



Yuva Rural Association

STAFF POLICY

For the staff of YRA **with Effect From 1st April 2023**

Approved by the Governing Council at the meeting held On 21th April 2023 and mandatory by General Council on

Yuva Rural Association

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For internal circulation only

Abbreviation:

YRA –Yuva Rural Association.

CEO- Chief Executive Officer.

SMT - Senior Management Team.

PMT - Program Management Team.

PR- Pay Roll.

PC- Professional Contract.

HR- Human Resource.

CHARTER OF RIGHTS

1. All YRA staff has the right to wages and facilities as applicable under the laws of the land to the expressed limitation of YRA being a project-driven voluntary organization.
2. All YRA staff has the right to equal pay for comparable work, irrespective of caste, gender or age
3. All YRA staff has the right to social security as defined and accepted by the management of YRA in consultation with forums of staff in YRA.

Social security is the protection that a society provides to individuals and households to ensure access to health care and to guarantee income security, particularly in cases of old age, unemployment, sickness, invalidity, work injury, maternity or loss of a breadwinner.

4. All YRA staff has the right to compensation under Mediclaim and accident during the period of work unless they have willingly opted to be out of such compensation.
5. All YRA staff enjoys rights against harassment, including sexual harassment and procedures for redressal.
6. All YRA staff enjoys rights against discrimination on the basis of gender, caste, class, religion, age, color, nationality, and disability.
7. All YRA staff enjoys the rights of representation and a full hearing.
8. All YRA staff will have the right to be part of all staff welfare, capacity development and any other such activities of the organization unless they willingly opt to be out of such activity(if want to opt out to given in writing).

Note: Point number 1, 4 and 8 are not applicable to Volunteers and persons on specific task contracts as also consultants on special assignment/s.

PREAMBLE

YRA is a registered voluntary development organization taking up issues of the poor and the marginalized in rural areas of Maharashtra, especially the Vidarbha region. It is a non-profit making organization funded by external and Indian funding organizations. All grants received by YRA are for a particular purpose; hence all staff appointments are contractual in nature, their duration is subject to the duration of their respective projects and/or tasks.

Staff policy emanates from our continued exploration of a democratic and participatory environment within YRA so as to strengthen our commitment to actualizing our vision of a just, humane and sustainable society.

Staff policy respects and protects our autonomy as individuals whilst facilitating the effective and efficient functioning of our organization. We understand and state that our policy rests on the principle of self-regulation while allowing ourselves as persons to be accountable to people. We recognize and accept YRA's Memorandum of Association, which confers supreme rights on the Governing Council elected by the General Council of YRA.

Staff policy has to be approved by the Governing Council at the meeting held On 21th April 2023 and mandatory by General Council on_____. staff policy has been given effect, from _____.

Human Resource Management

I. CATEGORIES AND CLASSIFICATION OF STAFF/INSTITUTIONAL ARRANGEMENT

A. CATEGORIES

Our Staff Policy framed and accepted by YRA Staff General Body and ratified by our Governing Council applies only to categories 1 and 2 as detailed below.

1. Pay Roll (PR): All payroll staff will be initially kept under probation for a period of three to six months or as decided on a case basis. The continuation of the staff on payroll will be decided on the performance during the probation period. The taxes, PF and Gratuity will be applicable to the payroll staff as per the law of the land.
2. Professional Contract (PC): The terms and conditions of the Professional Contracts staff will be as per the consulting contract. Full-time professionals will be kept under probation for a period of three to six months on case to case basis or as decided by the management. The continuation of the services of professional staff on a full-time basis will be decided on the performance during the probation period. Only full-time consultants will come under this category.

The terms and conditions of one-time consultants hired for a specific task or a project and other project-based volunteers will be not considered as STAFF of YRA. The requisite terms of reference will be drawn separately for such individual contracts.

B. CLASSIFICATION

All staff in the above categories can be further classified as:

1. Fixed Project Staff: Staff working on a fixed Project whose remuneration is charged to the respective project only as per the availability.
2. Fixed Task Staff: Staff who carries out fixed tasks and whose remuneration is charged to IPDF and or Institutional Support budget under ongoing projects.
3. Multiple Project/Task Staff: Staff who carries out multiple tasks which cut across projects and whose remuneration is charged to those many projects.

C. STAFF SCALE

Direction Scale: Under this scale, there will be the following positions as per seniority.

1. CEO/Chief Functionary
2. Director
3. Asst. Director

Coordination Scale: Under this scale, there will be the following positions as per seniority.

1. Sr. Program Coordinator
2. Program Coordinator
3. Sr. Project Coordinator
4. Project Coordinator
5. Asst. Project Coordinator/ District Coordinator

Operation Scale: Under this scale, there will be the following positions as per seniority.

1. Sr. Social Worker
2. Social worker/ Field Coordinator
3. Jr. Social Worker
4. Field Facilitator

Operation Support Scale: Under this scale, there will be the following positions as per seniority.

1. Manager
2. Asst. Manager
3. Executive
4. Assistant

Activity staff: Under this scale, there will be the following positions as per seniority.

