

# **HUMAN RESOURCE POLICIES**

**(w.e.f. 01/04/2022)**



**ASSOCIATION FOR DEVELOPMENT INITIATIVE (ADI)**

**GA-94, GA Colony, Bharatpur, Bhubaneswar, Pin - 751029**

# Human Resource Policies

## Association for Development Initiative (ADI)

GA-94, GA Colony, Bharatpur, Bhubaneswar, Pin - 751029

### 1. Introduction

The Human Resource (HR) Policy of the Association for Development Initiative (ADI) serves as a guiding framework for the recruitment, promotion, retrenchment, increments, and allocation of roles and responsibilities of its staff. This policy ensures that human resources are managed efficiently, transparently, and in alignment with the organization's mission to promote sustainable development and community empowerment.

### 2. Principles

In harmony with the ideology and commitment, ADI has been adopting a formal HR policy as per the statutory agreement between the worker and the organization from its inception. Salient guidelines of the informal policy practiced are:

- Transparency – All HR decisions will be taken in a fair and open manner.
- Merit-based Approach – Recruitment, promotions, and increments will be based on qualifications, performance, and organizational needs.
- Equal Opportunity – No discrimination based on gender, caste, religion, disability, or ethnicity.
- Accountability – Staff will be accountable for their roles and responsibilities.
- Capacity Development – Encouragement for continuous skill enhancement and professional growth.
- Monitoring – Senior staffs led by the Chief Functionary, who had set up this organization with a lot of sacrifice and commitment will constitute the core group of the organization. Subsequently, senior level staffs with due experience, expertise and devotion have been/will be included in the core group.

### 3. Objectives

- To attract and retain qualified, committed, and skilled personnel.
- To ensure fair and merit-based recruitment and promotions.
- To clearly define roles and responsibilities for each position.
- To provide a structured process for increments and performance reviews.
- To have a fair retrenchment process in case of restructuring or performance issues.

### 4. Recruitment

- **Need Assessment:** The organization shall periodically assess its human resource requirements based on current workload, upcoming projects, strategic goals, and

organizational growth. This assessment will consider skill gaps, role redundancies, staff performance, and future needs. The outcome will guide recruitment, training, promotion, and role assignments to ensure optimal utilization of human resources. Finally, new positions will be created based on organizational needs and approved by the management.

- **Selection Process:** The selection of candidates will be carried out through a fair, transparent, and merit-based process. It will include:
  - ✓ **Advertisement & Invitation of Applications** – Positions will be announced through appropriate channels to ensure equal opportunity.
  - ✓ **Screening of Applications** – Shortlisting based on eligibility, qualifications, and relevant experience.
  - ✓ **Assessment** – Written tests, skill demonstrations, or group discussions (as applicable).
  - ✓ **Interview** – Personal or panel interview to assess technical knowledge, skills, and alignment with organizational values.
  - ✓ **Final Selection & Offer** – Selection based on cumulative performance and reference checks, followed by issuance of an appointment letter.
- **Appointment:** Selected candidates will be formally appointed through a written appointment letter specifying job title, reporting structure, roles and responsibilities, remuneration, terms of employment, and probation period. All appointments will be subject to verification of credentials and acceptance of ADI's code of conduct.

## 5. Salary Structure

- This depends entirely on the source of income and relative contribution of each stream. Generally, no fixed pay structure as per the agreement of the project signed between ADI and donor partner can be followed.
- Usual components like overtime, travelling expenses, transfer allowance, contingent expenditures are included in the emolument of staffs as per the provision of the sanctioned project
- For specialized staffs with expertise and skill, salary on entry point is negotiated in the interest of the organization.
- General guideline for salary is also subject to variation on discretion of the administration in exceptional case without making any precedence.

## 6. Promotion, Salary Increment and Retrenchment

### A. Promotion

Scope for promotion is open to a staff, without any discrimination, subject to his/her quantitative and qualitative performance in the position (based on cyclic review of the employee including self-appraisal) and consideration of experience, skill, number of years at

that level, number of years in the organization and eligibility for the post of promotion. The process will include:

- ***Regular Staff***
  - ✓ Promotion will be based on merit, experience, performance appraisal, and organizational requirements.
  - ✓ Eligibility for promotion will generally require a minimum tenure in the current position and demonstration of higher-level skills or leadership capabilities.
  - ✓ Promotions will be approved by the HR Committee/Executive Council following a transparent review process.
- ***Contractual / Project-Based Staff***
  - ✓ Promotion opportunities will depend on project design, donor provisions, and budget availability.
  - ✓ Role changes or higher responsibilities within the project will be treated as a change in terms of engagement and require donor and management approval.
  - ✓ No guaranteed promotion pathway exists for contractual positions; however, outstanding performers may be considered for higher roles in new or ongoing projects.
- ***General Conditions***
  - ✓ All promotions will be subject to the organization's staffing structure and financial capacity.
  - ✓ Staff promoted to a higher position will receive revised terms and conditions, including salary adjustment, based on HR policy and budget limits.

## **B. Salary Increment**

Salary increments will be performance-based and subject to the organization's financial capacity. The process will include:

- ***Regular Staff***
  - ✓ Increments will be granted annually based on performance appraisal, organizational financial capacity, and market standards.
  - ✓ The performance review will consider achievement of key responsibilities, skill development, and contribution to the organization's mission.
  - ✓ Increments will be approved by the HR Committee/Executive Council and normally take effect at the start of the financial year.
- ***Contractual / Project-Based Staff***
  - ✓ Salary increments will be linked to project renewal, extension, or availability of additional funding.

