 14 of page No 7) and 80G of the income Tax Act. STEPS have good operating position, Excellent MIS systems. Accounting systems, adequate control systems, and good overall management systems.

Planning: STEPS has moderate system of HR planning. Most of its HR planning focus on no of field staff and people in the middle management.

Recruitment: STEPS recruit mostly its staff through advertising in the local news papers its conducts written test and oral interview for selecting candidates. It has well laid out criteria for the qualifications and experiences.

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

# **PERSONNEL POLICY**

## **1.1 Purpose**

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

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

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

## **1.2 Categories of Personnel**

All personnel working for NGO are classified into following types

### **1.2.1 Employees**

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

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

### **1.2.2 Consultants**

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

## **1.3 Personnel Files**

The Organization maintains personal files for each employee. Personnel File *are* maintained for each employee of STEPS Organization. These personnel files contain confidential documents and are managed and maintained by Human Resources staff

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

## **1.4. JOB DESCRIPTION**

The Human Resource Generalist manages the day-to-day operations of the Human Resource office. The HR Generalist manages the administration of the human resources policies, procedures and programs. The HR Generalist carries out responsibilities in the following functional areas: departmental development, Human Resource Information Systems (HRIS), employee relations, training and development, benefits, organizational development. and employment.

The Human Resources generalist is responsible for all or part of these areas:

Recruiting and staffing logistics, organizational and space planning performance management and Improvement systems, organization development, employment and compliance to regulatory concerns and reporting, employee orientation, development and training, employee relations, employee safety, welfare, wellness and health, Employee services and counseling.

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

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

## **1.5. Job Candidate Evaluation Form**

This form enables our staff members, who are participating in the interview process with a candidate, to assess the individual's qualifications. The format provides a method for comparing the interviewers' impressions of various candidates.

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

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

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

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

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

### **1.6.1 Appointment Letter**

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

### **1.6.2 Probationary Period**

A probation period of three months shall apply to all new employees from the date of hire. Exceptionally, the probation period may be extended to six months. In case, if a new employee fails to perform in accordance to expectations of NGO staff/board, he/she will be given a notice, terminating the contract at the end of the probationary period.

### **1.6.3 Staff orientation**

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

### **1.6.4 Remuneration**

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

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

#### **1.6.5.1 Working Days**

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

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

#### **1.6.5.2 Office Hours**

The office shall open from 09.30 am in the morning till 05.30 in the evening. All employees are expected to complete 8 working hours daily. There will be one hour lunch-break.

## **1.7 Travel Rules & Regulations**

### **1.7.1 Travel**

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

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

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

### **1.7.2 Mode of Transport**

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

## **1.7 Leave and Holidays**

### **1.7.1 Leave**

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

### **1.7.2 Holidays**

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

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



## **1.8. Absences**

(1) An employee who is unable to come to the office is required to notify the office of the reason for his/her absence.

(2) Unauthorized absences are grounds for disciplinary action. The following procedures shall apply:

**i.** An employee that has been absent for two consecutive working days without notice nor explanation shall be personally sought of by the President. He/she shall be asked to put in writing the reason(s) for his/her absence.

**ii.** If, after seven consecutive days of absence, the employee continues to fail to give any explanation of the cause of his/her absence, the employee will be considered to have resigned from his/her position.

**iii.** In cases where the employee cannot give any satisfactory answer to the cause of his/her absences, in the judgment of the President, the employee may be subjected to disciplinary action.

## **1.9 Staff Movement**

### **(1) Assignments and Transfers**

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

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

### **(2) Interim positions and promotions**

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

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

## **1.10.DISCIPLINE (Progressive Discipline)**

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

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

The process of progressive discipline is not intended as a punishment for an employee, but to assist the employee to overcome performance problems and satisfy job expectations. Progressive discipline is most successful when it assists an individual to become an effectively performing member of the organization.

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

Typical steps in a progressive discipline system may include these.

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

The employee will be verbally reprimanded for poor performance.

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

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

Ending the employment of an individual who refuses to improve.

