



National School of Management Studies Durgapur Chapter
(A duly registered trust for charitable purpose)

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Durgapur Chapter

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Human Resource Manual



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1. Introduction

National School of Management Studies Durgapur Chapter (NSMSDC) is a duly registered trust for charitable purpose.

2. Background

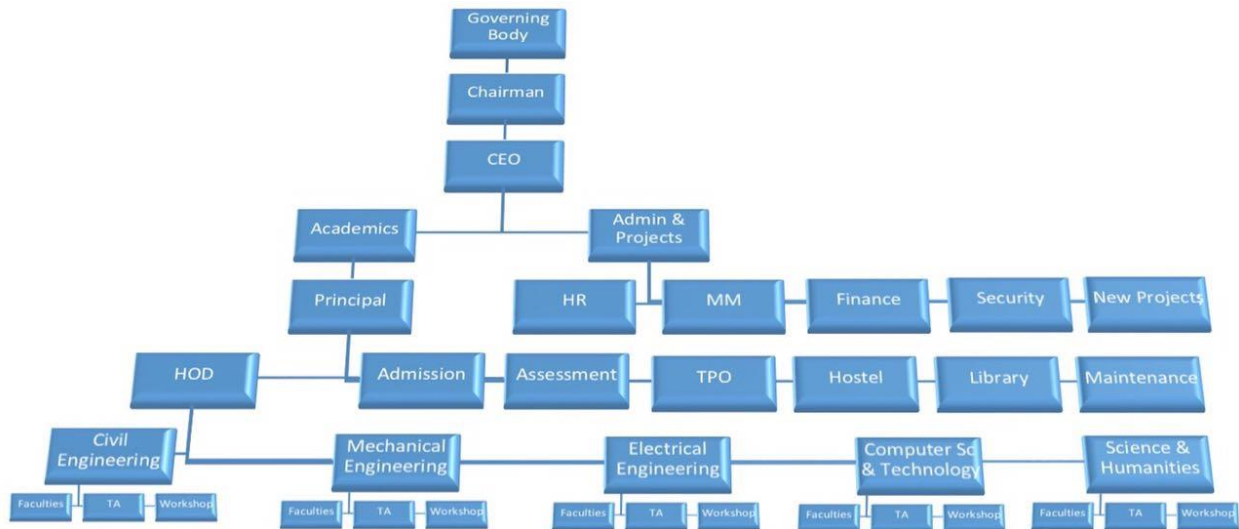
NSMSDC (Society for Welfare & Development of Human Initiatives), a duly registered Trust, having its own registered office at Gushkara Aushgram Road, Burdwan, West Bengal started its activities with a number of qualified persons and some enthusiastic young men and women. The Trust has the capacity to provide efficient technical & non-technical persons to render complete dedication to run the educational Institutions successfully. Now, it is conducting training programmes under different livelihood sectors to develop the socio-economic condition of the people mainly of the young people & organizing educational, cultural & social activities effectively.

3. Vision, Mission & Moto

- i. **Vision:** To build up result oriented concerns under the patronage of NSMSDC as premier institutions that:
 - a. Offer scholars a congenial atmosphere in and outside the Institutions.
 - b. Facilitate the balanced, comprehensive flowerings of every student
 - c. Provide counseling services in favour of placement, higher education & self-employment etc.
 - d. Help the society by providing human-beings having social obligations and high thinking for human resource development.
- ii. **Mission:** The Fivefold Mission of NSMSDC is:
 - a. To unleash the power and potential within every young Indian.
 - b. To promote initiatives for a better future with greater possibilities.
 - c. To provide skilled & efficient man-power to varied sectors.
 - d. To make the trainee self - reliant as professionals and personnel in view of the emerging scenario in the world of employment.
 - e. To enliven and patronize the quality enhancement of human resources.
 - f. To produce competent professionals for the mankind and benefit of the society.
- iii. **Moto:** Convert dreams into reality
 - a. To dream of a bright and blissful future is almost inherent in man. We at our Institutions fervently endeavor to realize every dream.
 - b. The high-voltage expression of A.P.J Abdul Kalam, 'Ignited minds' alone are found in 'ignited souls' who are capable of bringing in advancement of thoughts that aspire to register achievements from the world of dreamy sentiments.
 - c. Happy to acknowledge, the Motto of NSMSDC is from the pen of A.P.J Abdul Kalam that writes the book, (Ignited Minds).



