

HUMAN RESOURCE POLICY



**Consortium for Training Research and
Development (CTRD)**

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PREAMBLE

This Human Resources Policy intends to give employees of CTRD a clear statement of its policies and procedures concerning its Administrative systems and Human Resources guidelines.

This Policy was formulated to cover and shall be implemented to employees at all levels regardless of rank, level and status of employment, except for some policies with specifically stated coverage. Policies are needed to set standard guidelines for all employees to have a uniform understanding and maintain a peaceful synchronization in the workplace.

The organization believes that fair and just policies and implementation thereof are due to all employees regardless of rank, level and status of employment. As such, all employees are called upon to practice fairness in all their official dealings and in carrying out their functions based on these policies and procedures. If there be non-implementation or neglect on its appropriate and proper implementation, employees have the right to bring such breach to the Management of CTRD and Governing Body if required.

Policies can be changed or modified for some reasons but should be circulated to all employees at least 15 days prior to implementation. Secretary/ President or Human Resources Head and the Governing Body shall have the responsibility, to guide and give appropriate interpretation to all those policies, which have ambiguous meaning and they have the responsibility to modify such policies, to make it clear and understandable to all employees.

The Management and its employees together have a collective responsibility in the accomplishment of the goals and objectives of the organization and the proper implementation of this policy.

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CTRD– ADMINISTRATIVE POLICIES AND PROCEDURES

1. Recruitment Procedure: - Requisition for Staff :

- i. A written requisition for recruitment of staff is to be submitted to the HR unit in order to initiate the recruitment process.
- ii. It should contain the job description / job profile of the proposed staff as far as possible.
- iii. Clearly mention the competencies required with minimum academic qualification required for the post.
- iv. If the post requires previous experience, this should be specifically stated for how many years and from what type of organization.
- v. The requisition should also mention the name of the Organization where s/he will be absorbed and for what period.
- vi. The amount of compensation (Salary/CTO) proposed as per the project.
- vii. Any other relevant information justifying the recruitment

1.1. Guidelines for entry at different level:

Post	Minimum qualification/ experience	Cost to Organization (according to
1.Office Boy	10 th Pass out	
2. Field Associate / Staff	Graduate	
3. Field Supervisor	Graduate	
4. Accountant	Graduate	
5.Office Administrator	Graduate	
6. Programme Manager	Masters /PG Diploma Internal – Graduate with 5 years experience	
7. Project Director	Masters / PG Diploma	
8.Senior Accountant	Masters / PG Diploma	
9.Program Executive	Masters / PG Diploma	
10. Executive Assistant to Director	Masters / PG Diploma and other necessary qualities As decided by Director of the concerned Organization.	

1.2 Approval from HR Unit:

On receipt of the above requisition, the HR team will start the actual recruitment process, or may ask for more information if required. After that HR Team will move for the next step.

1.3 Internal Search:

In some cases of recruitment for key positions of a new project, if the organization feels that the position should preferably be filled up from among the CTRD experienced personnel for the greater interest of the project, the management of the organization may take the decision to assign the job from existing employees through internal notice followed by the normal interview process. Criteria for selection will be decided by the management of CTRD.

1.4 External search through public notification:

A public notice will be served through any or all of the following methods

- i. Advertisement in News paper.
- ii. Development or nonprofit websites.
- iii. Referring to the organization's data bank from job application file.
- iv. Search from campus recruitment drives of premier organizations.
- v. Reference to external recruitment agencies.

1.5 Short Listing of Candidates:

From among the applications received a list of candidates to be prepared for taking part in the recruitment process as per the published criteria through the followings:

- i. Call letters through email
- ii. Telephone calls
- iii. Walk in interview

1.6 Formation of Recruitment Board:

The management of CTRD will constitute a recruitment board to conduct the interview. The board members include

- i. Secretary/ President
- ii. Expert in related field if required by the Secretary/President
- iii. Consultant of the Organization.
- iv. The composition of the recruitment board should follow the gender policy of the institute.

1.7 Recruitment process

- i. The scrutiny of original testimonials in support of age, qualification and experience and identity of candidates to be carried out.
- ii. Candidates' registration sheet to be signed by each applicant.
- iii. For recruitment in any post outstation candidates will be provided with travel expenses up to by the shortest route for attending the recruitment process.

