

HUMAN RESOURCE POLICY



(Revised in 2024)

**Balasore Social Service Society
Vivekananda Marg
Balasore 756 001**

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A. Introduction

BALASORE SOCIAL SERVICE SOCIETY (BSSS) is the Official Socio-Developmental Organization of the Catholic Diocese of Balasore for disaster management and Development. It is a State level Organization and registered under Registration of Societies Orissa Act XXI of 1860 having the registration No. 19342/61 of 1992-1993 and having its registered office situated at Balasore Social Service Society, Vivekananda Marg, District & P.O. Balasore – 756 001, Odisha.

Balasore Social Service Society seeks the integral development which inspires the society to see its staff as human resources and as partners in delivering its services to the poor. Basically, the personnel are to be motivated by a spirit of voluntarism and service to the poor. Though specialization capacitates a person to become efficient and effective in delivering a particular type of service, in the spirit of teamwork every staff member of Balasore Social Service Society is expected to be multi-tasking. However, as an organization, Balasore Social Service Society is committed to recruit and help each staff member grow with a core competency in a specific thrust area. The following policies guide Balasore Social Service society in managing its human resources.

B. Vision

“We envisage a transformed society where love, peace and Justice prevail”.

C. Mission

‘We undertake the mandate of promoting, facilitating and enabling sustainable human development of all, especially the poor and the marginalized by fighting poverty, diseases, enhancing quality education, ensuring livelihood, food security and addressing emergencies.’

D. STAFF STRUCTURE

1. Categories: Balasore Social Service Society is to have six categories of staff:

- i. Executive Staff: Director, Asst. Director
- ii. **Managerial Staff: Program Managers**
- iii. Supervisory Staff: Implementing Officer (Coordinator), Asst. Implementing Officer, Supervisors, Gender Facilitator.
- iv. Field Staff: Community Organizers, Animators,
- v. Administrative Staff: Finance Administrator, Accountant, Documentation Officer, Office Assistants
- vi. Auxiliary Staff: Office Attendants, Care Taker, Caterer, Gardener, Driver
- vii. Volunteers

2. Classification: Balasore Social Service Society is to classify its human resources into the following classifications, viz., Full-time Regular, Part-time Regular, Probationary, Contractual and Voluntary. All employees are classified as either regular or temporary. Regular employees are employees hired without a specific termination date. Temporary employees are employees whose position at the time of hire is for a short-term period. Terms of employment will depend on agency needs, and in no case will a temporary position be construed as being a contract for a definite time.

- i. Full-time Regular Employees* are those employees who have been regularized after a certain period of probation or contractual work. They work 48 hours per week and are eligible for all the benefits.
- ii. Part-time Regular Employees* are those employees who have been regularized after a certain period of probation or contractual work but render their service will be as of the full-time regular employees. Part-time salaried employees are eligible for all benefits and earn sick leave and vacation at a rate proportionate to the hours of work. Part-time regular employees that work for less than 24 hours a week are not eligible for benefits.
- iii. Probationary Employees* are those employees who have been hired for a specific project newly and are kept on probation for three months because they are new to Balasore Social Service Society and to the job hence lack competency and experience.

On satisfactory completion of the probationary period, the employee will be confirmed in service by a letter of confirmation. During the probationary period, the employee's service may be terminated at any time without notice and without assigning any reasons. A non-renewal of a contract of a probationer before the end of the probation period is deemed to be an automatic termination of the contract.

- iv. Contractual Employees* are those employees who have been hired on a contract basis for certain projects. They are not to get the benefits that regular employees get.
- v. Voluntary Employees* are those employees who without taking any remuneration or pay agree to serve the organization for a definite period. Examples of this classification could be experts who have retired from their Government or non-government jobs and would like to contribute to society through their resourcefulness, students who come to do an internship and others from home and abroad who volunteer to give a helping hand in a specific area of work.

E. STAFF RECRUITMENT POLICY

1. APPOINTING AUTHORITY

- i.* There shall be an Appointment Committee comprise of the Director, Assistant Director, a member from the Governing Body, and a senior and reputed staff of Balasore Social Service Society.

