

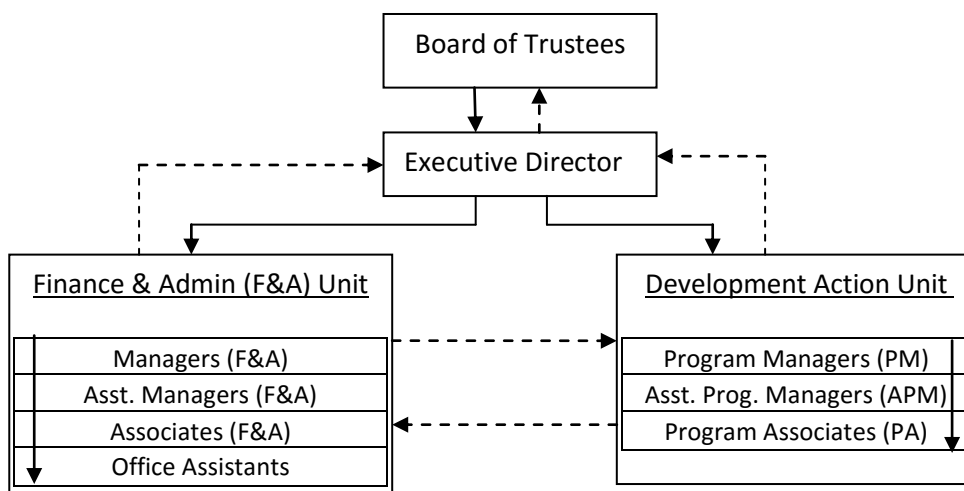
Human Resources Development & Management (HRDM) Manual

This HRDM Manual of Water and Livelihoods Foundation (WLF) details various aspects of recruitment, positioning, capacity development and application of human resources to its objectives. This manual broadly complies with the existing laws of the land regarding employment and HR management practices and is amenable to changes with changing course of the organization and HR policy environment in the country.

1. Organizational Structure

Water and Livelihoods Foundation envisages being a flat organization with fewer levels in hierarchy and adheres to the principle of unity of command at all levels of the organization. Following is the organizational structure:

Water and Livelihoods Foundation Organizational Structure



Notes: (1) In the above organogram, 'arrows with continuous line' indicate the 'line management' hierarchy and 'arrows with dashed line' indicate the 'flow of communications'

(2) WLF will have a four-tier executive structure of the organization, with Executive Director being the Chief Functionary. Only the staffs at Manager level directly report to the Executive Director. All other staffs report to the respective 'line managers' as shown by the black arrows in the above organogram

(3) Finance and Admin are combined functions, with an Asst. Manager / Manager taking care of all the finances and administration of the organization

(4) Programs are dealt under Development Action Unit (DAU). DAU primarily will be engaged in implementation of grass-roots projects, coordination with partner NGOs, networks, other institutions etc. Research and innovations also forms an important component under all the works done by DAU

(5) Typically, each Asst. Program Manager coordinates one project and one or more of them report to a Program Manager. Associates are relatively younger and inexperienced colleagues who support Asst. Managers / Managers.

(6) Program Managers are senior positions in the organization with the responsibility of developing and managing cluster of projects; raising funds for new ideas and contributing to the organizational processes, coordinating with donors etc.

(7) WLF may expand horizontally and recruit a number of Program Managers, each to manage a cluster of projects, as the projects and assignments grow.

(8) When there are opportunities to take up research projects and innovative technological initiatives, WLF may form a Research and Innovations Unit (RIU) during later years.

2. Appointments

Appointment of the Executive Director is done by the BoT or a committee set up by the BoT for the purpose. All other appointments such as staff / consultants to WLF are made by the Executive Director and signed by her/him. Any appointments done by the Executive Director are presented for ratification in the next Board of Trustees meeting. One or more of Trustees, external subject matter specialists may also be invited to be on the selection committees in case of recruitment of Program Managers and equivalent positions.