The recruitment process may include all or any of following method

- a. Written test
- b. Computer test
- c. Group discussion
- d. Viva-voce interview

1.8 Recommendation of Recruitment Board:

After completion the recruitment process,

- i. A report containing the recommendation of the board signed by management of CTRD to be forwarded to HR team for further course of action.
- ii. The report should clearly mention the name of selected candidate and
- iii. May add a list of 2/3 candidates to be kept in the panel.
- iv. All the documents of the selected candidate should also be attached with the report for future reference

At least 10 days time to be allowed between issue of call letter and interview date

1.9 Issue of Appointment letter:

Based on the recommendation report, the HR unit will issue the offer letter for appointment. Upon acceptance of the said offer letter, the HR unit will proceed to issue the appointment letter followed by agreement and job description wherever necessary.

1.10 Joining and Orientation of New Staff:

The selected candidate will join the service on the agreed day and will officially inform her/his joining by

- i. A written 'joining letter' to the office.
- ii. This will have to be accepted by the Secretary/ President and forwarded to the HR unit.
- iii. Data Base to be maintained for all staff members.
- iv. A personal record form will be prepared immediately
- v. The new staff member will undergo an orientation programme after joining the service.

1.11 Deductions

All income tax on professional/consultancy charges payable by the staff member will have to be borne and paid by the staff member. Accordingly, the organization will compute and deduct income tax at source (TDS) in monthly consolidated payments if applicable.

1.12 Resignations

A staff member desiring to resign may do so by notifying the company in writing, giving the reasons and the effective date. Failure to give at least one month's (30 days) notice may result in forgoing 30 days of salary accrued. The staff is not entitled to any leaves in the notice period. However, waiver of required notice may be granted by the senior management in the presence of a sound cause. A resignation feedback interview shall also be organized.

1.13 Dismissal

CTRD may terminate an employee's services at any time by giving one month notice or one month's professional fees in lieu thereof. During the probationary period, any staff member may be dismissed at any time and will not be afforded any severance. Dismissal during, or at the end of, the probationary period shall be based on the staff's unsuitability for the position as determined by senior management.

1.14 Final Settlement

Settlements will be made only after CTRD assets such as laptop, mobile phone and any other material that may belong to CTRD are duly returned.

1.15 Automatic termination of Service

A staff member's services would be liable for automatic termination under the following circumstances: i. Misconduct ii. Continuous ill health iii. Violation of agreements iv. Continuous absenteeism for more than a week without any written notice to management v. Mental incompetence, unsound mind, insolvency and criminal status. No recompense will be offered. He may be dismissed within 48 hours.

******* Above all termination is depends on sole approval of Management of CTRD.

2. Performance review – For all categories of staff, yearly review in general and earlier review of performance if necessary should be conducted. Based on this review report, the change in salary and designation will be made. However change of designation will be applicable at the time of fresh contract only.

3. Salary Payment

The salary payment is made within 4th of every month except the case of Field staff and Field Supervisor. Their salary payment is made within 9th of every month. For all if the schedule date is holiday then on the previous day. The date of payment may change due to unavoidable circumstances but attempt is made to strictly on the above mentioned day. Salary payment is made through crossed a/c payee cheque or NEFT or Net transfer. CTRD is not liable to reimburse of any charges deducted by bank for this transfer. Any one may claim salary, on his/ her inability to collect the same, through a properly executed authorization letter.

***** No salary will given by cash to anybody.**

4. Induction Training

Induction training is a process by which a new employee is situated into a new milieu to establish a relation with the goal, objectives, mission, vision, practices, policies and strategies of the organization. It is a strategic means to welcome a new entrant and in the process to make him /her feel acknowledged as an honored member of staff.

Induction training is mandatory on joining as per the induction schedule. Date of induction will be fixed in consultation with the Unit In charge. In case any staff member fails to attend the scheduled induction, s/he must undergo the same while next induction takes place.

5. Organizational Development:

- a) Staff members of CTRD working either with the head office or the fields have a responsibility to demonstrate leadership qualities for both their own growth and for the effective functioning of the units. The organization expects them to help in nurturing talent in their units and to build teams to work towards the organization mission.

This training aims at understanding self and improves motivation, leadership quality, conflict resolution and team building. CTRD will undertake OD training as and when necessary

b) In Service Training

Besides this as a part of skill development the organization will organize In service Training for the staff at least once in a year.

6. Official Hours of Work

The workday begins at 10.30 am and ends at 6.30 pm. (Head office is closed on 1st and 3rd Saturday of every month). Variations in the regular workday must be approved by Senior Management. Travel time (except travel to and from work at the CTRD office) will be considered as work time and logged accordingly by those individuals on authorized travel.

