

# Human Resource Policy of Ekta



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**1<sup>ST</sup> Updated the policy on August ,2023**

**2<sup>nd</sup> Update the policy on September, 2025**

The rules contained in this manual will supersede all earlier service conditions and come into force with effect from 1<sup>st</sup> April 2016 and on a regular and timely basis, it has been revised with due process.

## **I) DEFINITION**

“Ekta” which means “*Unity is Strength*” is a non-governmental, not for profit and non-political development organization which is situated at Duruguda, NH – 26, Dumuriput and its liaison office is at New Janiguda, Rangabali Kumbha Road, Koraput, Odisha, India under the Societies Registration Act of 1860. Ekta has been registered under FCR Act of 1976, Income Tax, 12 A of 1961, CSR, NGO Darpan of NITI Ayoga, PWD Act, PAN, TAN & Employees Provident Fund. At present, it has been operating its various interventions in the state of Odisha.

“General body” means the highest body of the organization which is created duly under the Memorandum of Association of Ekta organization.

“Governing body” means the supreme governing and administrative body of Ekta organization duly created under the memorandum of Association of Ekta organization.

“Secretary” means the chief functionary as well as the Executive Director of the organization. Secretary of Ekta organization elected as such under the by-laws of Ekta organization: who is fully responsible for managing Ekta organization and is accountable administratively to the “governing body”. The Secretary is the final executive authority in all matters concerning to this manual and his interpretation of these rules shall be final. Secretary may however assign certain functions or delegate certain powers to other functionaries of Ekta organization for smooth functioning and effective management.

“Field office” which means a temporary office, set up outside Koraput for the purpose of carrying out Ekta organization’s programme activities.

“Staff” means a person who is for the time being wholly employed either on regular or contract basis by Ekta organization for monetary consideration for and in connection with work undertaken by Ekta organization: and who is not in the employment of any other employer either full time or part time, whether paid or unpaid, except with the written permission of the Secretary; but does not include.

- a) Any person who is engaged as a learner, or apprentice or trainee with or without a stipend for the predominant purpose of learning or for being trained, whether for employment or not for a short-specified period not exceeding two years.
- b) Any retired person who is re-employed on a contract to fulfill specified duties and /or responsibilities.
- c) Person who is engaged on an ad-hoc basis on contract, short term assignment to act as consultant or advisor to undertake specific assignment(s) on an as and when or intermittent basis within India or abroad.
- d) Any person who is employed on a day-to-day casual basis for work on an as and when or intermittent basis and includes a person engaged as a volunteer to carry out some specific work on an occasional basis.
- e) Any employees of a contractor, even though she / he may be working within the premises of any of the offices of Ekta organization.

- a) Any person who is on deputation from another organization or holds lien therein and is go warned by the terms of such deputation or lien or whose services are otherwise lien to Ekta organization on a temporary basis.

NOTE: - In these rules, use of “feminine” gender shall include “muscular” gender and “singular” shall include “plural” wherever relevant to the content and vice versa.

## **II. APPLICABILITY**

The contents hereof shall apply to all staffs of Ekta organization defined here under unless any specific provision(s) not consistent with this manual are explicitly made in the letter of appointment of any particular staff, in which cause such specific provision will supersede such specific content of this manual which is inconsistent therewith and a stipulation to which effect is made in the letter of appointment.

## **III. CLASSIFICATION**

All staffs, concerned by this manual shall be categorized as follows.

- a) “Regular”, staff is one who after appointment on regular rolls and having completed period of probation has been regularized in writing by the Secretary.
- b) “Contract”, staff is one who is engaged either on full or part time basis on a contract initially for a period up to three years to fulfill specified duties and responsibilities. The contract may be renewed or cancelled or suspended, depending on requirement at that time & with mutual consent.
- c) “Probationer” is one who is provisionally employed but is for the time being under trial or observation for a specified period which may be extended. Ordinarily the initial period, of probations and the extended periods if any, shall together not exceed 18 months. A probationer shall however continue to be probationer on expiry of her initial of the extended period of probation unless she is informed in writing under authority of the Secretary that she has satisfactorily completed her probation. The services of a probationer can be terminated with one month notice or payment of pay in lieu of notice, at any time during or at the end of the initial or extended period of probation.
- d) “Volunteer” is one who is provisionally employed in the organization for a specific period of time (at least for a period of one year) for a specific purpose/s. It may or may not be extended subject to one’s performance to the assignment assigned to the concerned. The volunteer may not avail any financial benefits and getting some facilities in shape of fooding, travel or any specific requirements required for the same for the support given to any program or to the organization

## **IV. RECRUITMENT PROCESS**

Ekta organization has its own recruitment process which has been followed during the time of recruiting or engaging or employing any staff in the organization. Basing of the vacancies or new recruitment at any program or project, the organization has been following up the recruitment process in order to fill up the vacant post/s. On occasions, as per discussion at the management committee, if any existing staff/s

have fulfilled the required qualifications (both academic & professional) with working experiences then the organization will consider for the post. In that case, we won't advertise that post