- ii. Appointment to the post of managerial, supervisory and finance staff will be made by the Director on behalf of the Appointment Committee. Appointment of employees below the rank of an above-mentioned category will be made by the Executive Director directly.

A copy of the HR Policy with Service Rules and Conditions for Employees of BSSS shall be given to the employee at the time of appointment along with their letter of appointment.

- iii. Employment of persons from one family: Ordinarily, only one person from a family will be employed in BSSS.

2. RECRUITMENT PROCEDURES

In case of recruitment, BSSS may follow any of the methods: External direct recruitment or internal recruitment through promotion or transfer to a vacancy. The source of recruitment concerning any post is entirely a matter of discretion with the Management.

The normal procedure in filling a vacancy shall be as follows:

- a) The Director shall inform the President of a vacant position, and then begin the recruitment procedure.
- b) The Director/Assistant Director based on Job Analysis will prepare a Job Specification. Job Specification will include physical, mental and temperamental qualities desirable for the job.
- c) The Director/Assistant Director may also design a job application form.
- d) If the post can be filled in by a staff member, the Appointment Committee shall discuss the matter and decide on the transfer or promotion of the person. The staff member then shall be orally informed of the decision, If the team plans positively and a Letter of Appointment shall be issued later.
- e) If the vacancy can be filled in by a staff member, but the Management is not sure of which staff can fill the vacancy or is sure that there is more than one person who can fill the vacancy, then the Director shall issue an internal notice to the Staff, publicly displayed with the Job Specifications and ask for applications. On receipt of the applications, the Director/assistant director shall arrange for an interview. The team may accept any or reject all after the interview.
- f) If the vacancy needs to be filled in through direct recruitment, then the Director with the Job Specifications, shall post an advertisement on the notice board of BSSS and also may choose one more medium of information among the following – information through a letter to partners and/or staff, through an oral announcement to partners/staff, through an advertisement placed on a printed media or electronic media including websites.
- g) In the case of direct recruitment, after a scrutiny of the applications, the short-listed candidates shall be called for an interview.
- h) Every interview shall include both oral and written forms of tests conducted by at least three persons as mentioned in item (d) above.

3. Advertisement for the Vacant Posts: Potential candidates are invited to apply for the vacant/required posts through a newspaper advertisement, internal promotions/placements, headhunting, campus selection in human resource and training institutes, or through the suggestions of reliable friends to apply for the posts. A combination of a few of the above methods is to be employed.

4. Application for the Post: Eligible and willing candidates are to apply for the vacant/required posts in a prescribed application form to the Secretary/Director along with a detailed Bio-data or curriculum vitae. The scrutiny of the applications is to be done by a committee before a call for an interview is sent forth to the applicants.

5. Interview: Every post in BSSS is to be filled after standard procedures of interviews consisting of oral and written tests, scrutiny of the transcripts of certificates and after cross-checking with the previous workplace and references given by the candidates. The interview is to be conducted by a panel of interviewees duly constituted by the executive committee of BSSS. External consultants are to be approached to select certain managerial candidates.

F. APPOINTMENT PROCEDURES:

1. **Communication of Selection:** The suitable candidate(s) selected is/are informed while the unsuccessful candidates may or may not be informed. The information given to selected candidates shall not be ambiguous. Therefore, the letter of communication of Selection, the position offered, the date on which the person must report to BSSS, the period of probation or contract, and what will be the salary that shall be offered must be spelled out. The letter may ask for a confirmation of acceptance from the candidate.

2. **Placement:** The candidate shall be issued a Letter of Appointment on arrival or earlier, and shall be given a copy of the HR Policy and Service Conditions of BSSS. No person shall be considered to be an employee of BSSS unless the person has received a Letter of Appointment from the Director. Every Appointment for its validity must be approved by the Governing Body. The First Letter of Appointment cannot be for more than 12 months from the date of entering into the contract.

3. **Job Description:** Every staff member is to get a Job description sheet along with the letter of appointment. It is to contain a description of the nature of their work, the immediate authority to report to along with the skills and experience required. The job description is to serve as a kind of contract explaining the roles and responsibilities of the employee. The Job Description is also to contain the title, post, job location, the immediate supervisor, pay package, benefits and so on. The Job Description is to contain a statement about the right of the Organization to monitor and evaluate the performance of the staff member. The Job Description also needs to mention the right of the Organization to seek periodic performance reviews on the job or task assigned.