1. Project Assistant/District Facilitator
2. Community Facilitator
3. Project Activity staff

Volunteers such as Village volunteers and Paravets, Community Resource Person etc. are not considered in any of the staff scales.

II. RECRUITMENT & SELECTION:

The overall aim of the recruitment and selection process is to attract, obtain and retain people with the required competencies in order to satisfy the human resources needs of the organization.

Detailed job descriptions and responsibility matrices are in place for each position under YRA, and a set of minimum criteria for the selection of suitable candidates will be defined and will be reviewed before new recruitment.


1. Recruitment Process

- Respective coordinator submits a completed Manpower requisition format for new hiring to the HR Unit. (Annex. A)
- The HR Unit will meet with the consent authority to discuss the position and determine the most effective recruitment and selection process.
- The HR Unit will design the job description and job specification on it.
- Recruitment sources will include some or all of the following:
 - YRA website.
 - Internal posting.
 - Online job portal. (Indeed, Internshala, Dev Net, etc.)
 - Social media sites (Facebook and LinkedIn).
 - Employee referrals.
- The HR Unit will review the resumes of qualified candidates to identify the most appropriate candidates for interviewing.
- The HR unit will conduct telephone pre-screens of identified candidates and schedule in-person interviews with the Interviewer panel.

2. Selection Process

- This process applies to external hires only.
- The Interviewer is responsible for conducting timely, effective interviews of qualified candidates. The HR Unit is available to conduct all interview techniques and final candidate selection.
- The interviewer's review and evaluation of candidates will be used to make a final candidate selection.
- Upon the selection of the final candidate, the senior authority and the HR Unit will collaborate to develop an appropriate offer of employment (including position title, compensation, etc.).
- The HR Unit will extend the verbal offer of employment to the candidate selected. The HR Unit will prepare a written offer of employment that is contingent upon the successful completion of required background checks.
- The HR Unit will conduct reference checks and background checks on the selected final candidate.
- Upon receipt of an offer letter signed by the candidate and the successful completion of background checks, the HR Unit will close out the position.

Annex. A

Yuva Rural Association		Manpower Requisition Form	
			
Date :			
Name of Indentor:			
Department/Project:			
Details of the Position Required:			
Department/Project:		Designation :	
Grade/Scale :		Location :	
Salary Range to be offered:			
No of position :		Required by Date :	
Justification / Reason	<input type="checkbox"/> Expansion in Dept.	<input type="checkbox"/> Replacement	
	<input type="checkbox"/> New Job Position	<input type="checkbox"/> Others	
Type of Vacancy			
Employment Status	<input type="checkbox"/> Permanent	Contract Period	<input type="checkbox"/> 3 Month
	<input type="checkbox"/> Contract		<input type="checkbox"/> 6 Months
	<input type="checkbox"/> Part Time		<input type="checkbox"/> 12 Months
Education		Technical Skills set	
Experience (in years)		Reporting to	
Role		Key Result Areas	
Approved-Disapproved	Position	Name	Signature
<input type="checkbox"/> <input type="checkbox"/>	Reporting Coordinator		
<input type="checkbox"/> <input type="checkbox"/>	Regional Project Coordinator		
<input type="checkbox"/> <input type="checkbox"/>	Head Human Resources		
<input type="checkbox"/> <input type="checkbox"/>	Director / CEO		
Depending on the level of recruitment the Approving Authorities will be determined. For the necessary guidelines the Manpower Approval Matrix may be referred.			
<i>From the date of the approval the HR department would approximately take 4 weeks of time to fill the vacancy</i>			

III. CONTRACT OF EMPLOYMENT

- a. The organization recruits for any job opening in the personnel summary that has been approved by the Chief Executive Officer or Chief Functionary. While recruiting we seek qualified human resources who can meet the job requirements through a particular selection process for the position concerned. In the case of the Chief Executive Officer, the positions will be cleared by the Governing Council.
- b. YRA shall only hire its personnel (as described in Section I above and referred to as "staff" alone for the sake of brevity hereafter) through the signing of a "contract of employment" that is mutually acceptable.
- c. The above-referred contract of employment shall provide for, amongst others, the following.
 - i. The duration of the contract/terms of employment.
 - ii. Remuneration is payable to the staff concerned.
 - iii. Travel and other allowances payable to the staff concerned.
 - iv. The content and the extent of the roles and responsibilities and tasks of the staff concerned.
 - v. The name of the particular Project for which the staff concerned is being employed.
 - vi. The liability of the contract is to be transferred/terminated.
 - vii. Leave benefits and other benefits
 - viii. Immediate Coordinator and staff under him/her/ the team
 - ix. Any other perks and benefits as also bindings, depending up on the necessity and nature of the employment.

