



Development Research Communication and Services Centre
HUMAN RESOURCE POLICY

Date	Lead	Signed Off	Date of Review
05.09.2015	Somjita Chakraborty		04.09.2016
24.09.2016	Somjita Chakraborty		23.09.2017
24.09.2017	Somjita Chakraborty		23.09.2021
23.09.2021	Dilip Kr. Sarkar & Somjita Chakraborty		24.09.2024

DRCSC – The Organization, its philosophy, mission and functioning

Development Research Communication and Services Centre (DRCSC) is a non-governmental organization registered under the West Bengal Society Registration Act 1961. The Registration No. is S-39363 dt. 13.12.1982.

DRCSC is registered under Foreign Contributions Regulation Act (FCRA), and the Registration No. is 147120034.

DRCSC is registered under the Income Tax Act 1961 and incomes are exempted under 12A of IT ACT 1961. Donation to DRCSC is 50% exempted as DRCSC has registration with 80G.

DRCSC is also registered under CSR bearing Registration Number CSR00002927.

Vision

To work for a Sustainable future free from poverty, hunger and environmental degradation

Mission

To ensure food, nutrition and livelihood security of the resource poor population through skill development, action research, and networking oriented to collective self-sufficiency especially focused on disaster risk reduction.

Areas of Involvement

1. To build capacities of vulnerable communities and encourage them to get involved in participatory action research (that are environment friendly, economically feasible, socially equitable & viable) to develop climate change adaptive models in agriculture and allied sectors in the ecologically fragile zones.
2. To increase and sustain income opportunities of the ultra poor families through diversification of the sources of income with focus to farm and non farm initiatives.
3. To assess the possibilities of resources available in different agro climatic region and build capacities of the adolescents and youth through short term courses on natural resource based vocations so that they can process such resources and develop small enterprises either individually or collectively or earn livelihood as instructors.
4. To support small and marginal farmers engaged in producing organic products to establish backward and forward linkages in marketing.
5. Consolidate our identity as a Resource Organisation for ecological agriculture and extend capacity building services at all levels like farmers, field workers, organisers, individuals and organisations interested to promote organic farming in South and South East Asia.
6. To work Closely with the State and National Government and share the published results of the actions to up-scale the successful models and inspire change in the area.

7. To promote school gardens, particularly in primary & secondary schools and develop garden based learning materials and build environmental consciousness among the future generation.
8. To Document knowledge of indigenous resources and how they are utilised. Help in developing efficient collection method & processing technology of under-utilised or lesser known plants & animal resources.
9. Discuss and suggest policy changes with planners and administrators in favour of small & marginal farmers as well as forest dwellers, artisans and animal herders.
10. Support local institutions and CBOs in West Bengal and strengthen their existing capacities in order that they may carry forward the efforts to sustain food and livelihood security among the poor and marginalized.
11. Facilitate formation of networks/forums of organic farmers in West Bengal and provide training and other technical support for improving their production & marketing strategies.

Apart from its registered office at 18B, Gariahat Road, Kolkata 700 031, DRCSC has its Project office at 58A Dharmotala Road, Bosepukur, Kasba, Kolkata – 700042 and has several field offices in a number of districts. It has Training Centres located in Birbhum, Jhargram and Purulia Districts of West Bengal.

The HR Policy

This Human Resource Policy Manual aims to give the employees of DRCSC clear ideas of its policies and procedures concerning Human Resources guidelines. This manual is formulated to cover and be effective for employees at all levels regardless of rank, level and status of employment, except for some policies with specifically stated coverage. This Policy has been formulated to set standard guidelines for all employees to have a uniform understanding and harmony in the workplace.

DRCSC follows standard parameters to measure positive and negative aspects of every action. It emphasizes on activities to be socially just, environmentally safe, based on conservation principles, economically viable and culturally participatory and appropriate. DRCSC believes that this search for an alternative path of development cannot merely be a job; it is a movement towards an equitable world. And that is why DRCSC believes that not only the organization, but also its staff should apply the same principles and standard to evaluate their life and their actions.

DRCSC operates in a democratic environment. We have endeavored to maintain a democratic work environment since its inception. We follow the principles of transparency, accountability, sensitivity, social justice, participation and collective decision-making. We believe that 'us' is more important than 'me.' We believe in collective decision making which may come through everybody's participation or participation of selected/elected representative/s.