4. Organizational Structure



5. Human Resource Policy

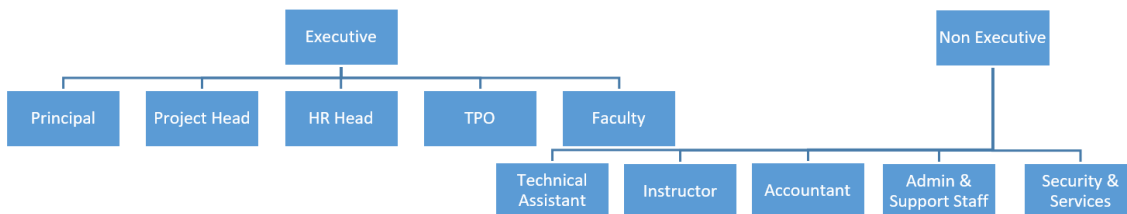
For sustainable growth, employee satisfaction and organizational effectiveness, NSMSDC deems it necessary to have a Human Resource Policy that encompasses the policies and procedures followed within the organization keeping in mind the Vision and Moto.

The NSMSDC Human Resources Policy also provides guidelines that NSMSDC will use to administer these policies, with the correct procedure to follow.

NSMSDC will keep HR policies current and relevant. Therefore, from time to time it will be necessary to modify and amend some sections of the policies and procedures, or to add new procedures.

These policies and procedures apply to all employees, fellows and volunteers.

i. **Classification:**



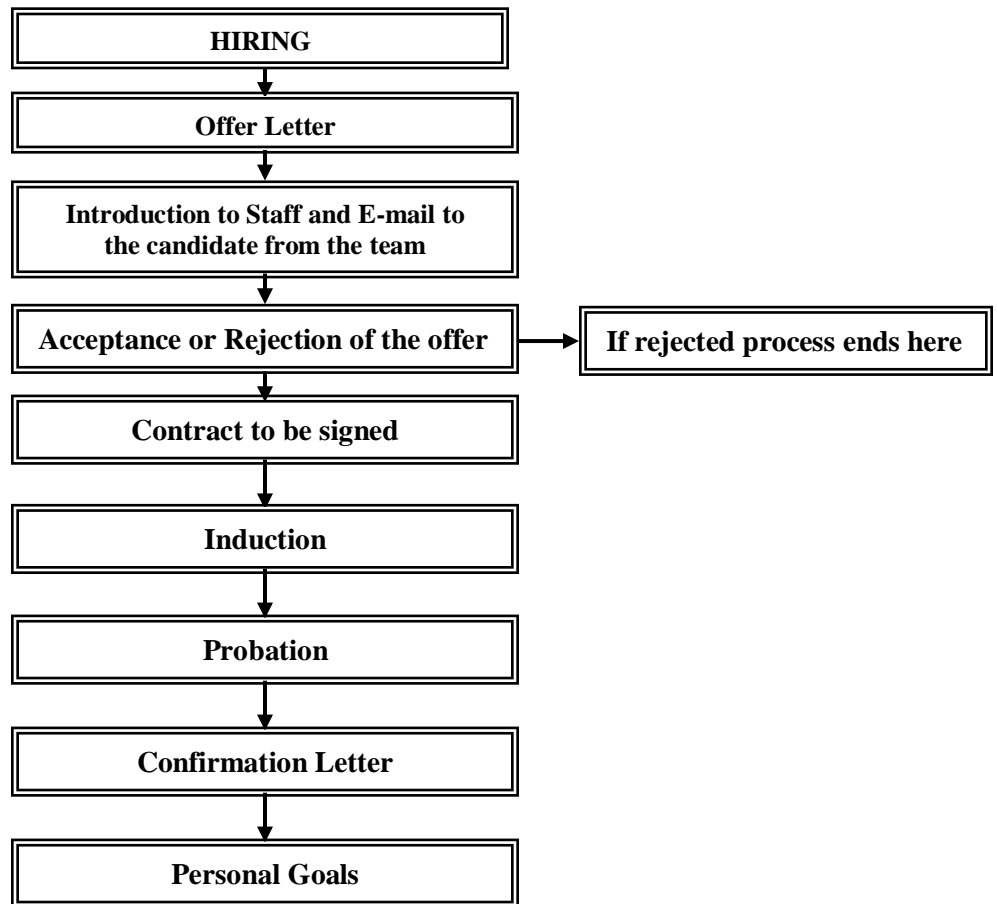
Employees – The terms of employment in NSMSDC are Permanent, contractual, or as a full-time consultant, as a fellow or as a volunteer/advisor.