- 4. Qualification:** The staff members of BSSS are to be professionally qualified both in academic degrees as well as in experience for the type of services the Organization recruits them. Persons with degrees in Social Sciences, Social Work, Sociology, Applied Economics, Agriculture, Development Communication, Rural Management may be recruited as collaborators. Over and above the academic degrees, most importantly, people seeking an opportunity at BSSS to get involved in the development process of the poor are also required to be caring, sensitive, accommodative and a team member

G. SALARY, STAFF RETENTION AND STAFF PROMOTION

- 1. Salary Structure:** Salary structure is decided by the core team consisting of President, Secretary/Director and Treasurer in consultation with the governing body.
- 2. Salary Package:** BSSS is committed to a minimum honorarium of Rs. 9000/- for the Community Organizers, Rs.15, 000/- & above for the asst. Implementing Officer, Rs. 17,000 and above for the Implementing officer including their travel allowance.
- 3. Staff Retention:** BSSS is to try its best to retain its staff that constitutes its human resources. They are to be facilitated to take up work from one program to the other as far as possible. The contract appointees are to be retained if they are found to be very resourceful for the organization.
- 4. Promotion and Perks:** BSSS is to appreciate and acknowledge any good work done by staff. It is to promote staff to a higher post if the person is eligible and a post falls vacant. It may also give them perks, a letter of appreciation or an award for their meritorious service, loyalty and hard work.

H. STAFF DEVELOPMENT

- 1. Training:** Organization has to take steps for the capacity building of the staff. There will be a minimum of two training on selected topics per year for one week in all. In addition to this, the organization is to provide training opportunities to the staff from time to time. Once they return from the training a detailed report of the same must be submitted to the organization and must share it with the other staff members.
- 2. Exposure:** BSSS is to look for opportunities to let its staff have exposure visits to other NGOs/CSOs to learn about their best practices and new models. However, no staff is to demand such exposure trips as if they were part of their benefits.
- 3. Consultancy:** If any NGO or CSO seeks consultancy from any of the BSSS staff he/she is free to do so provided they get prior permission, the commitment taken at BSSS does not get affected and are willing to pay 60% of the income they earn from such consultancies. In case of holidays staff members are free to take up any consultancy offer.
- 4. Library:** BSSS is to maintain a library along with other multi-media resources to help the staff build their capacity continuously.

I. HOLIDAYS AND LEAVE POLICY

BSSS is to grant its staff the following types of holidays and leave:

- 1. BSSS Holidays:** The following 23 days of national importance and festivities shall be holidays for all the staff of BSSS.

Sl. No	Name of Holidays	Days
1	New year day	02
2	Makar Sankranti	01
3	Republic day (after flag hoisting)	01
4	Holi	01
5	Holy Week (Maundy Thursday, Half Day and Good Friday, Saturday) Easter	2 ^{1/2}
6	Rajo Sankanti	01
7	Rathayatra	01
8	Independence day (after flag hoisting)	01
9	Idul Fittar	01
10	Ganesh Puja	01
11	Raksha Bandhan	01
12	Gandhi Jayanti	01
13	Durga Puja	03
14	Deepawali	01
15	Christmas	4 ^{1/2}

- 2. Leave Policy:** Every staff member of BSSS may avail 14 days of leave during the year for general purposes. Each staff will have to seek prior permission to use these leave days from the Director of the Organization through his or her immediate supervisor. The application for leave will have to be applied for in a prescribed format available at BSSS office in person and not through a proxy. These leaves cannot be carried forward to next year.

- 3. Special Leaves with Pay and with Loss of Pay:**

- i. Sick Leave:** A total of 5 days may be availed by every BSSS staff without a loss of pay in case of sickness. If prior permission is not obtained proof of sickness will have to be produced while seeking approval retrospectively. If a staff takes more than five days then he/she will have to forfeit their salary for those days.

- ii. Maternity Leave:** A female member of BSSS staff may avail three months of maternity leave with full pay.