### **Information regarding the vacancies through various mediums**

- a) The organization has been advertised the vacant post/s in the local newspaper well in advance before the interview
- b) The organization has advertised in events or similar platforms for allowing the aspirants for applying
- c) The organization has also informed in its website [www.ekta.org.in](http://www.ekta.org.in) and through its social media account
- d) It has also been informed in the office notice board and other places where more and more people will be able to know about the vacancies

### **Interview date and time**

- a) As per vacancy, we have encouraged the possible candidates to apply through our official email or to submit the hard copy of the testimony on or before the due date to the organization
- b) No application will be received after the due date
- c) The management committee in consultation with the board short listed the candidates as per the need and requirements of the project, the supporting agency as well as the organization
- d) The short-listed candidates will be informed for the interview by mentioning the date, time and place of interview either in email or through phone call or both

### **Interview process**

- a) Before the interview, the organization has discussed at its level for smooth and effective organization of the interview by delegating necessary responsibilities to the staff/s concerned
- b) Before the interview, responsibilities are finalized for registration, question paper, interview mark sheets, sitting arrangements, logistics, sitting at the interview (interviewers) and other necessary things for systematic organization
- c) In the interview board, we have the provision of the representation one from the management committee, one from the governing board, one from the advisory board, if necessary, one person from the supporting agency or any other person who is subject expert. In the interview board, the organization has been given gender representation
- d) All the processes are followed up as per the needs and requirements of the post advertised
- e) After the written test, the formal viva voce will be organized with the computer test, if required

### **Interview Panel Composition and Selection Guidelines Panelists for Interviews**

- **Field Staff:** Concerned Project In-Charge, one member from the HR Committee, and HR.
- **Coordinator Level (FC, SC, PO, Supervisor):** One member from Management, one member from the HR Committee, and HR.
- **Project In-Charge:** HR, one Board Member, one External Member, and one member from Management.
- **Finance Positions:** HR, Finance Manager, and one Board Member.
- **Consultancy Positions:** One Board Member, HR, and the concerned Project In-Charge.
- **Internship:** HR, one member from the HR Committee, and one member from Management.

### **Conflict of Interest & Undertaking**

- Any individual may recommend/suggest a candidate for consideration; however, such an individual shall not be part of the interview panel for that candidate.
- All panel members must sign an undertaking prior to conducting interviews to confirm impartiality and avoid any conflict of interest.

### **Finalization of the candidates for the vacant posts**

- a) After the end of the interview, whatever score get by the candidates, it will be properly recorded and documented.
- b) Taking the scores of all interviewers, the final scores will be recorded in the standardized format with duly signed by all interviewers.
- c) As per the performance, the final list is finalized marking as 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> and onwards.
- d) As per the finalization, list is prepared and informed to the concerned accordingly as soon as possible.
- e) One of the members of the HR committee will be informing the selected candidate for joining in the organization.
- f) If the selected candidate refused to join due to some or other reasons, the organization will be given preference to the next successful candidate for the post.
- g) Any candidate/s succeeded in the interview and couldn't join due to some or other reasons then he/she won't be considered for appearing the next interview/s if applies.
- h) All candidates must submit a *No Objection Certificate (NOC)* from the local police station as part of their application proces

## **Induction Programme for New Employees**

### **Objective**

To provide a structured induction process that familiarizes new employees with the organization's values, policies, programs, and work culture, enabling them to integrate smoothly and contribute effectively from the start.

### **Policy Statement**

- Every new employee shall undergo a formal induction programme coordinated by the HR Department.
- The induction will cover both organizational orientation (vision, mission, policies, systems) and program-specific orientation (project objectives, community context, reporting structures).
- The induction process will be mandatory and completed within the first month of joining.

### **Components of the Induction Programme**

- Introduction to the organization's vision, mission, values, and culture.
- Orientation on HR policies, code of conduct, safeguarding principles, gender and disability inclusion, leave rules, and reporting protocols.
- Program-specific briefing by the concerned Project In-Charge/Supervisor.
- Interactive sessions with senior staff and management.
- Field exposure and community orientation (where applicable).

### **Roles and Responsibilities**

- **HR Department:** To plan, coordinate, and facilitate the induction programme; provide policy-related orientation and maintain records of attendance.
- **Supervisors/Project In-Charges:** To conduct program-specific orientation and introduce new employees to team members and field operations.
- **Management:** To engage with new employees during induction to reinforce organizational vision and values.
- **Employees:** To actively participate in all induction sessions and seek clarity on roles, responsibilities, and policies.

### **Monitoring and Review**

- HR will collect feedback from new employees after the induction programme to assess its effectiveness.
- The induction content and methods will be reviewed annually to ensure relevance and alignment with organizational priorities.