6. Recruitment

Recruitment at NSMSDC is based on requirements and vacancies for each vertical. NSMSDC focuses on keeping a healthy gender balance and national employees.

The following procedure is followed when hiring an employee at NSMSDC:



i. **Hiring**

- a. Source: Web postings, Direct Applicants, Word of Mouth & Advertisement of News Paper
- b. 1st Interview: By Associates and Human Resource Deptt. Candidate data form is asked to be completed
- c. 2nd Interview: By Authorized person and Project Coordinator. Case studies or writing assignments are given
- d. Reference Check: If the candidate is selected then the reference check is done
- e. Selection or rejection: The candidate is either selected or rejected
- f. Offer Letter: If the candidate is selected, he/she is sent the offer letter
- g. Acceptance/Rejection: The candidate is free to accept or reject the offer



ii. Induction

Once the candidate joins NSMSDC, and becomes an employee, NSMSDC makes sure he/she feels welcome and is ready to start work safely and competently. The Induction is conducted on the first two days from the date of joining. Each NSMSDC team meets the candidate to help him/her gain an understanding about the different verticals and projects underway.

The employees are provided information and directed on how to reach out to various departments for additional support.

All employees are supposed to submit the following within two working days from the date of joining:

- a. Copy of Voter ID
- b. Copy of Pan Card
- c. Two recent Photographs
- d. Bank Account Details
- e. Address Proof

7. Terms of Employment

The terms of employment in NSMSDC are contractual, either as a full-time consultant, as a fellow or as a volunteer/advisor. NSMSDC has a policy of keeping a healthy gender balance within the organization.

- i. **Probation:** All staff shall undergo probation for a period of three months, after which time the staff member shall continue in the services of NSMSDC if expected levels of performance are met. If performance does not match up to the expected levels, the staff shall be informed in writing of extension of probation or termination of service as the case may be. During the probationary period, the services can be terminated with one day's notice from NSMSDC or the employee.
 - a. Within the first 6 weeks of employment, there is a check in conducted by the HR and the supervisor of the candidate.
 - b. Within first 10 weeks there is second check in conducted along with the supervisor and the team.
- ii. **Compensation:** The staff members will be paid a consolidated monthly professional fee, as decided at the time of employment. Salary will be disbursed through direct deposit into a salaried bank account at State Bank of India, Santiniketan Branch at the end of each working month. The staff member must submit a timesheet to the accounts department at the end of each week to ensure timely salary payment.
- iii. **Health Insurance:** After successful completion of the probationary period, the staff member will be entitled to the benefits of health insurance according to the firm's rules in force at that time. There will also be a health card given to each staff member by the insurance company, through which he/she can avail services in specified hospitals.

After completion of two years of employment, staff will also receive health insurance at that time for their spouse and children.



