



Making a Difference in an Unsustainable World

Human Resource Manual 2022

Foreword

The Lipok Social Foundation is founded in the backdrop of unsustainable livelihoods and grave injustice prevalent among the small farmers and peasants of Marathwada – the region infamous as the hotbed for farmer suicides in the country. The organization has chosen this region for its beginnings to bring about a difference in an unsustainable and unjust world. The organization therefore should reflect environmental sustainability and strive to become the epitome of justice in its internal functions, relations with people, and actions with the communities.

This manual guides us on the policies and procedures for staff throughout their association with the organization. The manual is a living document and will be updated participatorily with feedback and suggestions from staff and experts. We trust this manual will help us grow together as a team responsible towards the community, donors, other stakeholders, and the environment around us.

Yours in sincerity,

Joy Daniel and Ruma Daniel
(Founder Directors)

Vision:

Sustainability drives the production, livelihoods, and consumption, in all that life requires.

Mission:

Together with farmers, communities, government, civil society organizations, consumers, retailers, and host of planet earth's stakeholders to bring about sustainable production, consumption, and livelihoods.

Core Values:

Our Actions speak “Sustainability” – All the actions of team members within and outside the organization reflect our vision and mission.

Inclusion – The organization does not discriminate people based on caste, colour, disability, HIV status, marital status, origins, race, religion, sex, or sexual orientation in the recruitment, opportunities for learning and roles within and outside the organization, salaries, and any other benefits. Besides, the organization takes all measures to ensure equity and inclusion for all those involved within and with the organization.

Integrity – Each of the team member are honest in their work and dealings – both internal and external.

Continuous Learning – All the members in the organization continuously strive to update and build their skills as required to bring about more effective and efficient interventions with the target groups. The organization, as a whole, constantly grows as a learning organization.

Respect – The organization respects the views and culture of all the individuals within the organization and those associated. The members of the organization will not coerce their opinions or views on

others. The individuals in the organization treat one another with dignity and are open to opinions expressed by anyone and strive for equity in participation.

Celebration – The organization and its members will make efforts to celebrate milestones, successful efforts, festivals, birthdays, and other events in ways that will encourage but not hamper the work environment.

Recruitment Policy

The organization follows fair policies and procedures that are in accordance with the vision, mission, and core values for the recruitment and appointment of persons.

A position falls vacant as a result of death, prolonged sickness or physical or mental inability to perform, termination due to end of contract or other reasons, retirement, expansion of the organization, or to undertake activities of new projects or programmes.

Steps followed -

1. Any vacancy that arises is brought to the notice of the Management (the Directors of the Organization) at the team meetings or in the staff meetings.
2. The vacant position, if recommended by the Founder Director, is first announced within the organization for a period of at least 3 working days when staff within the organization could apply for the vacant position. The Founder Director along with the line Manager of the vacant position is at discretion to fill the position from the applicant staff within the organization. Afterwards and if the vacancy is not filled internally, the position is advertised through social media, organization's website, other online platforms, and may also be advertised in local newspapers if found to be necessary by the Appointing Authority – i.e. the Founder Director or a representative assigned this responsibility of recruitment.
3. The vacant position is advertised in at least one among the following mediums – Website, social media, job portals, and Newspapers – for at least a period of one week before the interviews or any other further steps in the selection process.
4. Only candidates above the age of 18 will be considered for further stages in the selection process. The further stages will be as required for the vacant jobs under consideration. At the least, it will entail an interview conducted by the Founder Director or a representative assigned this responsibility of recruitment and a panel consisting of colleagues from the department or projects related to the vacant position. This may be followed with further interviews, written examination, practical tests, group discussions, or any methods found suitable by the recruitment panel.
5. At any stage in the selection process, the candidate will be directed to present the original certificates.
6. The selected candidate will be on probation for a period of six months unless recommended by one of the Founder Directors. During this probation period, either the candidate or Lipok Social Foundation may terminate the arrangements with a 15 days notice.
7. Any selected candidate found to have presented mala fide documents or evidence to influence the selection process will be terminated with a 48 hour notice.
8. An offer letter will be provided to the selected candidate either immediately after the selection process or after the probationary period as recommended by the Founder Director. An offer letter signifies that the candidate is recruited as a regular staff.

If the selection is for a consultant or for a specific requirement in a particular project, the rules of work will be as defined in the related contract or agreement with the selected candidate. Such candidates are not treated as regular staff of the organization.

Probationary Period

Normally, a selected candidate for a vacant position is appointed for a probationary period of six months unless recommended otherwise by the Founder Directors or a panel so assigned. During the period of probation, the candidate is not eligible for leave or other facilities as provided to regular staff. However, the candidate under probation will be paid a monthly remuneration as agreed at the time of appointment.