IV. INDUCTION & ORIENTATION

a. Objective

When new employees are recruited, YRA aims to help them adjust to their new situation as quickly and as easily as possible, so that they become integrated and productive members of the organization from the earliest opportunity.

b. Process

For new hiring, the organization has to complete the Joining formalities on the day of joining. He/She is required to submit originals and photocopies of each of the following documents:

- Release letter from the previous employer(if in service)
- Certificates/mark sheets of academic and professional qualifications
- Experience certificates

- Two passport-size photographs
- Identity proof: photocopy of PAN card/Adhar card
- Bank details

The following Prescribed forms are also to be filled in:

- Personal Information System(Annx B)
- Onboarding checklist(Annx C)
- Bank holiday leave format(Annx D)

c. Orientation

- The HR Unit acquaints a new employee with organizational aspects such as vision, mission, strategies, core values, historical background, organizational structure, location of field offices(if any), programs, work processes, systems, procedures, objectives and functioning of various committees, services or facilities available in the office, etc. s/he will also be handed over the HR policy and booklet for reading. The HR manual must be returned to the HR Unit.
- The Orientation plan for each new employee will be conducted by HR Unit in consultation with Chief Functionary & SMT / PMT. At the end of the induction & orientation program, the employee will have to submit a two-page report on it with suggestions if any, which will be placed in his personal file. Every induction program will be evaluated by HR Unit and necessary recommendations will be made to the Inductor.

**Personal Information System
Annx B**

STAFF INFORMATION

(Please enclose one more passport size photograph with this form for your identity card)

STAFF NO:
 (For Office Use Only)

NAME: _____
 (Surname) (First Name) (Middle Name)

DATE OF BIRTH: _____ GENDER: _____ (M/F)
 MARITAL STATUS: _____ (SINGLE/MARRIED)
 RELIGION: _____ CASTSE: _____
 HEIGHT: _____ WEIGHT: _____ BLOOD
 GROUP _____ ADHAR NO.: _____

DATE OF JOINING: _____

PERMANENT ADDRESS _____ TEMPORARY ADDRESS _____

TEL NO: _____ TEL NO: _____
 FAX NO: _____ FAX NO: _____
 E-mail: _____ E-mail: _____

ARE YOU A PASSPORT HOLDER: YES/NO
 PASS PORT NO: _____ DATE OF ISSUE _____ VALID UNTIL _____

SIGNATURE

SIGNATURE:

DATE:

DATE:

BANK DETAILS – PLEASE ENSURE THAT YOU HAVE A COMPLETED AND SIGNED FORM OF THE BANK DETAILS

ACCOUNT HOLDERS NAME:			
NAME OF BANK:		ACCOUNT NUMBER:	
BRANCH(CITY):		BANK ACCOUNT TYPE:	
BRANCH CODE (IFSC) NO:		PAN NO:	

INFORMATION ABOUT OTHER FAMILY MEMBERS

NAME	BIRTH DATE	SEX	RELATION	ADDRESS	OCCUPATION (Y/S)	DEPENDENT

INFORMATION ABOUT NOMINEES

NAME	BIRTH DATE	SEX	RELATION	ADDRESS	OCCUPATION	DEPENDENT	% OF PF	% G T

SIGNATURE:

DATE:

EDUCATIONAL/PROFESSIONAL QUALIFICATIONS/OTHERS/DEGREE/S.S.C. ONWARDS

DEGREE	YEAR	INSTITUTION	MARKS

PREVIOUS JOBS/WORK EXPERIENCE

INSTITUTION	PERIOD	JOB PROFILE	DESIGN

OTHER INTEREST/HOBBIES

.....

SIGNATURE:

NAME OF PERSON TO CONTACT: _____ TEL NO: _____

IN CASE OF EMERGENCY

NAME OF FAMILY DOCTOR _____ TEL NO: _____

DO YOU HAVE AN ILLNESS? (PLEASE DESCRIBE IF ANY)

ARE YOU UNDERGOING ANY TREATMENT (PLEASE INDICATE IF ANY) (FOR PHYSICAL/MENTAL/EMOTIONAL STRESS/ILLNESS)

TELEPHONE NO. OF PERSON YOU ARE UNDERGOING TREATMENT WITH

IDENTIFICATION/BIRTH MARKS

ANY OTHER SIGNIFICANT INFORMATION YOU WOULD LIKE TO SHARE OR PUT ON RECORD

SIGNATURE:

Onboarding checklist
Annx C

CHECKLIST		
Sr. No.	Particulars	If submitted (✓)
1	Updated CV	
2	PIS	
3	Passport size Photographs-2	
4	Contract Letter	
5	Educational Qualification Certificates	
6	Aadhar Card	
7	Pan Card	
8	Bank details	
9	Appointment Letter of Previous Organization	
10	Experience/Relieving Letter of Previous Organization	
For Exit Process		
1	Resignation Letter	
2	Attendance / Yellow Card	
3	Exit Interview/Clearance Form	

Annx D

YUVA RURAL ASSOCIATION

BANK HOLIDAY

Name of the Staff Member : _____

Designation & Working Area: _____

Unit / Project / Program : _____

Coordinator : _____

Period : 1 April 2023 to 31 March 2024

Sr. No	Date	Day	Occasion
1			
2			
3			
4			
5			
6			
7			
8			

Signature of Staff _____

Signature of Coordinator _____

Approved by CEO _____

V. PROBATION

Probation or the review period and appraisal are necessary to make sure both organization and the employee are satisfied that the role is as advertised and is being performed satisfactorily.