- ✓ No automatic annual increment is guaranteed; any increase will depend on donor guidelines, project budget provisions, and satisfactory performance.
- ✓ The decision will be made by the Project Head in consultation with the Chief Functionary/HR Committee/Executive Council.

- **General Conditions**

- ✓ All increments are subject to the organization's financial position and may be deferred in case of budgetary constraints.
- ✓ Exceptional increments may be granted for outstanding performance, subject to HR Committee/Executive Council approval.

### **C. Retrenchment**

Not only retrenchment refers to the termination of an employee's services due to organizational restructuring, project closure, funding constraints, or redundancy of a role but also retrenchment is effected on violation/termination of the agreement with the organization. Any staff convicted of criminal offence, or engaged in moral turpitude, defalcation of organizational fund, antisocial, anti-organisational activities etc. is subject to retrenchment through a disciplinary process to be conducted by the Chief Functionary and vetted by the Executive Council.

- **Applicability:** Applies to both regular and contractual/project-based staff, with terms and notice periods as per employment contract and applicable labor laws.

- **Process**

- ✓ Affected staff will receive written notice as per statutory requirements or contract terms.
- ✓ The organization will provide severance pay/compensation in line with legal provisions and donor guidelines, wherever applicable.
- ✓ All due benefits, pending salaries, and reimbursements will be cleared before the last working day.

- **Considerations**

- ✓ Efforts will be made to reassign or redeploy staff to other projects or roles where feasible.
- ✓ The process will be conducted fairly, transparently, and without discrimination.

- **Special Cases:** In case of donor-funded projects, retrenchment may occur immediately after project completion if no alternative funding or role is available.

## **7. Code of Conduct**

Code of conduct is also kept informally within the organization with due consideration of mutual respect and interpersonal relationship among the staffs. But the following components, explicit though not elaborate, are required to be followed by the staffs failure of which may attract disciplinary action with proper warning and notice:

- a) Office time (working) – Monday to Friday from 10:00 a.m. to 6:00 p.m., Saturday from 10:30 a.m. to 3 p.m. or mentioned in the appointment letter as per need of the project.

Punctuality in attendance is obligatory. Those who are on tour need to inform unit/project in charge/office administration.

- b) Dress Code – though there is no fixed dress code, staffs are required to attend office in proper civil dress to add to the work culture and office decorum.
- c) Ethics and Discipline – office discipline need be maintained to reflect the desired work culture of the organization. A comfortable atmosphere is expected to be created in the office. Office premises should be kept neat and clean, work desks should be maintained with care and economy. Due respect is to be shown to seniors and women colleagues. Public relationship should be cordial and friendly.

## **8. Leave Policy**

This being a project-oriented organization, leaves cannot be claimed as right by the staffs. Depending on exigency of nature, any staff may be required to work on holidays or beyond office hours – reflecting his/her spirit of ownership of the organization.

Staffs are entitled to privilege leave on urgent and unforeseen cause for 10 days a year. They may be allowed sick pay for 15 days a year without any provision of encashment of leave. The organization, may, in consideration of the specific situation including health hazards etc., sanction further leave to a staff on discretion.

Maternity leave is allowable to the women staffs as and when required.

No staff should go on leave/leave headquarters (in HQ and region offices) without prior sanction of the appropriate authority.

## **9. Policy for Equal Opportunity**

Policy for equal opportunity is followed in the organization without any discrimination of caste, sex or colour. A gender policy is also there within the organization.

## **10. Transfer/ Deputation Policy**

Transfer/ deputation policy is also followed in consideration of the actual requirements in the field and programmatic support, therefore, vis-à-vis the role, responsibility and competency of the staff. Transfer is effected primarily in the interest of the organization with reasonable consideration for the interest of the staff concerned.

## **11. Grievance Redressal Policy**

A staff may put up his/her grievance to the head of the unit/project in-charge who will take participatory steps to redress the grievance. The staff, not satisfied with this action, may appeal to the administrative head at the headquarters/Chief Functionary. Written statements and reports thereon will be examined and considered for redressal of the genuine grievance. A register is to be maintained for such proceedings.

## **12. Retirement Policy**

Though no fixed age has been earmarked for superannuation or retirement, a staff will retire/will be asked to retire when he/she is found to be physically unfit or mentally not alert, decapitated due to disease, age or any other cause. Organisation will fix the retirement benefit to the staff in consideration of the length, nature and quality of work rendered by the incumbent. It is also related the tenure of the project as mentioned in the Agreement signed between ADI and Donor agencies.

13. In case of any dispute or difference regarding interpretation of provisions of the agreement between the staff and the organization, decision of the Chief Functionary of the organization will be final and binding.

12. These are the basics of HR policy of ADI, not exhaustive but indicative in nature. Staffs are encouraged to capacitate themselves through a continuous process of learning, training, inhouse sessions, seminars, workshops etc. so that they may display leadership skill and promote themselves. The scopes for developing their creativity and extracurricular facilities are also provided. The organization, in a planned way, offers scopes to aspirant staffs to go for a second line collective leadership.

This policy will be reviewed every five years or as required and updated with Executive Council approval to reflect organizational and legal changes.