7. Leave:

Leave cannot be claimed as a matter of right and management has absolute discretion in this matter. Currently the three types of leave are available:

- (a) **Casual Leave** –casual leave cannot be considered for encashment.
- (b) **Sick Leave** – Application for sick leave should be submitted on the date of resumption of duty along with medical certificate.
- (c) **Compensatory Leave / Special Leave-** For duties on weekly off days

and organization holidays. At least 6 hours and above will be considered for CPL/ weekly off.

(d) **Maternity leave**:- All women staff, who has worked continuously at CTRD for at least eighteen months, shall be eligible for paid maternity leave to cover a period of confinement, miscarriage, abortion or adoption. In cases where the staff member has worked for a period of less than eighteen months, the staff member will not be eligible for any leave, and any leave taken will either be extraordinary leave or considered as a break in service without assurance of continuation. Senior management must be notified of planned maternity leave at least four months in advance. The staff shall be entitled to 90 days of paid maternity leave which can be taken either prior and/or after delivery (pre natal and post natal) of the child or processing of adoption.

***The Management of CTRD only has the discretionary power to sanction any kind of leave to any staff.

8. Increment of Salary / Promotion Policy

This is generally as per terms of contract of each employee and normally increment is considered after the completion of each year/contract. In case of contract employee, fresh contract is made with/without increment. In case of regular employee, increment / no increment is considered after the end of each completed year of service. Increments are considered based on the recommendations of the management of CTRD, evaluation of performance, contribution to the organization and other factors like regularity, timely reporting and leaving place of duty absenteeism etc. These are to be generally followed as per findings of the Performance Evaluation Indicator (PEI) which has to be submitted by all staff on weekly basis. After

analyzing the PEI thoroughly, Secretary/ President/ Board of Directors will take the decision about increment/ promotion of the employee. Increment is the entirely subject to the approval the management of CTRD.

9. Transfer and Shifting Policy

For the benefit of the organization, staff may be required to be transferred or shifted from one unit to other.

- i. Transfer & shifting both will mean relocation of staff from one unit to another.
- ii. The authority of the institute will decide the transfer or shifting as per the necessity of the institute.
- iii. The decision of the authority would be final in case of any transfer or shifting.

10. Travel Allowance and Office Trip-:

- a) **Travel Allowance-:** Anyone going for any official duty will be reimbursed the traveling expenses .All employees are entitled for the travel allowance within the city in advance from accounts department as per the nature of the job. Expenditure sheet provided by the Organization to each employee should the filled by daily basis and furnish it to accounts department at the end of the month.

Generally, no categories of employees are allowed traveling allowances or reimbursements for going to their usual place of duty from residence or from their usual place of duty back to residence.

However, anyone going from residence to another office which is not his/her place of duty will be allowed reasonable reimbursement if this place of duty is distant.

- b) **Office trip-:** All employees, while leaving station from their respective

place of work for official trips, are supposed to furnish information as per an appropriate format and account department will provide travel allowance in advance (amount is subject to the decision of management of CTRD.)

A copy expenditure sheet, complete in all respects should be submitted to the Accounts team after the trip / journey is undertaken. Excess expenditure will be reimbursed by the organization after submitting necessary document. If accounts department finds that given allowance is more than expenses then the remaining amount should be submitted to organization accounts department.

10. Travel policy

- i. 2nd class slipper to AC 3 tier (maximum) for all categories below Program Director
- ii. For Management of CTRD- Air fare/Train Fare subject to availability.

11. Other Entitlements:

For all employee's mobile bill reimbursement is allowed depending on the nature of job (As per permission of CTRD's management).

12. Boarding, Lodging, Traveling and Incidental Expenses:-

While on tours, the employees are entitled to boarding, lodging and incidental expenses. These are as per norms fixed by the Secretary/ President/ Board of Directors and changes in the limits / conditions are to be duly notified.

For all cases noted below, Actual bills are to be furnished for accommodation and food.

At present the limits/conditions are:

A. Metros

Accommodation	:	Rs. 1000-2000/ day + Tax
Food	:	Rs.250/day

B. Other State Capitals & Cities

Accommodation : Rs. 1000-1500 / day +Tax
Food : Rs.240/day

C. District towns :

Accommodation : Rs.500-1000 /day + Tax
Food : Rs.200/day

D. Boarding at train/ : Rs. 120-150 /day

No other incidental expenses are allowed.

The above rates are applicable universally and are to be considered as benchmark rates.

There may be occasions where projects may be conducted in areas where the above rates for TA/DA may not be sufficient. In that case, a special approval from Secretary would be required for allowing the higher rate to be allowed as per approved budgets.

*******Train** -Please retain and submit your ticket for reimbursement.

Bus - Please retain and submit your ticket to accounts department for reimbursement.