## **V. EQUAL OPPORTUNITY**

### **Purpose:**

The purpose of the organization's equal opportunity policy is:

- a) To ensure that all job applicants and employees receive fair treatment and are valued in a workplace free from harassment, victimization and bullying.
- b) To actively encourage the development of a diverse organizational culture

### **Principles:**

- a) The organization believes that in addition to the issue of the equity and equal opportunities a diverse workforce enhances its work by bringing diverse viewpoints to bear on issues and challenges.
- b) The organization is committed to developing a workforce that reflects the composition of the communities in which it is located, and acknowledges that certain sections have been previously disadvantaged in terms of employment opportunities. In particular it is committed to promoting access to employment opportunities for those affected by the HIV/AIDS epidemic.

### **Policy**

- a) The organization is committed to ensuring that all job applicants and employees receive fair treatment and are valued regardless of sex, sexual orientation, transgender status, disability, race, age, marital status, religion or religious belief, colour, ethnic or national or national origin, HIV/ AIDS status or any other characteristics. The organization is also committed to ensuring that no one is disadvantaged by conditions or requirements which cannot be shown to be justifiable.
- b) This policy applies to requirement promotion, transfer, training, benefits, facilities and other policies and procedures, and aims to ensure the fair treatment and dignity of employees in a work place free from harassment, victimization and bullying.

## **VI. APPOINTMENTS**

Number of positions available / surplus would be determined periodically on the basis of availability of programme resources.

- a) The renewal will be done only after performance appraisal
- b) All appointments shall be made in the name of Ekta organization under the signature of the Secretary or less authorized representative.
- c) No person shall be deemed to be on regular rolls of Ekta organization unless she / he have been specifically categorized as such.
- d) Staff shall be entitled only to the benefits specified in writing in the contract of employment.



## **VII. FURNISHING OF BIO – DATA**

Every staff shall provide his / her correct and complete bio-data in a prescribed format for the purpose of record and also notify subsequent changes of address in writing when necessary. The bio – data furnished by any staff /s are found incorrect or misleading then immediate disciplinary action will be initiated against the concerned staff/s. On a timely and regular basis (at least on yearly basis) preferably in the month of April every year, each and every staff shall update their educational or professional qualification, if any to the office without fail

## **VIII. RECORD OF AGE**

Any one of the following documents shall be deemed to be satisfactory proof of the age.

- a) School leaving certificate / H.S.C certificate.
  - b) Birth certificate issued by a municipal corporation or a register of birth and death
  - c) Baptism certificate.
- (If none of the above documents as available, as determined by a medical authority specifically recognized by Ekta organization could be relied upon as a last resort.)

## **IX. EXCLUSIVE SERVICE**

- a) No fix time staff of Ekta organization shall seek or accept any part time employment either for financial consideration or otherwise. Staff members may accept a position in an honorary capacity in a Trust, society or association with prior written permission from the Secretary provided time is no conflict of interest and the holding of such position don't interface in their work in Ekta organization.
- b) Part time staff if desirous of taking of any additional part time assignment employment either for financial consideration or otherwise may do so only after having obtained written permission of the Secretary

## **X. EXCLUSIVE PROPERTY**

All information, data, document and research materials collected / received by the staffs while in the services of Ekta organization, shall be the exclusive property of Ekta organization and no staff shall have any claim to any such property. Staff desirous of having these materials may get copies with the prior approval of the Secretary or his authorized representative.

## **XI. CONFIDENTIALITY**

All staff members shall maintain confidentiality of all information pertaining to the internal and external functioning of Ekta organization. The divulging of information, gained while in the service of Ekta organization, which is likely to harm the good reputation of individual or the organization will attract disciplinary action.

## **XII. ASSIGNMENT OF WORK AND DUTIES**

The reporting relationship and / or designation / job titles and the nature of duties / work / project / assignment of each staff will be determined from time to time.

## **XIII. INCREMENTS AND PROMOTIONS**

- a) Promotions will be allowable entirely to meet the staffing needs of Ekta organization and cannot be claimed as a matter of right. Promotion of a staff will depend on her/his performance, his/her ability and demonstrated commitment to the organization- its interest, mission and strategy –in the course of the discharge of his / her duties and entail change in his/her role / responsibility. The Secretary will be the final authority to judge these factors. Additionally, in deciding on promotions, availability of positions at different level will be a necessary precondition.
- b) Staff may be sanctioned annual increment based on performance rating with affect from 1<sup>st</sup> April on completion of continuous and satisfactory service for one complete calendar year or more. Increments shall not be constructed as a right. The amount of increment will be variable in nature and not fixed. Staff with low performance rating will not be eligible for annual increment in that year. Secretary will be the final authority to decide such cases. In cases of newly employed persons who complete their period of probation otherwise then on 1<sup>st</sup> April.