Leave Policy

Leave is not to be claimed as a right but a privilege earned by the performance of work. Leave will be granted subject to requirements at work and in administration. Any of the staff may apply for leave to the Founder Director or a representative assigned, at least one week before the required leave dates unless for sick leave and sympathy leave. The staff may avail the leave after it is duly approved by the concerned Founder Director or a concerned representative.

The leaves of any type are as per the calendar year i.e. 1st January to 31st December except for sick leave, maternity leave, paternity leave, and sympathy leave.

Casual Leave

Staff may take upto twelve days of casual leave during a calendar year. This leave cannot be taken for more than two days at a time and will be approved based on the requirements for implementation of activities.

Annual Leave

Annual Leave should be applied at least 15 days in advance and can be taken for a maximum of 20 days in a year. This is generally taken for long holidays to rejuvenate and for a better work-life balance. Therefore, a staff must avail a minimum of five consecutive days and can be availed to a maximum of 4 times in a year. Annual leave, if not taken in the year, will be credited to the following year. A maximum of 30 days can be accumulated and excess leave thereafter lapses. At the cessation of employment upon resignation or retirement, such leave can be encashed. However, this encashment does not apply to termination of employment due to misconduct.

Sick Leave

If a staff is unable to join duty due to a sickness, he/she should inform the concerned department/person at the beginning of the day. Such leave will be treated as sick leave and a staff may avail a maximum of 10 days of sick leave in a year. However, any request for approval of sick leave for more than 3 consecutive days should be accompanied by a medical certificate.

Compensatory Leave

Compensatory leave may be offered at the discretion of the supervisor or the Founder Directors. Such leave is a compensation for any work (which does not fall under the normal course of activities that the staff has been assigned) that has exceptionally emerged on a specified holiday.

Example – Mary is the Accountant in the organization. Sunil, the auditor, is only available to audit the books of accounts on Sunday. Mary, therefore, has to be with the auditor on Sunday which is a

specified holiday. Mary may apply for a compensatory leave on any other working day of the organization.

Maternity Leave

Maternity leave will be granted to a maximum of 180 days that is inclusive of holidays. In case of related medical complications, additional sick leave may be granted.

Paternity Leave

Paternity leave will be granted to a maximum of 90 days that is inclusive of holidays and with full pay. An additional 90 days may be granted with half pay.

Sympathy Leave

Sympathy leave can be requested upon death of immediate family members of the staff or spouse of the staff. Such leave may be granted to a maximum of 3 days on any such unfortunate event. The immediate family members include – parent, child, sibling, and spouse.

Other Leave Rules -

Any particular type of leave cannot be taken in continuation or prior to a different type of leave.

Example –

- Anil wants to go on a long holiday trip for six days. He has 5 days of annual leave remaining and 1 day of casual leave that he may take for the month. He cannot take the annual leave of 5 days and continue this with a casual leave of 1 day or vice-versa for his six-day holiday trip. He may have to cut short his holiday trip.

Any type of leave may either conclude with a specified holiday (weekend or a holiday as approved by the organization) or may start from a specified holiday in which case the holiday(s) will not be considered a part of the leave period. Any holiday that falls in between the period of leave will be considered a part of the leave period and added to the number of leave days taken by the concerned staff. This does not apply to sick leave and sympathy leave.

Example –

- Lakshmi's sister arrives on Friday from Chennai and departs on Monday. She applied for annual leave from Friday to Monday to be with her sister. The HR department may approve **5 days of annual leave** despite Sunday being a holiday. Annual leave should be for a minimum of 5 days and a casual leave cannot exceed 2 days at a time.
- Ibrahim's parents are visiting him for Eid celebration. The specified holiday for Eid is on 5th June which falls on a Friday. Saturday and Sunday are specified holidays too. Ibrahim plans to apply for 1 day casual leave on Thursday (the day before Eid) to prepare for the arrival of his parents and another 1 day casual leave on the following Monday. His good friend, Ramesh, discouraged him from doing so as this will be counted as 5 days (Thursday to Monday) of annual leave. However, if he just applies for casual leave on Thursday (the day before Eid), he gets 4 days of being with his parents at home while having taken only 1 day of casual leave.

Staff who have abstained from work without due application and approval of leave will be treated as absent and proportional salary will be deducted. Staff with such abstinence for more than 10 consecutive days will be liable to be terminated from services.

Leave without pay may be approved to a maximum of five days in a year under exceptional circumstances and at the discretion of the concerned Founder Director or a representative.

Weekly-Off

All Staff are entitled to a weekly off on all Sundays. The first Saturday and third Saturday of the month will also be holidays.

National and Public Holidays

The organization will follow the national holidays as declared by the government, such as for the Independence day, Republic Day, and Gandhi Jayanti. In addition to these, 17 holidays may be determined by the organisation in the month of December every year for the following year.