- a. Staff could be on probation for a period of three to six months extendable upto 12 months. Not with standing that the 12 months period has expired, a staff will not come under Payroll or under Professional Contract staff unless the staff has undergone the appraisal process and has been declared eligible for the same.
- b. If the performance of the 'Probationer' during the probation period is unsatisfactory, the Chief Functionary/CEO may take the decision to discontinue the probationer during the probationary period on the recommendations of the respective Coordinator/s. The staff will have space to appeal to Chief Functionary to review his/her performance once again.

VI. TRANSFER

All staff is liable to be transferred from one Project to another and /or from one office to another in any city within India.

There are a few benefits of employee transfer in the organization-

- a. It helps to improve the working experience of the staff as they get to work with different people and different environments.
- b. It makes the people skill better and prepares the staff for future promotions.
- c. It provides a new sense of motivation and satisfaction as the transfer is often referred to as growth oriented opportunity for the staff.
- d. It helps managers to ensure the overall skill development of the staff by lateral movement of staff within the organization.

VII. HOURS, DAYS OF WORK

- a. Staff shall work for 48 hours per week. Ordinarily, staff shall work for 6 days a week. Staff shall be permitted flexi-time. However, this will be subject to the need and arrangement with the concerned Director or the CEO in writing. Considering the nature of work there is no provision for any overtime.

- b. Any staff reporting to work on weekly off / declared public holiday they must inform their immediate coordinators in advance and obtain prior approval from them. If any staff is required to work on a weekly off / declared public holiday by their coordinators, they must be informed, preferably in writing.
- c. Staff can avail of a maximum of 12 Public Holidays in a financial year from the list of such holidays displayed/announced in the first month of the calendar year and as per the declaration submitted by each staff to the Personnel Department/ HR in the beginning of the financial year. CEO will approve the same and the list will be available for all departments for their records.
- d. All Staff is required to mark their attendance and hour of work by signing attendance register. Unmarked attendance will be treated as 'absence'.
- e. The staff takes a short leave of 2 hours late coming or early leaving will be considered as half-day leave; it can be approved by the CEO only in case of emergency.
- f. Staff will be encouraged to work on all days, including weekly off or holidays and beyond working hours, during emergency/major programs and as and when required. In case staff is working on such days, they may be given compensatory off on recommendations of the immediate coordinator with the record. This compensatory off will be accumulated along with casual/sick leave provided that the staff is on leave (either weekly off or on leave taken) for at least one day in the following week. The Coordination and above staff are not encouraged for compensatory off as it is considered their high level of responsibility and commitment, but their weekly off may be considered by their immediate coordinator on a discretionary basis.
- g. Staff will maintain a daily logbook/ diary clearly noting the time of reporting at the field/ and/ or office and activities/ tasks undertaken with time spent specified. This will be submitted to the Project/Team co-coordinator/ Director, and CEO regularly as well as when asked for. This record is compulsory to everyone.
- h. Office-based staff will report to work at 10.30 a.m. while staff in charge of opening the office will report at 9.30 a.m. This can be re-arranged as per the convenience of the office/individual, without altering working hours and during set working days in writing and approved by CEO, known to all staff.
- i. All staff are entitled to a lunch break for a maximum of 30 minutes, preferably between 1.00 p.m. to 2.00 p.m. Lunch break shall be taken under mutual understanding amongst the staff so as to ensure that in all categories there is at least one person in attendance during the lunch hours.

- j. The CEO/ Management, in discretionary power may allow second and fourth Saturday as weekly off only for the Operational Support category, considering their compulsion for attending the table work on all working days. But in this case they will not be encouraged to avail other leave either prefix or affix to weekly off.
- k. The office time of all such staff will be increased by 45 minutes every day i. e. from 10 am to 6.45 pm to match the 48 hours working in a week.

VIII. RESPONSIBILITIES AND WORK LOAD

1. Each staff shall perform her/his duties in a sincere and diligent manner.
2. Responsibilities and workload of each staff will be worked out in consultation with the immediate Coordinator, SMT/ PMT/Director, and CEO and specified in the task list.
3. A task list shall be maintained by each staff member and s/he shall keep a record of all work done in respect of the task list which shall be subject to inspection and monitoring by her/his concerned Coordinator/ Director.
4. Any work that calls for substantially different skills/roles/tasks and additional hours for that purpose, not contained in the task list and undertaken by staff in addition to her/his ongoing tasks will be considered as extra work and would be acknowledged and appreciated in writing and may be separately compensated, provided there is budget available. Work falling within the regular task list and/or work hours will not be considered extra work, even if extra hours or days are given at any level. The assessment of such extra work will be done by the senior staff that will be approved by SMT/PMT/Director/CEO in writing prior to the commencement of such work and undertaken after appropriate written instructions are issued to the staff concerned with compensation proportions if applied.
5. Staff shall maintain all information relating to the internal functioning of YRA, its sponsors, or donors and all documents relating to them, confidential.
6. Any such external assignment will be taken up on behalf of the organization that fits in the overall ideology, core values, and strategic direction decided, only after written permission of the CEO.