## **XIV. SALARY / HONORARIUM**

- a) Ekta organization shall determine monthly gross salary / honorarium of all staffs from time to time.
- b) Salary / honorarium for each month shall normally be paid or before the 7<sup>th</sup> working day of the succeeding month (sometimes depends upon availability of funds of concerned project/s or organization as a whole.) subject to submission or clearance of all reports or financial formalities of the previous month and the submission of monthly action plan
- c) Salary / honorarium of each staff is depending upon the provision mentioned in the sanctioned project budget
- d) In no case, salary / honorarium of a staff is transferable to any other person / persons
- e) Other than project salary / honorarium, in case, the organization may give extra benefits or allowances to the staff or staffs that has been giving more contribution to the project or the organization. Final decision in this case shall be taken by the Secretary
- f) Advance against salary shall not be made, except at the discretion of the Secretary.  
In the event of the death of an employee, the salary and any other payable dues shall be transferred to the nominee declared by the employee at the time of joining.

## **VIII. BENEFITS**

A staff may be eligible for certain other benefits as per the letter of appointment issued to him / her. Such benefits will be determined by Ekta organization from time to time, and on a case-to-case basis.

## **IX. SECURITY OF THE STAFFS**

Security of all the staffs is one of the prime responsibilities of the organization. The Secretary shall delegate this responsibility to the concerned project in charge for the safety and security of his /her project staffs. In order to ensure safety and security of the staffs, following things will be followed

- a. The staff shall move to the field as per plan by duly informing to the project in charge
- b. While moving to the fields, necessary precautions of safety followed by the staffs
- c. It is always advisable to accompany of other project staffs while visiting fields
- d. Keep all important phone numbers like office phone number, nearby medical centre, project in charge at your level for easy reference for others
- e. Avoid field visits in case of adverse climatic condition or challenging situations
- f. While driving especially in bike, use helmet, drive slow, keep all required vehicle documents, driving license, follow road safety rules etc.
- g. Get informed to the project in charge after safe arrival at the headquarters

## **X. VOLUNTARY CONTRIBUTION**

Being a social development organization, each and every one associated with the organization should have the feeling of contributing as per their capacities and potentials in the greater interest of all. By contributing something from our side will help to motivate others for adopting the same practices at their level.

- a. The staffs of the organization will always ready themselves for giving their time, effort and contribution in the betterment of the community as well as society
- b. In case of voluntary contribution of the staff/s in the greater interest of the organization, the organization shall provide the valid money receipt
- c. During the time of emergencies such as flood, drought, landslides, flash flood, earthquake, health hazards, disaster like situations and other times of importance, each and every staff of the organization have to prepare themselves for giving their contribution (as per their capacity) for addressing the issues
- d. If organized any voluntary blood donation camp, being the change agent, one should be prepared himself / herself to donate blood on a regular and timely basis for the requirements of the needy and Govt. as well. It is purely on voluntary basis!
- e. During the time of such camp/s, each and every staff has not only given his /her best possible support & effort but also mobilize & motivate others for the same

## **XI. HOLIDAYS**

Ekta organization's offices will observe 8 festival holidays in addition to the three national holidays i.e., 26<sup>th</sup> January, 15<sup>th</sup> August and 2<sup>nd</sup> October each year. Festival holidays for H.O. and field offices (other than the national holidays) will be determined and announced by the Secretary in respect of each calendar year prior to the commencement of the year where expended such holidays may vary for different locations to suit local conditions. A maximum of three optional holiday (among those listed in the holiday) list will be permitted each year. During the time of programs or functions or festivals organized at organization level, each and every staff of the organization shall not only attend but also contribute for the successful organization. On special occasion in relation to organization, the Secretary has the authority to declare for a period of 2 days.

## **XIX. HOURS OF WORK**

- a) Normal working will be 48 hours in a week. Normally, weekly off days will be the Sundays. To actual duty timing, lunch break and weekly off days may however vary at different locations. The office hour is normally from 9.30 am to 5.30 pm with 1 hour lunch break in between 1.30 pm to 2.30 pm. These will be based on requirement of work, nature of the programme and function and local variations, these will be decided in consultation with those entrusted with the responsibility of managing work in the particular fields programme or office and will be noticed annually with the approval of the Secretary.
- b) All staffs shall be required to attend any emergency or other urgent duties outside their regular hours of work including weekly off days / holidays as and when required.
- c) As mentioned above, Sundays & other declared holidays are treated as holidays. But, in case of any urgent works of the organization, even in the Sundays & declared holiday/s, the concerned staff member/s shall give their time, support and cooperation without fail

## **XX. ATTENDANCE**

- a) All staff members shall record their attendance in accordance with the procedure laid down for their place of work. Whenever a staff member proceeds on an outdoor or out station duty, proper record will be maintained.
- b) Attendance especially of the field level staffs shall be maintained through online or WhatsApp
- c) Project level as well as central level (especially for admin staffs) attendance register shall be maintained which is regularly monitored by the Secretary or authorized person assigned on a regular basis
- d) All staff members are required to report for duty punctually at the stipulated time.
- e) No staffs will be allowed to violate the rules framed by the organization.
- f) Habitual late attendance will be deemed breach of discipline.