Rickshaw/ Auto - If traveling by rickshaw – no receipt will be given. You will need to complete a voucher on return to the office and submit this to accounts department for reimbursement.

Taxi- If traveling by black and yellow taxi – no receipt will be given. You will need to complete a voucher on return to the office and submit this to accounts department for reimbursement.

Pre-book/Pre-pay- If you are traveling by any other pre-book/pre-pay taxi – a receipt will be provided. You will need to retain this receipt and submit to accounts department for reimbursement.

12. No Smoking/Tobacco chewing

Smoking/Tobacco Chewing is prohibited in the organization's campus as well as the unit offices.

13. Liquor Consumption

Any official communication after consuming liquor is strictly prohibited.

Any such complain will be dealt with administrative steps.

14. Organization Policies on Important Issues

The CTRD Governing Body, as per its resolution taken on that the committee will address the following issues in respect of CTRD:

- a) Sexual harassment at work place
- b) Gender Policy

In addition new policies will be enforced from time to time.

15. Staff Welfare Society:

In order to nurture the staff creativity and support the staff cultural & social activities, a society was registered at the initiative of staff members. All the staff members become the member of this society since they join CTRD and continue membership till the end of their service. A Management Committee duly elected from the staff members runs the society. The staff members voluntarily contribute in the society fund. The activities of the society largely include:

- a. Support to poor community for child Education / marriage / medical treatment / etc.
- b. Annual staff picnic with staff family members
- c. Publication of souvenir
- d. Giving farewell to staff members, etc.

Consortium for Training Research and Development's Performance Analysis and Review Form

TO BE FILLED BY THE EMPLOYEE

NAME:

DESIGNATION:

APPRAISAL PERIOD:

1) What were the most energizing/enjoyable aspects of your role in the given period ?

2) What enabled you on the above? What were your key leanings in the given period ?

3) Are there any aspects of your work which have not gone so well? If so, why ?

- 4) Do you possess skills, aptitude or knowledge which are not fully utilized in the course of your work ? If so, what are they and how could they be used ?
- 5) What are the top three priorities that you need to focus on/change in the coming months, to enhance your performance?
- 6) Do you require any developmental inputs (in the form of Training, Coaching etc.) for your current/future role?
- 7) What were your 2 major achievements during the Review Period ?
- 8) What were the factors which facilitated and inhibited your performance? What steps did you take in overcoming the inhibitors?

9) Are there any aspects of your work which have not gone so well? If so, why ?

10) Do you possess skills, aptitude or knowledge which are not fully utilized in the course of your work ? If so, what are they and how could they be used ?

11) What are the top three priorities that you need to focus on/change in the coming months, to enhance your performance?

12) Do you require any developmental inputs (in the form of Training, Coaching etc.) for your current/future role?

To be filled by Head of the Organization

Job Performance

Marks	ITEMS
	Understanding Job Procedures
	Meeting and fulfilling major job responsibilities
	Understanding programme goals and objectives
	Keeping records up to date Cost Consciousness
	Communication
	Exchanging ideas with others
	Decision Making/Leadership Skills
	Writing Reports, letters etc. in a clear/concise manner
	Co-operation & Sharing information and resources with others Team Work
	Giving timely response to requests made by others
	Exhibiting positive attitudes during time of change
	Coming to work regularly without excessive absence
	Punctuality
	Maintaining assigned work schedule
	Taking initiative
	Organizing Capacity
	Decision making ability
	Flexibility
	Analytical ability
	Problem solving
	Approachability
	Self discipline

Consortium For Training Research and Development(CTRD)

STAFF REQUISITION FORMAT

1. DIVISION/UNIT
 2. PROJECT
 3. POST
 4. LEVEL
 5. NO. OF VACANCY
 6. LOCATION
 7. TYPE OF EMPLOYMENT:- CONTRACTUAL/ASSIGNMENT/ANY OTHER (PLEASE SPECIFY)
 8. DURATION
 9. ELIGIBILITY CRITERIA :
 - A) QUALIFICATION
 - i) ESSENTIAL
 - ii) PREFERABLE
 - B) AGE
 - C) LANGUAGES KNOWN
 - D) ANY OTHER (PLEASE SPECIFY)
 10. EXPERIENCE
 11. MAJOR JOB RESPONSIBILITIES
 12. COST TO ORGANISATION/SALARY
 13. MODE OF NOTIFICATION:- DEVNET JOBS/NEWS PAPER/OTHERS(PLEASE SPECIFY)
 14. ANY OTHER
- SIGNATURE OF UNIT HEAD
- DATE :