IX. LEAVE

Leave may be granted according to the needs of the Project/Team and/or office work. Request for leave must be made in advance and in writing to the immediate coordinator

that will be processed as per the system developed by the Organization.

1. The immediate coordinator must forward such leave applications with clear recommendations and alternative work arrangements to the Admin department which will process the same further.
2. Leave will not be sanctioned jointly with Public Holidays without prior sanctioning of the immediate coordinator as applicable.
3. In case of illness or absence for any other unforeseen cause, the immediate coordinator should be informed at the earliest through the phone call as also by various communication media such as emails, What'sup App, slack, etc.
4. Leave will not be sanctioned during the notice period or one month prior to the resignation/termination of staff except with written approval of the CEO.
5. Leave without pay for up to 15 days for grave reasons may be sanctioned at the discretion of the concerned coordinator in consultation with the CEO.
6. In a given year under service leave without sanction shall not exceed 30 days for any staff.
7. Uninformed or unsanctioned leave on more than 3 occasions or unauthorized leave if taken for 10 days or more at a stretch or even for a shorter period will invite disciplinary action.
8. Weekly holidays falling during the period of leave shall be counted as a part of leave for both short-term & long-term absence.
9. Staff can avail of the following categories of leave:

a) **Privilege Leave/ Earned Leave**

- i. All staff in the two categories mentioned in part A of this document will be eligible for 18 days of Privilege leave per year after the completion of one year of service. Such leave will be calculated after the completion of 11 months in service but will be availed only after completing 12 months in service. The period for the calculation of 11 months of services shall also include service rendered during probation. Only on the continuation of services in the second year staff will be eligible to apply for this leave. All other leave taken before this period will be treated as unpaid leave.
- ii. For calculating the number of actual working days for the purpose of privilege leave all types of leave availed of, except sick/casual leave, will be included.

- iii. For simple calculation after one full month of working staff will get 1.5 days PL credited to his/her account.
- iv. Privilege Leave (PL) shall not be accumulated for more than 54 days except by special permission of the CEO and not more than 108 days in case of CEO that will be approved by the Secretary or the President of YRA.
- v. PL cannot be carried forward for more than 3 years. After 3 years, excess PL will lapse.
- vi. PL cannot be encashed.
- vii. Staff who receive 3 late marks will have her/his leave reduced by one day.
- viii. Late coming 2 hour or more should be considered as half day leave.
- ix. Staff may avail of PL on grounds of sickness if her/his sick leaves are exhausted.
- x. PL/Earned Leave for more than 3 days can only be sanctioned by the CEO.

b) Maternity Leave

- i. Maternity leave will be granted to all YRA Staff for the first two children.
- ii. Maternity leave with full payment will be granted on completion of one year of continuous service. The period for the calculation of service shall also include service rendered during probation.
- iii. Maternity leave of a maximum of 90 days will be granted. It may be availed at any time during pregnancy (in case of health problems during pregnancy) and/or at any time from one month prior to the due date.
- iv. Maternity leave shall be availed of on submission of an application on that behalf and relevant certificates.
- v. More than 3 months leave will be considered unpaid leave.
- vi. It is expected that the staff enjoying maternity leave join the organization after the leave.

c) Paternity Leave

- i. Paternity leave will be granted for Regular and Activity staff for the first two children.
- ii. Paternity leave with full pay shall be granted on completion of one year of continuous service. The period for the calculation of service shall also include service rendered during probation.
- iii. Paternity leave of 12 days starting at any time from one week prior to the due date of delivery with consideration of a minimum gap of two years between two issues.
- iv. Paternity leave shall be availed on submission of an application on that behalf and relevant certificates.

d) Abortion Leave

- i. Abortion leaves with full pay shall be granted for a maximum of 12 days to all women staff. The number of days may be decided as per the case.
- ii. The medical certificate must be submitted along with such leave application.

e) Adoption Leave

- i. Adoption Leave up to 30 days be granted to all categories of staff only for one adoption case and such leave will be granted on a case-by-case basis after the completion of one year in service.
- ii. Relevant certificates must be submitted along with such leave application.

f) Sick Leave/Casual Leave

- i. Staff in all categories shall be eligible for Sick leave/Casual leave.
- ii. Sick leave/Casual leave shall not exceed 12 full days or 24 half days during a year. One Sick Leave/Casual Leave will be accumulated for a month at the beginning of that month.
- iii. Sick leave/Casual leave will be granted on account of the illness of staff and/or any other valid reason.
- iv. Sick leave/Casual leave cannot be carried forward or encashed.