All existing staff policies, service rules and regulations of the organization are gender sensitive. Periodic reviews of the same is done to ensure that gender sensitivity is maintained. DRCSC is committed to create and promote a gender sensitive work environment within the organisation and its various branches/field offices. DRCSC tries to ensure that gender just and equity forms an essential element of all project planning, implementation and monitoring with gender audits and gender analysis.

Being accountable and transparent to our stakeholders, is one of the core ethical values of DRCSC which means being openly responsible for our beliefs, work and actions in the field. Sometimes political/social/economical peer pressure and other uncontrollable situation may lead us not to disclose everything. So, prioritizing the needs of different stakeholders and practicing accountability according to that need might be forced sometime.

Staff of DRCSC

DRCSC staff members are working in different capacities in its Project Office or Head Office in Kolkata and Field Offices across the State.

Board of DRCSC

DRCSC has different types of members namely Ordinary Members, Associate Members and Supporting Members. The general body of the organization is made up of these members. The organization is governed by an Executive Council (EC) which is elected by the General Members in the Annual General Meeting. The organization always encourages women's participation at all levels of the organization and constantly monitors its efforts to develop strategies to increase their representation at decision making levels.

Role and responsibilities of the EC

The Executive Council is entrusted with overall management of the society and shall be responsible for the management and SAFE CUSTODY of the Society's property. The Council shall be responsible for framing bye-laws and standing regulations for implementation of the society's programme and projects and appointment of all Senior Management or Coordination level workers, except when it delegated such power to any person, persons or a subcommittee. The Council shall appoint sub-committee(s) and open Bank Accounts specifying the person/s who may operate it. Secretary is the Chief Functionary of the Organisation.

1. Meetings

Different Types of Meetings are held in DRCSC such as:

a) Staff Meeting

This meeting is held in presence of all the staff members, where activities of the organization, scopes in future etc are discussed, along with review of work. Convenor of the Staff Meeting is selected by the Staff. The meeting minutes are recorded.

b) Team Meeting

DRCSC implements its activities through different teams. Regular team meetings are encouraged in each and every team. Team planning and review remains the major agenda. Administrative issues are also discussed with regard to programme implementation. Inter-programme convergences, inter-team convergences are discussed in the meetings. Two team meetings are held in a month.

c) Senior Management Team Meeting

Discussions on work, projects, staff and the organization are held and decisions taken at the Senior Management Team Meeting. Proposals for matters to be discussed at the Executive Council are put forward. The team-heads along with the CPO participate in the meeting. Secretary attends the meeting as an ex-officio member. A review of the overall organizational activities takes place in the meeting. Unit leaders are also invited at times to attend such meeting, if needed.

2. Work timing

The Office timing is from 10 am to 6 pm (8 hours a day). Office timings vary for field offices and Training Centres.

Staff may have to work beyond regular working hours depending on the emergency and exigency. Part-time workers, have to follow the specific note about timing mentioned in their contract letter.

Timings may be reviewed for the time being for the following health and pregnancy related issues. For example, HIV affected staff (for example 3 weeks after starting 1st line of ART or changing ART regiment), staff had bypass surgery, orthopedic surgery, paralytic stroke, chronic kidney failure etc, during pandemic situation, if any dependent of the staff is seriously sick, in case of early or advanced stage of pregnancy etc. This kind of decision may only be taken by the Chief Functionary on his / her sole discretion.

Work from Home may be considered and sanctioned by the Secretary/CPO depending on the given situation.

In case of early or advanced stage of pregnancy, flexi time can also be considered at the discretion of the secretary. Women staff members, who are lactating mothers may be

permitted flexi time (which includes 2 hours recess linked with lunch break to go home for feeding their new born child). This facility may be allowed for continuous 6 months from the date of joining after maternity leave.

If a staff attends office after 10.15 am. his/her attendance will be considered as 'late'. One day casual leave will be automatically deducted for four late attendances in a month. If casual leave is exhausted, then leave will be adjusted from Earned Leave.

3. Office holidays

Kolkata Office shall remain closed on Sundays and every second, fourth and fifth Monday of the month. Field Offices and Training Centres shall remain closed on Sundays only.

DRCSO offices will remain closed on 12 pre-scheduled NI Act holidays in an year as recommended by the Finance & Admin Head in consultation with staff members, in the beginning of the financial year and to be approved by the Secretary.