- iii. Bereavement leave:** A staff member of BSSS may avail a total of 3 days (or more days if religious custom requires with the discretion of the Director) leave with full pay in case of the death of his or her immediate family member (Parents, siblings, spouse, children).

In times of emergency like flood, fire, war, epidemic, cyclone, etc all the staff members of BSSS will be called back to duty even if they are on holidays or leave. Only seriously ill and expectant mothers are to be granted exceptions to this rule.

Though BSSS desires that its staff members pay attention to the welfare of their family and spend as much time as they can on Sundays and holidays, it is a social service organization that expects its collaborators and staff to cultivate a spirit of self-sacrifice and work even on Sundays if the situation so requires.

J. ETHICAL BEHAVIOUR & CONDUCT EXPECTED FROM THE STAFF

1. Loyalty: Every volunteer, collaborator, probationary or regular staff of BSSS is required to exhibit loyalty to the Organization and is to work with a commitment to translate its mission statement into a reality. No member is allowed to simultaneously work for another organization while being part of BSSS. Each member is to work hard to create a sense of belongingness and care for each other.

2. Team Spirit: Every volunteer, collaborator, the probationary or regular staff of BSSS is required to cultivate ‘Team Spirit’ and work together respecting each other’s experiences, skills, efficiency, competencies and limitations. *Those among the staff who are hares are to carry the tortoises on their back and likewise, the tortoises are to carry the hares on their back while crossing a river.* Everyone is required to help the other in completing the much-needed job on time and give rise to an atmosphere of mutual trust and a helping mentality.

4. Discipline: Every volunteer, collaborator, the probationary or regular staff of BSSS is required to report on time, be punctual for events, workshops, seminars, and submit timely reports and performance appraisals. They are to practice self-discipline in expressing personal opinions on issues and persons. Each staff is to respect and mind the immediate supervisor to whom he/she is assigned to report.

5. Conduct: Every volunteer, collaborator, the probationary or regular staff of BSSS is required to behave with other staff members and other stakeholders ethically. No one is allowed to lie, cheat or steal. Every staff member is to exhibit good character, decency in the public and proper attitude. No one is allowed to pass lewd comments, propositions or sexually harass staff members.

6. Care of BSSS Property: Employees should take care of all BSSS properties in the right way including all movable and immovable objects. No one should misuse any of the materials of the organization. Special care is to be taken for the proper use of lights, electronic items, motor vehicles, etc.

7. Use of Internet & Mobile Phone: The use of the mobile phone is strictly prohibited in the main office room and training hall. The staff needs either to switch off or to keep them in the silent mode while working or attending meetings and seminars. During working hours only important personal calls are to be made or received. No one is allowed to browse through the internet for personal purposes during office hours. It is strictly prohibited to browse through or download pornographic material.

K. SUBSTANCE POLICIES

1. Alcoholic Beverages: Coming to the workplace in a state of intoxication or drinking alcohol during work hours by the staff is strictly prohibited. No one should be drunk during duty hours such as during field visits, training, meetings and family visits.

2. Drugs: Use of any drugs is not permitted. If the staff is found using drugs then the ‘Core Team’ will discuss this matter with the concerned staff.

3. Help for Staff with Substance Dependency: Staff members needing help with a substance dependency problem are encouraged to contact their supervisor or a treatment facility. No person will be penalized for seeking or accepting counseling or treatment for a substance abuse problem.

L. POLICY OF TERMINATION

1. Voluntary Termination: If a staff member decides to discontinue his/her position with BSSS he/she needs to give in writing a letter of resignation addressed to the Director/Secretary. He/She can be relieved from his/her duty or responsibility only thirty days after the resignation is submitted. If he/she decides to be relieved immediately then it can be done with the loss of pay for that month.

2. Termination by the Organization: If BSSS finds that a particular staff member is unfit to be part of the organization then she/he can be terminated from her/his services. In this case, if there is no due reason given by BSSS, he/she should be given one month’s salary in advance and the person is asked to leave immediately. In case the notice of termination is served before 30 days then the staff in concern is not entitled to monetary compensation.

3. Other Discharges: A BSSS staff may also be disciplined and/or discharged as a result of many other reasons including, but not limited to, inappropriate behavior and/or unsatisfactory performance.