## **XXI. LEAVE**

All staff members will be eligible to take the following kinds of leave with pay, except pay where stipulated otherwise on a scale to be determined from time to time.

### **General guidelines for leave**

- i) In counting the period of casual leave and privilege leave, intervening holidays and weekly off days can be suffixed and/or prefixed to leave.
- ii) Any staff availing leaves for 07 days and above in one spell on medical grounds must submit medical certificate from a registered medical practitioner. He/she will be required to produce a medical certificate of fitness at the time of resuming duty.
- iii) All types of leave must be availed of any with prior sanction, where it is not possible to obtain prior sanction; the office must be intimated within two working days, with reason for inability to obtain prior sanction.
- iv) Leave cannot be availed of as a matter of right, but will be granted subject to the exigencies of work.
- v) Ekta organization reserves the right to recall a staff on leave to meet exigencies of work. In such cases, where the staff is at a place other than their headquarters station, Ekta will bear the additional travel and reasonable incidental expenses incurred by the staff arising out of such recall.
- vi) Any unauthorized absence will entail loss of pay. In addition, the staff shall be subjected to disciplinary action.
- vii) Leave availing for appearing examination and any interview won't be come under casual leave and entertain of loss of pay. Availing of such leave/s must inform to the organization well in advance with due approval
- viii) After availing leave through online or WhatsApp must be given the hard copies of the leave application in the due format to the person concerned
- ix) After the leave period, the concerned staff must give a joining report after resuming his/her duties

### **Handover of Responsibilities During Leave**

- i) If a Project In-Charge is on leave, he or she must formally hand over responsibilities to a designated staff member from their team.
- ii) The handover must be documented and communicated through email, along with the prescribed handover format (where applicable).

**a. Casual Leave**

- i. Twelve (12) days of casual leave are permissible in a year. Staffs joining “Between” 1<sup>st</sup> January to 30<sup>th</sup> June are entitled to six days, whereas those joining on or after 1<sup>st</sup> July would get six days of casual leave for that calendar year. The casual leave shall be permissible up to a maximum of three days at a time. More than the stipulated period needs prior sanction of Secretary
- ii. Taking or sanctioning of the casual leave is depending upon the urgency of the situation of the applied staff at that time
- iii. Un-availed casual leave shall lapse on 31<sup>st</sup> December every year.
- iv. Casual leave cannot ordinarily be combined with any other kind of leave
- v. If an employee will not avail his/her casual leave in the calendar year then he/she cannot be entitled to get any benefit thereto.
- vi. The project in charge may avail one day leave to his/her staff in a month on sufficient ground/s with due information from the Project in Charge

**b. Medical Leave**

- i. Medical leave shall be earned by an employee at 07 days per annum after they have completed one year of continuous and satisfactory service.
- ii. Any staff availing leave for 3 days above in one spell on medical grounds, must submit medical certificate from a registered medical practitioner. He/she will be required to produce a medical certificate of fitness at the time of resuming duty.
- iii. Medical leave could be applicable to the staff, spouse (if married), biological children and parents (father & mother) if not married.

**c. Maternity Leave**

This is limited to a maximum period of 12 weeks, provided the staff member has completed at least one year of service in the organization. If she wishes to avail herself of the leave, it will be granted with the condition of loss of pay. Out of the 12 weeks, not more than six weeks shall precede the expected date of delivery.

Women employees are entitled to avail of maternity leave only twice during their service tenure. Such leave shall be granted by the competent authority based on the advice of a registered medical practitioner, depending on her requirement before and after confinement within the specified period.

Maternity leave may be combined with any other type of leave. However, any leave applied for in continuation of maternity leave shall be granted only upon request, supported by a medical certificate.

## Maternity Leave

- Female employees are entitled to maternity leave **with full pay** as per organizational policy and in line with statutory requirements.

## Paternity Leave

- Male employees are entitled to **20 days of paternity leave with pay** to support their spouse during and after childbirth.
- Paternity leave may be taken either immediately before or after the delivery, in consultation with HR and with due approval from the concerned supervisor/Project In-Charge.
- Employees availing paternity leave must provide supporting documents such as the spouse's medical records, hospital discharge summary, or valid ID proof to HR.

## General Conditions

- All leave applications must be submitted in the prescribed format and routed through the appropriate approval process.
- Failure to provide valid supporting documents may result in leave being treated as unpaid.

## XXI. ABSENCE AND ABANDONEMENT OF SERVICE

- a. If a staff is found unauthorized absent during the working hours from his/her place of work on any working day/s, she/he shall be liable to be treated as absent from duty without leave or salary for that day. He/she will further be liable to disciplinary action.
- b. If a staff remains absent from duty for a period of 08 consecutive days, or fails to resume duty within 8 days of the expiry of leave originally granted or subsequently extended it will be presumed that he/she has abandoned her employment with the organization of his/her own record and thereby lost lien his/her employment. His/her name will accordingly stand automatically struck off the rolls.