- iv. **Deductions:** All statutory deduction are made from the pay package.
- v. **Leaves:** Employees will be entitled to avail 36 leaves in a calendar year where 12 will be Casual Leaves (CL), 12 will be Medical Leaves (ML) and 12 will be Earned Leaves (EL). The unavailed CL will be exhausted at the end of calendar year i.e. 31/12/2017 but the unavailed ML and EL will be carried forward in the next subsequent years. The leaves will be credited on monthly basis i.e. 1 CL, 1 EL and 1 ML will be credited to after completing 1 month of service.
Employees will be eligible to take only unavailed/balance leaves in a particular month otherwise your salary will be adjusted accordingly.
- vi. **Transfers:** The organization reserves its right at any time to transfer staff to such other places as it may deem necessary.
- vii. **Superannuation:** Retired on superannuation on attaining age of 60 years.
- viii. **Resignations:** A staff member desiring to resign may do so by notifying the company in writing, giving the reasons and the effective date. Failure to give at least one month's (30 days) notice may result in forgoing 30 days of salary accrued. The staff is not entitled to any leaves in the notice period. However, waiver of required notice may be granted by the senior management in the presence of a sound cause. A resignation feedback interview shall also be organized.
- ix. **Dismissal:** NSMSDC may terminate an employee's services at any time by giving one month notice or one month's professional fees in lieu thereof. During the probationary period, any staff member may be dismissed at any time and will not be afforded any severance. Dismissal during, or at the end of, the probationary period shall be based on the staff's unsuitability for the position as determined by senior management.
- x. **Automatic Cessation of Service:** A staff member's services would be liable for automatic termination under the following circumstances:
 - a. Misconduct
 - b. Continuous ill health
 - c. Violation of agreements
 - d. Continuous absenteeism for more than a week without any written notice to management
 - e. Mental incompetence, unsound mind, insolvency and criminal status
- xi. **Final Settlement:** Settlements will be made only after NSMSDC assets such as laptop, mobile telephone and any other material that may belong to NSMSDC are duly returned.

8. **Other Terms & Conditions**

- i. **During the probationary period:**
 - a. The services can be terminated with one day's notice by either party.
 - b. In case of unsatisfactory performance, the probationary period can be extended, the tenure of which is at the sole discretion of the management.
 - c. The Probationer cannot avail of paid vacation but the same will be carried over on successful completion of the probationary period and accrue to his/ her account.



ii. During the contract period

- a. The employee will get, up to 20 working days, paid vacation inclusive of sick leave and personal leave per year starting January 1 to December 31 and will be calculated on pro-rata basis if the consultant joins midyear
- b. In addition, NSMSDC gives a total of 9 national/ festive holidays allowing the employee to choose holidays they wish to avail of during the year
- c. Approval for vacation is to be obtained at least three weeks in advance but the consultant's responsibilities and work load may not be able to take a full month off at one time
- d. This vacation time cannot be rolled over to the following year and will not be compensated for if not taken
- e. The consultant will be covered under individual health insurance and personal accident insurance for 5 lakhs each as per the policy
- f. This contract may also be terminated by mutual agreement by giving a notice period of one month.
- g. The Organization shall have the right summarily and without notice to terminate the appointment if the consultant is found guilty at any time of neglect, subordination or breach of any of the terms of the contract, or commit any act which is likely to be detrimental to the organization.
- h. All materials / documents and any property of the organization including intellectual property collected / handed over to the consultant in pursuance of this contract, shall remain the sole property of the organization and that the consultant shall not have any claim, title, lien on them, or divulge to any person, firm or any organization
- i. At the end of the contract period the consultant will be bound to return all and any of the materials / documents and property of the organization including intellectual property which he/ she has used in pursuance of his/ her responsibilities
- j. At the end of the contract period, based on the needs of the organization and the consultant's performance, a decision regarding the continuation of services will be made and communicated to the consultant a month before the end of the contract period.
- k. This agreement is executed in duplicate and one copy will remain with the organization and the other with the consultant
- l. Any disputes, disagreements and discord arising out of the contract are subject to Bolpur jurisdiction.