4. Inappropriate behavior is defined as including, but not limited to, misbehavior on the job, refusal to do work reasonably expected, wrongful use of or taking of BSSS’s property, the conviction of a felony, and violation of any policies or practices of BSSS.

5. Unsatisfactory performance means the failure of a staff member to meet performance standards, to complete tasks in a timely, competent way, or to maintain an adequate attendance record. Uncooperative behavior or negative attitudes that affect the work or morale of others may result in termination. At the discretion of the Executive Director, any staff member facing termination for unsatisfactory performance may be given the option to resign before termination.

6. Lay-offs: BSSS attempts to hire highly qualified staff with broad capabilities. There may be occasions, however (due to program changes, loss of donor support, etc), when it may be necessary to initiate lay-offs. In such cases, BSSS intends to attempt to avoid abrupt, arbitrary, and unfair actions whenever possible.

M. DISPUTES AND GRIEVANCES

Any disputes arising in the sector of Human Resource Management would be discussed and settled by the core team comprising of President, Secretary/Director, and the

Treasurer. In case the dispute or grievance concerns the member of the core executive members then the aggrieved staff member may take it up with the Governing Board. Any other issues where the core executive members (President, Secretary, and Treasurer) are not involved may be brought to the “Staff Grievance Cell.” This cell is to consist of the core executive team with two members elected from among the staff.

N. HARASSMENT POLICY

BSSS believes that the employees of BSSS are the primary means by which the goals and objectives of the organization will be met. To that end, the rights of all employees must be respected. All employees of the BSSS must understand its position on harassment. By definition, harassment is any unwanted attention or action prohibited by law by someone in the workplace that creates an intimidating, hostile, or offensive work environment, including sexual harassment. The procedure for reporting and dealing with this very sensitive issue is as follows:

- If a person's behavior makes an employee uncomfortable, the employee should feel free to immediately advise the person that, in the employee's opinion, the behavior is inappropriate and that the employee would like it to be stopped.
- If the staff member is not comfortable discussing the issue with ‘the person’, or if the person fails to respect the staff member’s request, the staff in concern should report the incident to his or her supervisor. If for whatever reason, the staff does not feel that a supervisor is a suitable person to whom the incident could be reported, then the Executive Director or, if necessary, the President of the Governing Body or the Gender Desk may be contacted.

In all instances, a prompt, thorough and, fair investigation must take place, giving careful consideration to protect the rights, privacy and dignity of all the people involved. BSSS must take those steps it feels necessary to resolve the problem, which may include verbal or written reprimand, suspension, termination or taking recourse to the police.

No retaliation of any kind is to occur because an employee has in good faith reported an incident of suspected harassment. The supervisor, or another person to whom the complaint was made, will work to establish mutually agreed-upon safeguards against retaliation while attempting to mediate any sexual harassment complaint.

O. POLICY ON CONFIDENTIALITY

Any information that an employee learns about BSSS, or its members or donors, as a result of working for BSSS that is not otherwise publicly available constitutes confidential information. Employees may not disclose confidential information to anyone who is not employed by BSSS or to other persons employed by BSSS who do not need to know such information to assist in rendering services. The disclosure, distribution, electronic transmission or copying of BSSS’s confidential information is prohibited. Any employee who discloses confidential BSSS information will be subject to disciplinary action (including possible termination), even if he or she does not benefit from the disclosure of such information.

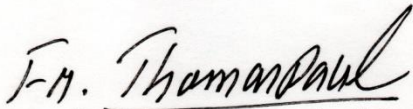
Signature of the Board members



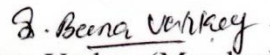
Bishop Varghese Thottamkara Souru, (President)



Fr. Jose Areserril. (Member)



Fr. Paul Koonamparampath, (Member)



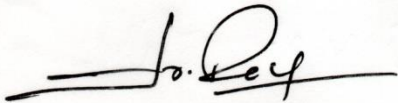
Beena Varkey (Member)



Mrs. Mita Mohanty, (Member)



Fr. Cherian Kizhikandayil, (Member)



Roy Antony K. (Director)