v. Sick leave/Casual leave for more than 3 days can only be sanctioned by the immediate Coordinator/ but is informed at all levels

g) Accident Leave

i. All staff members will be compulsorily covered under mediclaim and accident policy unless a willful written declaration is given for opting out of this benefit. The premium of the accident and Mediclaim policy will be included in the Cost to Organization. In case of the budgetary provisions under the specific project, the said payment will be done by the organization from the project.

h) Study Leave

All staff may after 3 years of service avail of unpaid study leave for a period extending from a minimum of 1 month to a maximum of 3 months. During this period, the staff concerned will be entitled to a continuance of gratuity benefit. Following the completion of the education for which leave was sanctioned, the contract of the staff concerned may be negotiated.

i) Elections

If it is an assembly or Lok Sabha election or local body election, the staff may be permitted to take two hours permission during working hours to exercise their franchise in order to facilitate staff to cast their votes.

j) Leave Without Pay

Staff may be granted Leave without Pay, on request, if no other appropriate leave is due to his/her credit. Leave without Pay will be granted at the sole discretion of the Management either on medical or personal grounds. If the leave exceeds 30 days, then this will have bearing on – the probation period (probation will be extended)

and entitlements of all other leave categories. This will have to be approved by CEO with a recommendation from the immediate coordinator

X. PERFORMANCE APPRAISAL SYSTEM.

a. Objective

The purpose of performance management is to improve performance. It is an ongoing process. It should include informal and formal reviews. The organization encourages a two-way process, i.e. employees can also give management feedback on performance.

- To provide a framework for systematic planning of performance objectives at the beginning of the year.
- To ensure Congruence between individual objectives & organizational goals.
- To identify the gaps in performance for the purpose of development.

b. Process

1. The appraisal year is defined as the financial year i.e. April to March.
2. The process commences with a performance planning/goal-setting exercise in which the Key Result Areas for all individuals are defined at the beginning of the year through a discussion between the staff and coordinator. The task list/KRAs should be submitted to HR duly approved by the appraiser.
3. The employee will also define weightage (%) for every KRA. The sum total of all weights should be 100.
4. Appraisal discussion with Coordinator During the appraisal discussion between the coordinator and the employee the coordinator will review the ratings provided by the employee and the relative weights allocated to individual KRAs.
5. The coordinator can alter the ratings/weights if he/she deems it fit.
6. The coordinator will then identify areas for improvement for the employee based on the discussion which have to be documented in the form.
7. Once there is consensus on the rating the form has to be signed by the employee and the coordinator.
8. Once all ratings have been collated by HR there has to be discussed with a standardization committee. The participants for this discussion would be all the SMT members and HR. The primary motive of the standardization process is to ensure that the ratings are following a normal distribution.
9. Post the review by the vertical heads the final ratings will have to be approved by the CEO.

XI. PROMOTION/INCREMENT

- a. Promotion/Increment will be based on Performance Appraisal conducted annually or as suggested by the management. The approved pay scale of the organization will be referred to for fixing the increment/ promotion.
- b. The Standardization Committee based on the ratings reflected in the Performance Appraisal forms shall standardize the remuneration across all units of YRA.
- c. Every staff member shall be given a written order specifying promotion or re-categorization, as a result of the standardization process.
- d. An appreciation letter for addressing the extraordinary work done by the staff shall

be given as a motivational aspect

XII. CODE OF CONDUCT AND DISCIPLINE

Staff shall desist from indulging in any of the following acts of omission or commission:

- a) Acts that are inconsistent with the philosophy, principles and goals, and core values of integrity, commitment to social justice, humane relationships, secularism and gender sensitivity. (As per YRA's Statement of Purpose/ values.)
- b) Willful insubordination or disobedience, whether or not in combination with another, of any lawful and reasonable order of her/his superior.
- c) Willful slowing down of work with a view to delaying the completion or resulting in non-completion of any time-bound Project or the abatement or instigation thereof without discussion of grievances at appropriate fora, viz. Project/Team, YRA Staff General Body, CEO, Governing Council.
- d) Habitual absence without leave or absence without leave for more than 15 consecutive days or overstaying the sanctioned leave without sufficient grounds or satisfactory explanation in writing. Leave for a shorter period or more than 15 days on 3 or more occasions will also be treated as a habitual absence.
- e) Lack of punctuality in office and/or work assignments.
- f) Intentional sending of inaccurate monthly reports or submission of reports after unreasonable delay, without valid and satisfactory reasons on more than 3 occasions.
- g) Any theft, fraud or dishonesty in connection with the activities or property of YRA or of any other co-staff or of the property of any participant/beneficiary of YRA's programed or engagement in any financial/commercial transactions with participants in YRA's programs.
- h) Taking or giving or demanding any bribe or illegal gratification or gift from any of the participants of YRA's programed or supplier/service provider or contractor engaged by YRA or any organization/institution and its constituents who engage YRA as a contractor/service provider.
- i) Taking or giving loans, engaging in any commercial transaction, trade or business with YRA's project partners without expressing prior permission of the concerned coordinator or CEO.
- j) Drunkenness, riotous, impolite or disorderly behavior or any behavior not conducive to the normal functioning of YRA and/or with participants of YRA's programs or

with co-staff.