Hours of Work

The normal working hours during the day is 8 and a half hours inclusive of one-hour break or about 48 hours in a week. It is expected that the staff complete their work within these working hours.

The management and administration staff are expected to be in the office from 9 AM onwards and till 5 PM at least and organize their work and timing accordingly to complete at least 8 and half hours of work.

The field and programme staff may organize their work day accordingly for at least 8 and half hours of work. In certain circumstances, they may have to be at the field during very early hours or very late hours. The hours of work, activities, and places of visit may be recorded in a separate register.

Official Local Travels

To the extent possible, the organization will provide vehicle (motorcycle, scooter, car, pickup, or any other vehicle) for travels in connection with official work. Use of personal two-wheeler for official work will be reimbursed @ Rs.3.50 per km. The concerned staff is responsible to have the right licence to drive the allotted vehicle or the personal vehicle as the case may be, and will also follow the government rules. A copy of the licence should be available with an assigned representative in the organization.

Use of motorcycles/ scooters for a round trip of 20 kms in a day is discouraged. Staff are encouraged to use bicycles for any field trip of less than 20 kms round trip, and preferably upto 50 kms round trip if they are capable. As far as possible, bicycles will be allotted to staff by the organization. The concerned staff shall bear the responsibility to maintain the bicycles. The allotted bicycles will remain the property of the organization and shall be used by the staff until they serve with the organization or as directed by the Founder Directors or their designated representative. The bicycle users shall be paid -

- @ ₹30 per day for use of bicycle for a trip > 15 kms and < 20 kms.
- @ ₹50 per day for use of bicycle for a trip > 20 kms and < 30 kms
- @ ₹80 per day for use of bicycle for a trip > 30 kms and < 50 kms
- above 50 kms at the discretion of the Founder Director or their designated representatives. This amount is towards the requirement of additional nutrients and oral rehydration.

On Duty Tours

1. The staff may spend reasonable amount for travel, board, and lodging as agreed before the start of on-duty tour. In case it is not agreed before the start of on-duty tour, the permissible limit for board is upto Rs.1000 per day for tier 1 cities, Rs.800 per day for tier 2 cities and Rs.600 per day for all other cities. The reasonable amount for lodging is Rs.3000 per day for

- tier 1 cities, Rs.2200 per day for tier 2 cities and Rs.1500 per day for all other cities.
2. If it is required and necessary to host a representative of a partner organization or a well-wisher, a staff may spend as necessary for the hospitality required and settle the actual bills for reimbursement. Such expenses should have prior approval of the Founder Directors or the line Manager.
 3. The approved expenditure will be reimbursed on providing supporting documents.
 4. The employee staying under own arrangement while on tour is entitled to claim food and incidental expenses as per his/ her authorization.
 5. Use of personal four-wheeler for outstation official work can be reimbursed @ Rs.13 per Km with the prior permission of the Founder Directors or concerned representative. All government rules and regulations are to be followed. Only Directors may use personal four-wheeler for outstation official work. All other staff may use personal four wheeler for official work if there are 3 or more staff going together for the same purpose and to the same locations. The concerned staff is wholly responsible for any violation of government rules/ regulations and any unfortunate incidents that may happen.
 6. Use of personal motorcycle/ scooter for outstation official work can be reimbursed @ Rs.3.50 per km with the prior permission of the supervisor. All government rules and regulations are to be followed. The concerned staff is wholly responsible for any violation of government rules/ regulations and any unfortunate incidents that may happen.
 7. When air travel is allowed, staff are encouraged to travel by cheapest airline on economy class.
 8. Mode of Travel: (a) Higher mode of transport only with prior approval of Founder Director/ Concerned representative (b) Bus and Train travel is preferable when the distance is short/ overnight and tickets are available. (c) Staff are encouraged to share room while on tour to reduce cost. (d) Expenses on local conveyance and communication will be on actuals.
 9. All travel related expenses shall be reimbursed in actuals upon submission of the bills in original. Bills should be submitted for expenses where available and possible.
 10. The staff are encouraged to minimize expenditures as much as possible. The reimbursement will be as per actuals.
 11. When two or more staff travel together, the person who spends only must make the reimbursement claim.
 12. Expenses incurred for alcohol, tobacco, and other personal habits are not permitted for reimbursement claim.
 13. Travel advance may be taken after due approval of the supervisor.
 14. All travel advance should be settled within 3 working days after return.
 15. Any travel which is finished in a single day (dawn to dusk) is treated as local travel unless the distance from office/ home is more than 60 kms.
 16. In case two or more staff of different designation categories are traveling together for the same purpose, the mode of travel and local transportation will be decided as per situation by the Founder Director.
 17. The above rules may be changed at any time depending on situations and changing circumstances without prior intimation.