## **1.11. Employees Termination**

### **1.11.1 Conditions for Termination**

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

## **(1) Voluntary Resignation**

- i. Personnel wishing to resign from post may do so by giving a resignation letter to the Executive Director stating the reasons for resignation and effective date of the same. Three months of prior notice is required for such resignations.
- ii. The date in which the resignation letter is received at the NGO office is considered the date on which notice of resignation is given. Failure to provide sufficient notice may be ground for forfeiture of all accrued employee benefits.

The employee will be relieved If anybody gets Government job, any other job for which they get more salary than what they are drawing now, If the health condition will not permit to work and on production of medical certificate, any other genuine cause the organization believes, if get married not willing to work.

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

## **(2) Redundancy of the Position**

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

## **(3) Termination with Cause Grounds for employee termination are the following:**

- i. continuing inefficiency and gross negligence of duty.
- ii. fund embezzlement.
- iii. Misuse of office equipment, and other properties.
- iv. repeated unauthorized absences and leaves
- v. intoxication while on official business or within office premises
- vi. unauthorized disclosure of official information

# **FINANCE POLICY**

## **2.1. Fund Receipt**

### **2.1.1 Sources of Funds**

NGO receives funds from the following sources:

- i. Project fund.
- ii. Membership fees.
- iii. Income from short term professional services and consultancy assignments undertaken by NGO.
- iv. Grants Donations received from philanthropic organizations and individuals.
- v. Grants received from Government

### **2.1.2 NGO Core Fund**

The following are identified as NGO's core programme:

A. NGO's administrative expenses (house rent, utilities, administrative officer, peon).

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

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

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

### **2.1.4 Types of Accounts**

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

#### **(i) Central Account**

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

## **(ii) Savings Account**

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

## **(iii) Petty Cash Fund**

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

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

## **(iv)FCRA Account**

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

## **2.2. Fund Disbursement**

All payments be made either by cheque or cash.

### **2.2.1 Payment by Cheque**

Crossed cheques will be issued for all the payments

#### **(i) Payment for Purchases**

Payment against purchases exceeding 1000 shall be made by cheque.

#### **(ii) Payment for Services Rendered**

##### **a. Payments for Staff Salaries**

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

Staff salaries are paid within seven days following the completion of the month. Single bank statement and single cheque will be sent to the bank with the name and account numbers of staff members for depositing their salary in their respective accounts or if any

individual are not having bank account they will be issued individual cheques.

#### ii. Staff payroll

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

#### iii. Advance Pay

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

For travel purposes, NGO employees shall be given cash advances for expenses covered on official trips. Request for cash advances is prepared by the personnel concerned, recommended by the Treasurer or Project Director and is approved by the President. All cash advances for travel are to be liquidated within a week following the completion of the trip.

#### iv. Tax Deduction at Source

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

#### v. Professional Tax deduction

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

### **b. Payment for Contractual Services**

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

## **2.2.2 Procedures for Fund Disbursements**

- All requests for payments are to be made using the appropriate forms.
- Requests for payments are to be properly substantiated with bills/receipts and essential documents.
- Requests for payments are prepared by accountant and submitted to the President for checking and approval.

## **2.3. Book Keeping and Recording**

### **2.3.1 Book Keeping**

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

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

### **2.3.2 Accounting**

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

A. Quarterly financial reports will be prepared for review by each individual project manager of NGO's specific projects as well as of its core activities. This quarterly report will be reviewed by the Board of NGO. Financial reports to donors will be submitted as prescribed in the agreement between donors and NGO.

B. Annual Balance Sheet and Statement of Income and Expenditures will prepared for each financial year.

C. Separate Annual balance sheet and statement of Income and Expenditures will be prepared for the foreign contributions.

## **2.4. Auditing**

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

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

## **2.5. Formation of Committees**

The following committees are constituted for different programme activities

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



## **FIXED ASSETS POLICY**

### **3.1. Purpose**

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

- precise identification of goods that are part of the asset base;
- sensible use of goods;
- periodic taking of physical inventory;
- effective maintenance of goods;
- replenishment of goods when required.