- k) Sexual harassment, either of co-staff or of participants in YRA's programs. Sexual harassment includes such unwelcome sexually determined behavior (whether directly or by implication) such as physical contact and advances, a demand or request for sexual favours, sexually colored remarks, showing pornography, any other unwelcome physical, verbal or non-verbal conduct of sexual nature. (Refer Anti Sexual Harassment policy)
- l) Commission of any act subversive of discipline or good behavior or commission of any act calculated to bring the organization, staff and/or office bearers into disrepute or contempt.
- m) Disclosing to unauthorized persons any information regarding YRA and its project or any information regarding YRA's internal functioning or any other information, which is to be kept confidential.
- n) Use of YRA's name without prior approval or sanction of the appropriate authority for the promotion of personal interest or solicitation for personal interest .
- o) Addressing or communicating with the press or any other media or any forum on the issues outside the staff concerned immediate area of work and/or of broader policy nature to YRA without authorization from the appropriate authority or CEO.
- p) Refusal to accept any written communication and/or comply with orders and instructions of YRA and its nominated functionaries.
- q) Consumption of any addictive substances on the YRA premises or those of its programs or in the field.
- r) Habitual negligence in the performance of duties.
- s) Breach of any of these service rules and regulations.

XIII. PROCEDURE OF ENQUIRY IN CASE OF MISCONDUCT (other than Section X k)

Staff who commit any breach of the norms of conduct and discipline as laid out in Section X above will have her/his contract of employment terminated after an inquiry report into the alleged misconduct is put up in writing before the SMT or any staff/beneficiary of YRA by its majority resolution feels it just and necessary to terminate the contract of employment of the staff concerned and recommend this in writing to the CEO. In such an eventuality, however, the staff concerned may put in her/his written explanation to the proposed punishment and on consideration of the same and upon hearing the staff concerned, the CEO may take the final decision. However, in exceptional cases, the CEO may take an independent decision or involve the Governing Council if s/he feels important.

A. The following steps shall be taken for enquiry into misconduct:

1. Show-cause notice will be issued to the staff concerned.
2. If the reply from the staff is unsatisfactory, a charge sheet will be issued.
3. After the receipt of a reply from the staff on the charge sheet, an enquiry process can commence. The enquiry committee will be set up by the SMT or the Office Management Team from the respective offices.
4. Against the charge sheet, staff will be entitled to lead any evidence and be given the opportunity to be heard.
5. The enquiry officer will record its finding and send them to the Management Team as an inquiry report.
6. Enquiry Committee will recommend the type of punishment along with the finding report to the CEO.
7. The CEO will furnish the report to the staff along with the proposed punishment.
8. In awarding punishment, the Director General will take into account the gravity of the misconduct, the previous record, if any, of the staff and any other extenuating or aggravating circumstances that may exist.

Decisions related to enquiry including issuing of show-cause notice, charge-sheet etc. may be initiated by persons with delegated powers in this behalf.

B. Loss of Confidence

In case of loss of confidence, there will not be any enquiry procedure.

C. Punishments

The following punishments may be imposed:

1. Warning
2. Censure
3. Rearrangement from the project/ Transfer
4. Withholding of promotions or delay or stoppage of increment
5. Recovery from pay of the whole or part of any pecuniary loss caused to the organization
6. Termination of employment by way of discharge
7. Suspension
8. Termination of employment by way of dismissal

D. Financial/ Material Loss

If any financial/material loss is caused to YRA by any willful act of omission/ commission of any staff, the matter shall be put up in writing before the District/Regional Coordinator or senior member of the team and if it is confirmed upon hearing the staff concerned that:

1. The said loss is caused due to a willful/intentional act, and s/he is liable to reimburse the entire loss caused.
2. The said loss is caused not due to willful/intentional act but due to negligence and insincerity towards the discharge of duties, s/he is liable to reimburse a partial amount on the basis of the actual amount spent as may be recommended by the enquiry committee.
3. The said loss is caused inadvertently which s/he will reimburse in nominal penalty as may be recommended by the enquiry committee.

The financial loss will be on the service record and will reflect in her/his annual Performance Appraisal System. The reimbursement may be by way of deduction from monthly honorarium/salary etc., which shall not, however, exceeds 30% of the total monthly honorarium/salary of that staff per instalment

The enquiry committee will inquire into and consider the circumstances and factors involved and locate the person/persons involved in the incident and will come to its conclusion and recommendations. The Management Team may consider handing over the investigation to a separate and independent team for impartial enquiry and findings. The CEO on the recommendations shall determine the extent of and manner of recovery.