9. Employment Policies

i. Check-in Policy

- a. 6 Weeks Check-in:
 - The purpose of a 6 week check-in is to gather feedback about the new employee and have a clear understanding about whether the employee fits in well within the role and organization. It is therefore very important to have the feedback in writing from each team member.
 - There is sharing of thoughts within the team in the presence of the supervisor and HR; there is also formal feedback shared by each team member in writing through the "Team feedback form"
 - Further, based on the feedback received from the team, the supervisor gives a consolidated written feedback to the new employee which has to be signed by both, the new employee and the supervisor and submitted to HR.



b. 10 Weeks Check-in:

- A 10 week check-in is done by the team to understand that the new employee has a sense of clarity of role or there is still some disconnect on what is expected out of him/her. Based on the conversation it is decided whether there will be an extension of the probation period or a confirmation of employment with NSMSDC.
- This is more of a verbal conversation within the team where the 6 week review is taken into consideration, to see the progress on the points of improvement discussed earlier in the presence of the supervisor and HR.
- The supervisor gives written feedback to the new employee on his/her improvements and is signed off by both the parties and submitted to HR.

ii. Work, Schedule & Leave Policy

The guidelines below establish uniform policies for all staff (full/part time) of NSMSDC at all locations. All staff is expected to become thoroughly familiar with and adhere to its provisions.

- a. Official Hours of Work: There are 5 (five) working days in a week. There are 8(Eight) working hours in a day. The timing are decide at the centers as per the working plan. Variations in the regular workday must be approved by Senior Management.

Travel time (except travel to and from work at the NSMSDC office) will be considered as work time and logged accordingly by those individuals on authorized travel.

- b. Daily Attendance and Punctuality: It is the duty of all staff to report for work and be punctual on every official working day. If they are unable to attend or are late due to unavoidable circumstances, they should immediately inform their manager on the same day. All absences shall require reasonable explanation from employee and approval from managers. Absenteeism and habitual late coming patterns are eligible for disciplinary action.

- c. Definition of Work Week: The work week is defined as beginning on Monday and ending on Friday. NSMSDC does not encourage employees to work on holidays. However, working outside office hours on Saturdays, Sundays or public holidays may be unavoidable at times. As a responsible staff member, one is expected to work additional hours whenever required.

- d. Leave & Absence Policies: The leave year shall cover the period of January to December. NSMSDC believes in making time available to staff for rest, recreation to re-energize and for fulfilling various social obligations and needs.

In the event of situations such as floods, riots or any other eventuality that may prevent staff from being able to reach the office, Senior Management, upon receiving such information, shall make an appropriate decision accordingly.

All leave applications must be submitted in the stipulated time and must be approved by the supervisor. Any absence of work that is not approved by the supervisor will be treated as leave without pay. Any leave cannot be carried forward and will automatically lapse. There will be no encashment of leave.



- e. **Probationary Period:** During probationary period, the employee is entitled to take 5 days of paid leave (with another 15 days remaining in the year once the probationary period ends), subject to the same approval regulations. If any additional leave is taken, it will be deducted from the salary.
- f. **Earned Leaves:** All staff members are entitled to earned leave of 12 working days every year. This is not applicable to those staff who are on an employment period of 12 months or less than 12 months. Any leave entitlements for such staff will be decided on a case by case basis at the time of joining NSMSDC.

Staffs who wish to avail of annual leave of more than 3 days must submit their request in writing at least one week in advance to their manager for approval. Any leave taken in excess of above entitlements shall be treated as unpaid leave. Application for such leave can be approved only by the senior management.
- g. **Attending Workshops:** Time employees are away from the office attending work related workshops, conferences, or events will not be considered as leave and will be treated as working days. All work related events will require prior approval to attend.
- h. **National Holidays:** NSMSDC gives a total of 9 days festive/national holidays, allowing them to choose which holidays they wish to avail of. These are paid holidays. There are no compensatory holidays for days that fall on Saturdays or Sundays.
- i. **Maternity Leaves:** All women staff, who have worked continuously at NSMSDC for at least eighteen months, shall be eligible for paid maternity leave to cover a period of confinement, miscarriage, abortion or adoption. In cases where the staff member has worked for a period of less than eighteen months, the staff member will not be eligible for any leave, and any leave taken will either be extraordinary leave or considered as a break in service without assurance of continuation.

Senior management must be notified of planned maternity leave at least four months in advance. The staff shall be entitled to 90 days of paid maternity leave which can be taken either prior and/or after delivery (pre-natal and post-natal) of the child or processing of adoption.
- j. **Paternity Leaves:** All male staff, who have worked continuously at NSMSDC for at least one year following the initial probationary period, are entitled to 6 weeks of paid paternity leave for the birth or adoption of their children. Senior management must be notified of planned paternity leave at least a month in advance, and the leave shall be granted within one month before or after delivery or processing of adoption.

iii. Travel & Living Policy

As per Travel Policy of NSMSDC.