## **XXIV. STAFF PERFORMANCE APPRAISAL**

The success & failure of any project or program is solely and wholly depending on the performance and contribution of its human resources. They will give their best possible contribution and support if they have been properly appraised on a regular basis. As per their appraisal outcome, necessary measures could be taken in the greater interest not only of the staffs but also of the organization. For appraising the performance of any staff, the organization will develop and follow certain format. The organization may take the support of the external person or agency in this connection for better result. The appraisal process will be conducted on a yearly basis starting from 1<sup>st</sup> January to 31<sup>st</sup> December.

- a. If the Executive Director is in the staff list, then his/her performance shall be appraised by the governing body
- b. If any of the member/s from the management have been getting any benefits from the organization either salary or honorarium then also he/she will be appraised by following due process
- c. The management of the organization will appraise the performance of project in charge / project coordinator / project manager / senior staffs on
- d. The project in charge will appraise the performance of all staffs (which includes both middle as well field) working under the project.

### **Post-Appraisal Capacity Building Objective**

To ensure that performance appraisals not only evaluate employee contributions but also serve as a foundation for continuous learning and professional growth in the social sector context.

### **Policy Statement**

- Following every performance appraisal, the organization shall identify specific capacity-building needs of employees, based on strengths and areas for improvement highlighted during the appraisal process.
- Capacity-building initiatives will be an integral part of staff development, aiming to enhance technical expertise, leadership skills, and overall effectiveness in community-based interventions.

### **Types of Capacity-Building Initiatives**

- Training programs (technical and thematic areas relevant to projects).
- Workshops and refresher courses.
- Peer-to-peer learning and mentoring support.
- Exposure visits to successful projects/organizations.
- Leadership and soft skills development sessions.

### **Roles and Responsibilities**

- **HR Department:** To coordinate the design and implementation of capacity-building plans based on appraisal findings.
- **Supervisors/Project In-Charges:** To recommend specific training needs for team members and support staff in applying new skills on the ground.



- **Management:** To allocate resources (financial and logistical) and approve annual capacity-building plans.
- **Employees:** To actively participate in capacity-building activities and integrate learnings into their day-to-day work.

### **Monitoring and Review**

The HR Department will maintain records of all capacity-building activities and link them with appraisal outcomes. Progress and impact will be reviewed annually to ensure continuous staff development and improved program delivery.

### **RETIREMENT**

- a) A staff shall retire on attaining the age of superannuation i.e. on attaining the age of 60 years as per Ekta's records.
- b) Extension of service will be at the discretion of the Governing Body on a yearly basis subject to her being medically fit to carry out the work that he/she is engaged to perform.

### **COMMITTEE ON GENDER AWARENESS AND MAINSTREAMING IN Ekta**

Ekta has a committee which inter alia aims at helping all staff's male & female. The committee meets periodically and forwards its recommendations & suggestions to the Secretary for consideration and taking action as deemed fit. For addressing the issues especially of the female staffs, taking female staffs as well as one of the legal practitioners into account, Internal Complain Committee shall be formed at the organization level. This committee will sit (at least once in six months) on a regular basis by addressing the issues if any confronted by the staffs.

### **CORE VALUES & PRINCIPLES**

Being the part and parcel of the organization, each and every one has to follow certain core values of the organization for better understanding, mutual respect and unanimity in our approach.

- A. Ensure, all the members of the organization encourage for community participation in our works
- B. Each and every one in the organization give due respect on gender equality and equity
- C. We will give emphasis on tribal and other disadvantaged sections of the society especially of women and children
- D. While working with the community, we will give importance to tribal rights, culture, practices, systems, techniques, knowledge, manpower, resources, skill etc.
- E. We believe in decentralized planning and democratic decision-making process
- F. We are the believer of true principles of our Constitution and adhere to it
- G. We are very much committed to the cause and organization at the same time
- H. Maintain utmost honesty, transparency and impartial in the dealings being the part of the organization

## **NORMS OF DISCIPLINE AND CONDUCT**

No staff shall commit any misconduct. Without prejudice to the generally of the term “misconduct”, any acts of commission or omission performed in violation of the norms described herein will constitute misconduct.