E. Non-performance/ Unsatisfactory performance of responsibilities and Duties

In case of non-performance or unsatisfactory performance of responsibilities and duties entrusted to staff from time to time, and which is reflected in the Performance Appraisal a written warning for non-performance outlining the areas of improvement will be issued to the staff concerned. An opportunity for improvement ranging from 3-6 months will be given after which if there is no qualitative change in the performance of the staff concerned as decided by the respective Project/Team Leader/Co-coordinator/Director/CEO, the contract may not be renewed or the contract may be terminated. If the staff concerned feels that due procedure was not followed as laid out in this para, she/he can approach the Management Team. The Management Team could form a committee to suggest. However, the decision of giving a hearing to the staff concerned and about her/his termination shall rest with the Senior Management Team.

I. RETIREMENT

- a. The retirement age of any staff in YRA would be 60 years (till the end of the last month of service)
- b. After the completion of 60 years, the staff can re-apply for the appropriate post if and as per the need of the organization. A specific period contract will be applied considering the scope and need of work and key deliverables.
- c. An employee shall be liable to be retired prematurely before obtaining the normal retirement age of 60 years on medical grounds without any liability for compensation whatsoever if he or she becomes physically or mentally unfit to discharge his / her duties efficiently to the entire satisfaction of the management. A medical board will be constituted for this purpose and the decision of Management, based on the advice of the medical board will be binding on the employee.
- d. In case of CEO's retirement, if the same person is working for long time for the organization, the Governing Council will take final decision

II. RESIGNATION

1. Staff desirous of leaving YRA voluntarily shall convey her/his decision in writing to YRA, 6 months in advance in case of the CEO, 3 months in advance in case of the Director, 2 months in advance in case of the District/Regional Coordinator/Manager and 1 month in advance in case of the remaining staff. She/he will be responsible for transferring the tasks and contacts to the individual replacing her/him in the organization.
2. The CEO has the right to decide that the previous month's honorarium salary corresponding to the required notice period may be deducted from the salary dues/Provident Fund.

III. TERMINATION

- a. Probationer – 15 day's notice / or pay in lieu of notice
- b. Confirmed staff: in Direction scale 3 months / or pay in lieu of notice & all other staff 1-month notice /or pay in lieu of notice. (Pay = Basic)
- c. In the event of restructuring, shifting or closing of any projects or all of the offices, YRA reserves the right to terminate the services of a confirmed employee by giving 1 months' notice in writing or salary (Basic pay) in lieu thereof without any other compensation or liability.

IV. YRA STAFF GENERAL BODY

1. All staff of the respective offices will be treated as members of the Staff General Body of that office. In case of major policy decisions, the YRA Staff General Body, which consists of all staff from all offices, is to be convened once in 18 months attached to the staff school. The convener of the staffgeneral body will be nominated from amongst the staff.

V. EMPLOYEE BENEFITS

a. **Provident fund**

All staff in the 'Payroll' category are eligible to be members of the ProvidentFund (PF) scheme registered under the Employees Provident and Miscellaneous Provision (E.P.F) Act, 1952.

1. 12% of the Basic salary and dearness allowance (DA) shall be deducted from each eligible staff member as a contribution towards her/ his share each month at source and transferred to the PF account.
2. YRA shall also contribute 12% of the management share to the PF account and administrative charges. The said contribution shall be deposited on or before the 15th of the following month.
3. Staff registered under the E.P.F Act will have to abide by all the provisions/requirements of the rules and regulations.

B. Gratuity

YRA's Gratuity Scheme is under the Group Gratuity Scheme of Life Insurance Corporation (LIC); the same details will be applicable as per the rules of the scheme framed by LIC.

VI. UPDATING PERSONAL INFORMATION

Staff members are asked to notify in writing the immediate coordinator and Head office of any change of name, address and telephone number, bank a/c number, passport details and also any changes in details of next of kin or the person to be notified in cases of emergency.

Staff should also give notification of the details of any changes in recognized partners or reorganized dependents where such details are required for insurance or other purposes.

Dependents: For married staff: spouse and unmarried children (children earning will be excluded). For unmarried staff, parents only.

VII. RESOURCE PERSON

If any employee is invited to serve as a resource person by any other organization, the employee must obtain the prior written approval of the CEO/ Immediate Supervisor to do so. If any remuneration or honorarium is received by the employee for serving as a resource person during office hours, it is expected that the employee will make a donation of this amount to the accounts department. The CEO will have discretionary power to decide the proportion on case to case basis. But in the case of CEO, it will be a 100% donation to the organization.

VIII. GRIEVANCE REDRESSAL & RECONCILIATION

The purpose of this Policy is to establish a process whereby a grievance of staff in YRA is duly recognized, addressed and settled within a stipulated timeframe.

The main objectives are as:

- To handle disputes and /or complaints promptly and effectively.
- To offer an effective process to both supervisor and staff.
- To improve staff morale, thereby maximizing effectiveness and helping to assure a high level of job performance and satisfaction.

AMENDMENTS

Any changes in the staff policy can be introduced by the Governing Board of YRA on the recommendation of the CEO or of their own accord or on the basis of recommendations emanating from the Management Team/YRA Staff General Body and forwarding to the CEO with her/his recommendations. This travel Policy of YRA was discussed and mandated by Governing Council in its meeting held on 21th April 2023 and will be applicable with effect from _____.



CEO



Secretary

President