2.1. Appointment of Staff

All the staff of WLF will be recruited on full-time basis. Staff may be classified based on the source of salaries as (i) project based staff recruited for a project and (ii) general staff recruited from general funds of the organization.

Staffs are recruited on a regular basis for coordinating and managing a project or a cluster of projects. These are project-based and co-terminus with the projects. These staff may be shifted from project to other (or) assigned different responsibilities from time to time. Appointments are done by offering the salaries based on the availability of funds in the projects or with the organization, with 50% of the gross pay as basic pay and remaining in terms of various allowances.

For all the newly recruited staff a probation period of six months is observed. During this period, there shall be an assessment of the performance of the person in probation. If found satisfactory, the team member shall be continued by a letter from the appointing authority. If the performance is found not satisfactory, the period of probation can be extended or the services terminated as the case may be.

Recruitment of employees on salary scales will be done once the organization defines salary scales. Provision of provident fund / pension fund contributions may be done after WLF gets the registrations done under the social security schemes such as EPF / corporate NPS.

Notes: (1) Provisions of social security, insurance and other allowances will be defined along with the salary scales, approved by the BoT and incorporated in the Finance Manual of the organization from time to time.

(2) The age of retirement for all the staff on salary scales is 60 years. For all the other types of recruitments, the appointments are done and continued depending on the physical and mental fitness, skills, knowledge and work experience, irrespective of age and gender.

2.2. Consultants, Part-time services and Student interns on Stipend

External 'Consultants', either on full-time or part-time basis, may be engaged for taking services in case of specific assignments or tasks. Payments and other service conditions will be as per the Terms of Reference (ToR) mutually agreed with them. Since Consultants are treated as 'procurement of services', they are not treated as the staff /employees of the organization. Tax Deducted at Source (Income tax deduction) is applied on the payments done to them, as per the existing rules and regulations in India. Engagement of consultants is done as per the 'procurement procedures' defined as a part of the 'Finance Manual' of WLF.

WLF may also collaborate with academic institutions and Universities as well as engage students as interns to work on specific projects / tasks by offering a small stipend.

2.3. Process of recruitment:

Applications from prospective candidates are invited through advertising the vacancies in media or job web sites, circulation of information to other known organizations and individuals etc. Short-listed candidates are subjected to selection processes such as written test, interviews, group discussions, mock demonstrations etc. WLF will also receive CVs from interested and qualified candidates from time to time and maintain a database for use in future. Professionals with proven expertise and experience may be contacted directly and recruited, given the constraints in getting suitable staff for the given assignment or project. The Executive Director will organize the recruitment process, involving subject matter experts from outside and members of the BoT, as and when necessary.

3. Induction, Capacity Building and Performance Appraisal:

WLF commits to provide equal and fair opportunities to all staff to learn, build their skills and capacities and encourages contributing in areas of their special professional interests. New staff will be oriented about the organizational vision, objectives, work culture and exposed to the work done by the organization during initial one month after the recruitment. Each such new staff will be guided and mentored by the assigned existing staff (or) Executive Director for a period of six months. The assignee staff will identify their strengths, areas for improvement, needed support etc., and accordingly provide hand-holding to the new staff. The assignee staff will also be involved in the process of assessment of performance of the new staff at the end of probation period. WLF is committed to giving equal learning opportunities to all staff but also scope to develop new ideas, make innovations and embark on new areas of studies / research.

Staff training, capacity building needs are identified from time to time and the staff are encouraged to participate in workshops, training courses etc., for updating their knowledge and building their capacities. Internal shifting and transfer of staff from

one assignment to another, one project to another, one location to another etc., is the prerogative of WLF and may be done as deemed fit in the light of staff professional interests, strength areas and required staff qualities for a given position in the organization. In such cases, consultation with the staff and consent for such internal transfer is tried in letter and spirit, before implementing any such transfer. One month gross salary is given as relocation allowance in case of shift of staff from one location to another. Staff requests to pursue academic courses or professional studies are considered on a case to case basis.