10. Grievance Redressal

i. Sexual Harassment Policy

NSMSDC considers workplace sexual harassment to be a serious offense and will deal with such incidents in the strongest possible manner.

- a. Scope of this policy: A broad definition of sexual harassment consists of any physical or verbal behaviour and any form of communication that has unnecessary, improper or unwelcome sexual connotations. Sexual harassment may vary in form depending on circumstances. It may consist of, but not be limited to, any of the following:
 - Unwelcome sexual advances, requests for sexual favours, display of sexual visuals, sexual audios, pornographic or obscene material and any other verbal or physical conduct of a sexual nature
 - Transmitting any message, by mail, telephone, e-mail etc. which is obscene, lewd, suggestive or blatantly sexual in nature.
 - Any explicit or implicit communication wherein a sexual favour or demand, whether by words or actions, is made a condition for an individual's employment, career progress, promotion etc. thereby creating a hostile environment.
 - Sexually charged jokes or remarks and behaviour which have sexually oriented innuendoes
 - Consistent pattern of unnecessary physical contact, staring or targeting unreasonable attention at an individual in day-to-day dealings.
 - Any pervasive pattern of behaviour which makes others uncomfortable, insecure or feel humiliated or disadvantaged on the basis of gender differentiation.
 - Actual sexual assault.

- b. Definition of Issue:
 - A broad definition of sexual harassment consists of any physical or verbal behaviour and any form of communication that has unnecessary, improper or unwelcome sexual connotations. Sexual harassment may vary in form depending on circumstances. It may consist of, but not be limited to, any of the following:
 - Unwelcome sexual advances, requests for sexual favours, display of sexual visuals, sexual audios, pornographic or obscene material and any other verbal or physical conduct of a sexual nature
 - Transmitting any message, by mail, telephone, e-mail etc. which is obscene, lewd, suggestive or blatantly sexual in nature.
 - Any explicit or implicit communication wherein a sexual favour or demand, whether by words or actions, is made a condition for an individual's employment, career progress, promotion etc. thereby creating a hostile environment.
 - Sexually charged jokes or remarks and behaviour which have sexually oriented innuendoes
 - Consistent pattern of unnecessary physical contact, staring or targeting unreasonable attention at an individual in day-to-day dealings.
 - Any pervasive pattern of behaviour which makes others uncomfortable, insecure or feel humiliated or disadvantaged on the basis of gender differentiation.
 - Actual sexual assault.

As mentioned above, this is an indicative but not an exhaustive list of possible forms of sexual harassment.



c. Complaints Handling Process:

- NSMSDC has established the following process to ensure that any incidence of sexual harassment is dealt with appropriately, sensitively and expeditiously.
- Complaints Committee for Sexual Harassment: NSMSDC has established a Complaints Committee for Sexual Harassment headed by one Executive Members (Female), Project Head & Administration Staff (Female) , Process for dealing with incidents of sexual harassment
- Any employee/fellow/intern who experiences sexual harassment can get in touch with any member of this Committee. Alternatively, the affected employee/fellow/intern may approach his/her supervisor and the supervisor will be expected to inform a member of the Committee immediately. All such complaints shall be in writing with full details of the incident.
- On receipt of such a complaint, the Committee will immediately arrange to fully investigate all relevant details of the matter. It will do so with all possible care, sensitivity and discretion in protecting the sensibilities of the impacted employee/fellow/intern. The member, who has allegedly committed the offence, will be given all reasonable opportunity to be heard by the Committee.
- The result of this investigation will be formally recorded and discussed within the senior management team for appropriate action.
- The Committee will normally complete this process and make its formal recommendation within 10 working days after receiving the complaint unless there are exceptional circumstances.
- Necessary action will then be taken with regard to the offending member based on the circumstances and seriousness of the offence.
- Where NSMSDC is legally advised that any such incident constitutes a criminal offence, NSMSDC will inform the relevant authority, provide full details and request appropriate action. If the aggrieved employee/fellow/intern directly takes any action, against the offending member, either civil or criminal, the Committee, on becoming aware of such action by the aggrieved employee/fellow/intern, shall be entitled to, suo Moto, start the internal enquiry / investigation and recommend appropriate action.
- NSMSDC will ensure that the career interests of the complainant are not adversely affected by virtue of the individual having drawn attention to such an offence.
- In order to ensure that this important matter is not trivialized, any complaint, which, in the opinion of the Committee, is blatantly false or frivolous or has been motivated by reasons that are clearly unconnected with gender issues, would be viewed very seriously by the company and appropriate action taken against such complainants.
- If the Committee receives an anonymous reference related to sexual harassment, it will draw the attention of the supervisor concerned with the relevant business or location. The matter will be fully examined by the concerned supervisor and its conclusions and plans for necessary action will be communicated to the Committee.
- Heads of departments and senior management at all NSMSDC locations will also be expected to be sensitive to any circumstances or behaviour among their colleagues which appear to go against the company policy on this matter. In case they become aware of any such incidence, they will immediately inform the head of the Committee and take appropriate action as advised.