- Every staff member shall, in accordance with the laws applicable to Ekta for the time being, and policy (including service rules) and procedures lay down by Ekta, perform the duties entrusted to him/her from time to time.
- All staff members shall furnish correct and complete information regarding name, age, qualification, previous experience and employment etc. at the time of employment or during the course of employment in Ekta.
- No staff member shall act in any manner, which amounts to sexual harassment of another person.
- No staff member shall share information about Ekta with any person/person's whosoever except in the interest of the organization's work or with written permission of the Secretary or similar authorities.
- Every staff member shall safeguard Ekta's goods & property; also see that all books, assets, records & articles belonging to the organization are not removed without the permission of the Secretary or similar authorities; or lost or damaged in any way.
- Every staff member shall during the tenure of his/her service devote his/her full time and attention to the affairs of the organization in all respects and fully confirm to directions and rules of the organization.
- No staff member shall accept any other employment or assignment or make herself directly or indirectly interested in the business of any other person or entity without the prior written permission of the Secretary
- Every staff member shall comply with the orders and instructions of the organization and its nominated functionaries and shall conscientiously work to fulfill its functions and purposes. He/she shall make his/her utmost endeavor to promote interests of the organization and serve at such places and in such capacities as may be required from time to time.
- Every staff member shall maintain absolute honesty and integrity at all times during their association with the organization.
- All staff members observe courtesy and politeness; and refrain themselves from any riotous or disorderly behavior or any other behavior not conducive to smooth functioning of Ekta not only while dealing with office colleagues but also while representing Ekta in any forum/s, community or with any external agency.
- No staff shall consume liquor within the premises or while on duty either in office or in field.
  - No staff shall publish or cause to be published any article or statement bearing on the affairs or
  - reputation of the institution in any journals, book or research papers without prior permission from
  - the organization. If so, that will be treated as breach of contract and disciplinary actions will be
  - taken as accordingly
- No staff shall be allowed to do any such things which brings hatred, bitterness or conflicts of any nature among the staff members and with other stakeholders related to the organization
- No staff shall enter into monetary dealings of any types with the colleagues, subordinates or clients, nor shall they accept any presents or kind or materials from them for scoring personal interest.
- Every staff member shall prepare themselves to take any responsibilities at any time in the greater

interest of the project and the organization at the same time

- Every staff member shall present himself/herself at his/her place of work at the stipulated time, and maintain punctuality in office and other work assignments.
- Every staff member will generally conduct him/herself in a manner that is consistent with office discipline, and good reputation of himself/herself and Ekta.
- No staff members will indulge in any act of involving moral turpitude, or which amounts to a criminal offence.

Note: The above norms are illustrative and not exhaustive.

#### **DISCIPLINARY ACTION FOR MISCONDUCT**

- A. Disciplinary action will be taken against a staff member, who commits any misconduct, or otherwise acts in violation of the norms of discipline and conduct stated at XXIII above by fulfilling the principles of natural justice or the law applicable to Ekta in this respect for the time being.
- B. Disciplinary action may entail
  - i. Discharge from service with one month notice or payment of one-month basic pay in lieu of notice, or
  - ii. Dismissal from service without notice or payment of basic pay in lieu of notice if proved to have committed misconduct, involving moral turpitude.
  - iii. Where a disciplinary proceeding against a staff is contemplated or is pending, or where any criminal proceedings against a staff members are under investigation or trial – and Ekta is satisfied that it as necessary or desirable to place the staff under suspension, the Secretary so authorized by her, may by an order in writing suspend him/her with effect from such date as may be specified in the order and in such conditions including those related to payment of subsistence allowance, as may be stipulated in the letter of suspension. A statement setting out in detail the reasons for such suspension shall be supplied to the staff within a week from the date of suspension.
  - iv. A staff that is placed under suspension under clause © above shall not be entitled to any salary for the period of suspension in case of the charge or charges against him/her are established in the course of any enquiry, and if he/she is sought to be dismissed or discharged. In case, the charges are not proved so as to case dismissal or discharge, the staff will get full salary for the period of suspension after adjusting the subsistence allowance paid to her.
  - v. Discharge from service with one month notice or payment of one-month basic pay in lieu of notice, or
  - vi. Dismissal from service without notice or payment of basic pay in lieu of notice if proved to have committed misconduct, involving moral turpitude.
  - vii. Where a disciplinary proceeding against a staff is contemplated or is pending, or where any criminal proceedings against a staff members are under investigation or trial – and Ekta is satisfied that it as necessary or desirable to place the staff under suspension, the Secretary so authorized by her, may by an order in writing suspend him/her with effect from such date as may be specified in the order and in such

conditions including those related to payment of subsistence allowance, as may be stipulated in the letter of suspension. A statement setting out in detail the reasons for such suspension shall be supplied to the staff within a week from the date of suspension.

- viii. A staff that is placed under suspension under clause © above shall not be entitled to any salary for the period of suspension in case of the charge or charges against him/her are established in the course of any enquiry, and if he/she is sought to be dismissed or discharged. In case, the charges are not proved so as to cause dismissal or discharge, the staff will get full salary for the period of suspension after adjusting the subsistence allowance paid to her.