All staff will undergo annual/periodic performance appraisals on a regular basis as decided by the BoT from time to time. Performance appraisals are used to recognise the contribution of staff to the organizational objectives; identifying areas for improvement in future and to reward them appropriately for the performance. Excellent/very good performance ratings will make a staff eligible for additional pay, increments, promotions etc. Whereas, non-performance/poor performance may result in withholding of increment, leading to even termination of service.

4. Leave and Holidays

- Leaves and holidays are defined and accounted based on calendar year (Jan to Dec) for every year.
- Staff availing different types of leaves given below, shall submit leave requisition form for approval by the line manager and to the Admin staff for record.
- Any public holiday or week-end holidays falling within the leave period will be treated as part of the leave availed in any form.
- Half-day leaves are allowed in case of Casual leaves
- Each staff will be entitled for 10 days of casual leave per year, 07 days of sick leave per year and 20 days earned leave per year
- Casual leave cannot be combined with leave of any other kind. Two days of casual leave or two days of sick leave can be availed at a time. Any deviation to this requires prior-approval of Executive Director.
- Staffs are encouraged to use Earned Leave. Prior-approval from the Executive Director to be taken for availing Earned leave. Staffs are required to ensure that the work does not suffer due to longer Earned leaves.
- Earned leave can be accumulated to the maximum of 60 days at any time during the course of employment and encashed at the time of retirement, resignation, conclusion of contract or termination of service. Encashment is at the rate of one month pay (Basic + DA) last drawn. Such accumulated EL days cannot be adjusted against unserved notice period.
- New staffs are entitled to take earned leave only after the completion of probation during which time such leave will be accumulated.

- A woman staff, who completed her probation period successfully, is eligible for a maximum of six months of maternity leave, with full-pay for the first two months and half-pay for the remaining four months. Men staffs are entitled for 15 days of paternity leave with full-pay
- Women staff under probation shall be eligible for leave for six months without pay. Those men staff under probation shall be eligible for two weeks Paternity Leave without pay. In case of miscarriage/abortion, woman staff may avail two weeks of leave with full pay after producing the doctor's certificates.
- Work-from-home facility may be availed by both women and men staff, for a maximum of 15 days in a year
- Staffs are allowed to take up consultancies for a maximum period of 2 months in a year on their own initiative. In such a case, concern staff shall work on the consultancy assignment from the WLF office, except for the field travel days. From all such consultancies staff shall share 40% of net income to the organization in the form of donation to compensate for the salary paid, office space and facilities given by the organization. The days used for such consultancies are treated as paid working days. In case the organization gets a consultancy and assigns the task to a staff or a group of them, 60% of net income is shared to the staffs by the organization.
- Leave taken per year over and above what is eligible and leave that does not qualify to be treated as part of the above mentioned categories of leave will be regarded as leave without pay.
- Approval of leave without pay (study leave, long leave, sabbatical, etc.) is at the sole discretion of the organization
- All Sundays, and second Saturdays of the month are holidays. Further, major festivals and public holidays are notified every year which is applicable to all the staff members
- On any bandh called in the location / town where WLF is located, on the occasion of elections conducted by the government, natural calamities, social disturbances etc., Executive Director may declared a paid holiday
- For the purpose uniformity and accuracy in computation of per day salary for leave encashment would be computed on the basis of there being 365 days to any year.

5. Travel advance, program and salary advance to staff

Request for advance for the conduct of activities and for incurring travel expenditure to field areas is to be filled in as per the format, signed by the concerned staff, approved by the line management / Executive Director and submitted to the finance staff minimum three days in advance. These advances are given to the staff for conducting various budgeted and approved seminars, workshops, consultations, meetings, trainings, field level works etc. Advances are paid by cash to the staff and

they need to be settled by the staff soon after returning from visit or completion of the activity, within a maximum of period of 10 days. No fresh advance will be allowed till outstanding amounts are settled. More details of travel norms and per diem and other provisions are given in the Finance Manual of WLF.