NSMSDC has added the following instructions to ensure, to the best of its ability, the security of its Staff:

- No employee will be subject to any form of retaliation for making a good faith report of conduct that they believe violates the aforementioned policies.
- If attending work related social events, meetings, dinners, etc. outside of office hours, employees should try and have another NSMSDC staff member accompany them if possible. Employees must inform their supervisors of any such events they plan to attend.
- Employees must use sound judgment when socializing with external contacts developed through work initiatives.
- Employees travelling for work must inform their supervisors of the dates, duration, location, and purpose of the visit. Contact information for the partner organization must be documented and provided to a supervisor.
- During site visits, or work related travel, employees must use sound judgment at all times and take every measure to ensure their safety. Examples of things to consider may include: Understanding if it is safe to go out at night on your own; keeping host and supervisor informed regarding where you will be staying; avoid attracting unnecessary attention to yourself with unruly behavior; understanding from the host organization any cultural or local sensitivities.
- Employees /fellows/interns catching up after office hours have to be careful and should take care of themselves as NSMSDC will have no control over any accidents that may occur after office hours.

11. Performance Appraisal

NSMSDC considers performance appraisals and reviews an integral part of the entire career life span of its staff as any progressive organization. NSMSDC understands and value the contribution of their staff, also realizes that management must bear responsibility for how their staff performs their jobs and the role that motivation and encouragement play in increasing efficacy of their work.

What performance management is not at NSMSDC:

Performance management is not an annual event. This is a continuous process that takes place throughout the year and that is what NSMSDC believes in. It is also not a process used to determine salary or other material benefits as these can have a negative effect on development of staff, nor is it a tool to punish staff.

NSMSDC strongly believes that a performance discussion should have no surprises! This means that the manager as well as the staff must be aware of all important matters and nothing should come out as an unknown entity at the actual discussion itself. This also means that the process of performance management must be a followed in a committed manner. The manager's own performance is as much on line as the staff member's! The focus should be on performance management and development.



As a part of the system, NSMSDC practices the following Performance Appraisal and Review Process:

- i. **360Degree Appraisal:** For the 360 degree Appraisal, feedback is taken from peers, colleagues and team members within the organization to assess the employee's cultural fit within the organization. The appraisal is taken as an opportunity to provide honest and open feedback to the employee and also from the employee. The appraisal usually revolves around NSMSDC values.
- ii. **Capacity Building:** Employees are regularly deputed for undergoing training, participating in Workshops and Seminars for capacity building. Such training of Technical, Instructional and Teaching staff members is specially monitored at the highest authority.
- iii. **Weekly Plan:** NSMSDC not only believes in quarterly check-ins in the form of reviews but also with a view to help staff develop and perform on regular basis have induced an innovative process of having weekly plans from their verticals. It is further consolidated and analyzed which helps the senior management get a clear understanding whether the work being carried out is in line with the broader goals and as per priority.