### **3.2. Procedures**

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

- receiving and recording goods;
- using goods properly;
- maintaining goods;
- taking inventory of goods;
- disposing of goods.

Material resources are managed by means of records or files.

### **3.3. Asset inventory**

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

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

### **3.4. Procedures**

The inventory procedure is composed of the following steps:

a. Creation of record cards on which is found:

- type of item
- description of item
- identification code
- service user or name of manager
- assigned location
- previous placement of item
- notes on condition of item
- record updates
- minutes of physical inventory

b. Final removal of an item

c. Replacement of an item

d. List of annual needs

### **3.5. Removal of items**

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

- steep rise in operating or maintenance expenses;
- excessive cost of repair;
- any other objective reason.

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

# COMMUNICATION POLICY

## 4.1. Purpose

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

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

## 4.2. Guidelines

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

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

# **COMPUTER POLICY**

## **5.1. Purpose**

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

## **5.2. Use**

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

## **5.3. Security**

a. In order to safeguard the computers against viruses, the external drives (CDs/DVDs/floppies/pen drives) that are at NGO office are only to be used. In the same way, no external drive from any source other than from sealed packets shall be used in the computers, unless it is first scanned with a latest anti-virus software.

b. In order to safeguard computers from viruses, antivirus software has been installed in the computers. The virus list for this program should be updated on a regular basis. It is the duty of the employee who has been assigned a computer to update the virus list on her / his computer.

c. There should be at least two backups of all important documents. One copy should be on the hard disk of the computer assigned to the concerned employee and a second copy on a CD/DVD kept in the office.

d. The computers of the NGO should normally be used by its employees. Consultants and volunteers should seek prior permission of NGO employee before using his/her computer in the office

## **5.4. Saving documents in the Computers**

In order to streamline the procedure to save documents in the computers and to make it easier for people to find documents and make back-ups of important documents, each employee should have a c:/my documents directory in his/her computer. This

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

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

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

# **PROCUREMENT POLICY**

## **6.1. Purpose**

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

## **6.2. Methodology**

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

- For purchases of single item up to Rs: 10000/-, Quotation is not required.
- For the purchase of more than one item up to Rs20000/- quotation is not required
- For the Purchase of item above Rs: 20000/- to 5 00000/- Three quotation are required.
- The purchase file shall contain all the documents pertaining to each transaction, i.e. the purchase requisition, quotations, contact information of suppliers purchase contracts or orders, invoices, delivery slips and any other pertinent documents.

## **6.3. Purchases**

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

### **a. Requisition form**

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

### **b. Order form**

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

c. Delivery slip

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

# **PERFORMANCE EVALUATION SYSTEM POLICY**

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

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

### **7.1.1. Performance planning**

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

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

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

#### **b) Setting of objectives**

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

#### **c) Individual action plan**

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

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

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

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

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

#### **b) Regular Communication**



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

### **c) Periodic Evaluation**

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

**7.3. Annual Performance Evaluation:** The annual performance evaluation is the analysis, based on documentation from previous stages of the process, of an employee's work record. The evaluation addresses two fundamental questions. The first relates to the past and involves verifying what was accomplished qualitatively and quantitatively during the year. The second relates to the future and consists of identifying means to be considered to ensure the employee continues to grow and develop.

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

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

**7.4. Bond:** As part of the staff and organizational development activities, NGO may at times decide to send a designated staff person for trainings and/or further studies both abroad as well as at local level. NGO will bear the full/partial costs of the trainings/studies for this. However, the designated staff sponsored for the trainings/studies is required to sign a bond with NGO that requires him/her to complete the full tenure of working with the organization.

## **ATTENDANCE AND ABSENTEEISM POLICY**

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

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

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

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

## **INTERNET AND EMAIL POLICY**

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

### **Internet Usage**

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

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

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

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

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

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

## **Emails That Discriminate**

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

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

## **Organization owns employees Email**

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