A provision to advance salary to staff for genuine cash needs will be done at a later date, when the financial resources of WLF improve.

6. Office Procedures and Code of Conduct

- The working days are from Monday to Saturday, except second Saturday. The office working hours per day is 8 hours from 9.30 am to 5.30 pm with an half an hour lunch break. Sunday and second Saturday are holidays.
- All staff shall adhere to the office timings and be in the office at 09.30 hours regularly. A delay of 30 minutes is considered as grace time, which should be used sparingly. Staffs coming late beyond the grace time are required to compensate the loss of time by working for the extended time beyond 5.30 pm.
- Any change/flexibility in the timings should be approved by the respective line management and Executive Director
- As far as possible, the team members are requested to conduct their work during office hours. However, team members may continue working after office hours with prior permission of the team leaders.
- It is mandatory for all the staff to sign the attendance register immediately on arrival to office
- Absent to office without prior intimation and approval is strongly discouraged. This would be considered as leave without pay.
- Use of office telephone, e-mail, internet, computer, printing facilities for personal purposes are strongly discouraged
- Staff dealing with project reports, documents, letters and other communications are responsible to maintain the confidentiality and safety of the documents
- Orderly filing systems for administration, finance and development action units will be used for easy filing and recovery of all important documents and communications. It is the responsibility of concerned staff to maintain such systems
- Executive Director or authorized staffs of Admin and Finance and/or Development Action units correspond with donors.
- All staff are expected to use office stationary, electricity, water, vehicles, telephone and other facilities judiciously without causing wastage.
- Office two-wheelers and four-wheelers are meant for office work only. Any staff needs to take prior-permission to use office vehicles from line manager / Executive Director. Maintenance of office vehicles is done by Admin & Finance staff. Any damage done to the office vehicles by the staff will be recovered from the respective staff.
- The use and safety of various devices provided by WLF such as, laptops / mobile devices like pen drives, external hard disks, data cards, etc. will be the responsibility of the concerned staff.
- Also, other office assets such as GPS meters, water testing kits still camera, video camera, etc. have to be handled carefully by the staff. Any loss to the office assets will have to be made good by the concerned staff.
- Gross misconduct of duties, inefficiency in performance and careless behaviour bearing on the organizations relations with its partners by any staff are taken

seriously and disciplinary action initiated against that staff. In such an event, the concerned staff(s) is given an opportunity and adequate time to present their view points and to sort out any misunderstandings.

7. Safety at Workplace

WLF is committed to providing a safe, clean and congenial work place for its entire staff. Field visits during nights by road using private cars / personal vehicles are discouraged for all the staff and not permitted in case of women staff. During visits to socially disturbed places, communal violence affected areas; WLF takes all the extra precautions before staff travel to such places. Handling of equipment, chemicals and heavy machinery, if any, are to be done by only trained staff so that staff safety is the top priority. During field visits, WLF takes care that all the staff stay at safe, clean and secure hotels and other places of stay. Special care is taken regarding women staff in this respect.

Gender justice is one of the core values of WLF and there will always be an environment of positive discrimination towards women employees in the organization. WLF is committed to ensure that all staffs are treated fairly and equitably in an environment free of intimidation and sexual harassment. It aims to provide a working environment which is free of workplace harassment or intimidation.

A Sexual Harassment Complaints Committee (SHCC) will be setup to raise awareness among the staffs and to deal with the complaints of sexual harassment. All complaints of sexual harassment will be treated seriously and promptly, with due regard to confidentiality. Disciplinary action, to the extent of dismissal from service, will be taken against any staff who is proved to commit any form of sexual harassment at workplace.

WLF management reserve the right, as its sole discretion, to change, modify, amend, apply, add or remove extracts, portions or the whole policy at any time without prior information.

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