### **TERMINATION OF EMPLOYMENT**

- a. Service of a staff or a probationer can be terminated by giving one month notice in writing, or by payment of basic pay in lieu of notice, by the staff or the probationer, as the case may be.
- b. Services of a staff or a probationer can be terminated by Ekta by giving to the staff or the probationer, as the case may be one month notice in writing, or by payment of basic pay in lieu of notice, for failure to fulfill his/her contract of employment with Ekta for any reason/s whatsoever, including on medical grounds, he/she becomes medically unfit to satisfactorily perform his/her duties.
- c. No notice or pay in lieu of notice will be required in the following cases
- d. Dismissal from service
- e. Retirement of a staff on reaching the age of superannuation.
- f. Where the services of a staff are terminated his/her salary shall be paid to him/her subject to his/her settling all outstanding accounts and submitting a “no dues certificate” in the prescribed format.

### **COMMUNICATION**

- I. All communication with staff shall be made in Oriya or English
- II. Any communication sent to a staff to his/her last known address, as per the records of Ekta organization, shall be treated as served on the staff. It is, therefore, in the interest of the staff to promptly notify any changes in her local and permanent address. The staff should also ensure that any communication so sent by Ekta is properly recorded.

### **ORIENTATION ON STAFF POLICY**

For the effective implementation of the staff policy, there is a need of an orientation among the staff members. From among the staffs, members from the management and some well-wishers, the organization will form a committee which is specially looking after the proper and effective implementation of the policy. It is known as Human Resource (HR) Committee. The committee sits on a regular basis by revisiting the existing policy and give suggestion or recommendation to the governing body for their information, reference and further action. Any issues pertaining to staff policy will be addressed by this committee. At the same time, the members of the committee will organize sensitization program on staff policy for the staffs of the organization.

### **PROCEDURE FOR APPEAL**

Appeal against any decision of the Secretary in respect of these will be with the Governing Body.

## **REVISION**

This manual or any rule(s) contained herein is subject to revision at any time at the discretion of the Governing Body. The rules contained herein can be amended, altered, modified or revised at any given point of time.

## Salary Structure of Ekta, Koraput – Annexure-I

1.	<b>Executive Director</b>
	<ul style="list-style-type: none"> <li>Consolidated Salary: 75000/- to 80000/- per month</li> <li>Benefits: EPF &amp; Health insurance</li> </ul>
2.	<b>Program Managers/Coordinators</b>
	<ul style="list-style-type: none"> <li>Consolidated Salary for Program Manager/Coordinator: 50000 to 664000/-</li> <li>Consolidated Salary for Senior Program Manager/Coordinator: 65000 to 75000 per month (according the experience, expertise &amp; also salary provision of government supported project)</li> <li>Benefits: EPF &amp; Health insurance.</li> </ul>
3.	<b>Field Coordinator</b>
	<ul style="list-style-type: none"> <li>Consolidated Salary: 30000 to 35000 per month</li> <li>Benefits: Benefits: EPF &amp; Health insurance</li> </ul>
4.	<b>Administrative Staff</b>
	<ul style="list-style-type: none"> <li>Consolidated Salary: 20000 to 35000 per month</li> <li>Benefits: Benefits: EPF &amp; Health insurance.</li> <li>(according the experience, expertise &amp; also salary provision of government supported project)</li> </ul>
5.	<b>Finance and Accounting</b>
	<ul style="list-style-type: none"> <li>Finance Manager: 40000 to 60000 per month</li> <li>Accountant: 15000 to 20000 per month</li> <li>Benefits: Benefits: EPF &amp; Health insurance</li> </ul>
6.	<b>MIS &amp; Documentation</b>
	<ul style="list-style-type: none"> <li>Base salary: 30000 to 40000 per month</li> <li>Benefits: EPF &amp; Health insurance</li> </ul>
7.	<b>Field Workers (varies by location)</b>
	<ul style="list-style-type: none"> <li>Base Salary: 12000 to 18000 per month</li> <li>Volunteer (paid volunteer): 5000 to 7000 (for 5-to-7-hour duty)</li> <li>Benefits: EPF &amp; Health insurance</li> </ul>
8.	<b>Support Staff</b>
	<ul style="list-style-type: none"> <li>Office Asst.: 15000 to 25000 per month</li> <li>Driver: 15000 to 25000 per month</li> <li>Benefits: EPF &amp; Health insurance</li> </ul>
9.	<b>Interns/Volunteers</b>
	<ul style="list-style-type: none"> <li>Stipends or small allowances, if applicable</li> </ul>

**Note:** This is a simplified salary structure, and Ekta often provide additional benefits such as training and development opportunities, flexible work arrangements, and other non-monetary benefits. The actual salaries and benefits will depend on various factors, including the organization budget, location, and the qualifications and experience of the employees.

EPF calculate against the 40% basic salary of consolidated total salary

It's important to ensure that Ekta complies with local labor laws and regulations when establishing a salary structure and employment contracts.

Approve in General body meeting of Ekta \_\_\_\_\_ Date \_\_\_\_\_

**1<sup>st</sup> Approval of the polices by the Board:** 5<sup>th</sup> March 2016  
**Board approval Date Revisit & Approval:** 26<sup>th</sup> June 2022  
**Date Revisit:** 4<sup>th</sup> January 2025