Tier	City
1	Bangalore, Chennai, Delhi, Hyderabad, Kolkata, Mumbai
	Agra, Ajmer, Aligarh, Amravati, Amritsar, Asansol, Aurangabad, Ahmedabad, Bareilly, Belgaum, Bhavnagar, Bhiwandi, Bhopal, Bhubaneswar, Bikaner, Bokaro Steel City,

2	Chandigarh, Coimbatore, Nagpur, Cuttack, Dehradun, Dhanbad, Durg-Bhilai Nagar, Durgapur, Erode, Faridabad, Firozabad, Ghaziabad, Gorakhpur, Gulbarga, Guntur, Gwalior, Gurgaon, Guwahati, Hubli-Dharwad, Indore, Jabalpur, Jaipur, Jalandhar, Jammu, Jamnagar, Jamshedpur, Jhansi, Jodhpur, Kakinada, Kannur, Kanpur, Kochi, Kottayam, Kolhapur, Kollam, Kota, Kozhikode, Kurnool, Lucknow, Ludhiana, Madurai, Malappuram, Mathura, Goa, Mangalore, Meerut, Moradabad, Mysore, Nanded, Nashik, Nellore, Noida, Palakkad, Patna, Pondicherry, Prayagraj, Pune, Raipur, Rajkot, Rajahmundry, Ranchi, Rourkela, Salem, Sangli, Siliguri, Solapur, Srinagar, Sultanpur, Surat, Thiruvananthapuram, Thrissur, Tiruchirappalli, Tirunelveli, Tiruppur, Tiruvannamalai, Ujjain, Bijapur, Vadodara, Varanasi, Vasai-Virar City, Vijayawada, Visakhapatnam, Vellore, Warangal
3	All other cities

Insurance

All staff will be provided an accident insurance by the organization. It is the duty of the staff to keep this insurance updated.

Anti-Sexual Harassment Policy

Sexual harassment is “unwelcome verbal, visual, or physical conduct of a sexual nature that is severe or pervasive and affects working conditions or creates a hostile work environment.”

Lipok Social Foundation views any finding of sexual harassment a serious violation of human rights. If it is determined that inappropriate conduct has been committed by a staff, appropriate action will follow under the circumstances. Such action may range from counselling to termination from employment, and may include such other forms of disciplinary action the Directors and a panel so formed deems appropriate under the circumstances.

Conflict of Interest

The staff of the organization are not permitted to undertake any outside work assignments with any other firm for additional income or material gain without prior consent from the Founder Directors.

The staff of the organization may also not arrange purchase of materials, supply of services, or assign work for monetary gain with any of their close relatives unless recommended and approved by the Founder Directors or an assigned panel of staff.

Resignation

If a staff member wishes to resign from the services of the organization, s/he will be required to give one month's notice or one month's gross pay in lieu of notice period. In case the staff member resigns while on probation, the notice period will be 15 days or equivalent gross pay in lieu thereof. If a staff member requests for being relieved from the services of the organization earlier than the duration of the resignation notice period, the staff member's leaves on hand will first be adjusted against the notice period. The staff member will be required to serve the organization for the balance of the notice period or pay gross salary for the said balance period. In any case staff are required to complete their assignments on hand and also to organize a properly managed handing over process as decided by their line manager, prior to being relieved from the services of the organization.

Anti-Harassment and Discrimination Policy

Any form of harassment or discrimination is again a serious violation of human rights. If it is determined that inappropriate conduct has been committed by a staff, appropriate action will follow

under the circumstances. Such action may range from counselling to termination from employment, and may include such other forms of disciplinary action the Directors and a panel so formed deems appropriate under the circumstances.

Misconduct and Disciplinary Action

Any act of the staff that is against the policies of the organization will be considered as misconduct and liable to a disciplinary action as approved by the Founder Directors and a panel so formed for the purpose.

Disability Policy

The organization will make all efforts to ensure that at least 5% of the staff will comprise of persons with disabilities. The staff of the organization will be sensitized towards issues concerning people with disabilities. Any harassment (verbal or physical) of persons on account of their disability will be considered as a serious violation of the organization's policy and stern actions will be taken.

The management of the organization will ensure that persons with disabilities are enabled to undertake the activities or responsibilities that they are assigned. These enabling interventions may include the following, among others as may be notified from time to time –

- Additional allowance to compensate for the challenges in travel during outstation tours.
- Enabling workspace and transportation to undertake their respective activities.

Policy on Persons with HIV/AIDS

The organization will strive to create an enabling environment for people with HIV/ AIDS. These will include –

- An additional payment of Rs.10,000 per year to partially cover the costs of treatment.
- An additional payment of Rs.500 per month to buy nutritious food.
- Additional sick leave of 10 days per year.
- HIV/AIDS sensitization programme will be conducted for all the staff on regular intervals.