4. Leave

Right to Leave

Leave cannot be claimed as a matter of right.

The Following leaves should be applicable to the regular employees.

- a. Casual Leave
- b. Earned leave
- c. Medical Leave
- d. Credit Leave
- e. Maternity and Paternity leave
- f. Quarantine Leave

a. Casual Leave

A full-time staff is entitled to get 12 days of Casual Leave each year. To avail this leave, a staff has to inform his/her reporting authority beforehand. If a staff is required to take CL, in case of emergency or without prior notice, then he/she should inform his/ her reporting authority over telephone or email on the day of taking the leave. CL for maximum of 2 consecutive days may be granted at a time for any staff by the reporting authority. This leave cannot be carried forward.

b. Earned Leave

Full-time staff shall get a maximum of 15 days of earned leave in a year. After completion of each month, one EL can be earned and after completion of a full financial year 3 ELs are added making it a total of 15. During probation period, no employee shall be eligible for Earned Leave. Maximum 30 days EL can be accumulated.

A staff shall have to apply for EL in a specified format. The application form has to be submitted to the reporting authority at least 3 days beforehand to avail 2 consecutive days of leave. The leave shall be granted by the reporting authority. To avail EL for 3 days and above the leave application is required to be submitted to the Head of Finance and Administration with the recommendation of the Reporting Authority, at least 15 days before hand for his/her approval. This leave cannot be taken for more than 15 days at a stretch.

c. Medical Leave

A full-time staff is entitled for 10 days of Medical Leave in a year. If a staff takes more than two consecutive days of medical leave, a medical certificate from the doctor has to be submitted at the time of joining the office. The staff should inform the reporting authority

either directly or through any family member about taking this leave. Maximum 20 days of ML can be accumulated.

Some extra days of medical leave can be considered by the Secretary depending on the seriousness of the sickness.

Medical leave cannot be taken for any other purpose.

d. Credit Leave

If a staff works on a holiday, he / she may be entitled to get a Credit Leave. A Credit Leave should be availed within 90 days of the leave being generated. The Credit Leave is subject to prior approval of the reporting authority. It should be noted that the employee is eligible for credit leave only if he/she works for at-least 6 hours on the holiday. The concerned authority may accept or reject the application depending on the situation. During the probation period also an employee can avail Credit Leave.

e. Maternity and Paternity leave

A woman employee working for at least two years shall be entitled for 3 months of Maternity Leave on full pay and women employee working for one year shall be entitled for 2 months of maternity leave with full pay.

In case of willingly or unexpected miscarriage /abortion, a woman employee shall get a maximum of 15 days leave with full pay against a proper application along with the doctor's advice certificate. Spouses are entitled for one week's leave. This is not included in the two-child norm.

Full time male staff shall get a maximum of 15 days of paternity leave on and from six months of birth of the child.

In case of need for medical requirement for pregnant or lactating mother, readjustment of job responsibilities may be considered and her salary will not be affected in that case. Women staff would be allowed to do work with less or no travel when they are six months pregnant.

f. Quarantine Leave

A staff may apply to the Secretary through Head of Finance & Admin for Quarantine Leave, if he/she is infected by specified infectious diseases like Covid-19. Medical Certificate/advice is necessary in this regard. A minimum of 21 days (in exceptional cases upto 30 days) Quarantine Leave may be granted with full pay.

g. Leave during Probation Period

During the probation period, a staff will be entitled to 2 leaves per month apart from regular holidays.

Two types of leave cannot be clubbed on consecutive days. The above-mentioned leaves are applicable to the full time employees of DRCSC. Persons engaged in part time and contractual basis should follow their contract letters for the details.

5. Allowance/Salary

Subject to availability of funds, every staff shall get a remuneration / salary at the end of the month on the basis of his/her contract. The Cost to DRCSC salary includes DRCSC's contribution towards EPF, Medical and other allowances.

Employees Provident Fund

A staff is entitled for Employees Provident Fund (EPF) of DRCSC. Contribution of the staff will be 12% of the basic salary which will be matched by an equal contribution from the Organization. If the salary of a staff exceeds Rs. 25000 per month, he/she may opt not to take the benefit of EPF and in that case, he/she is required to submit a declaration to the organization.

Employees State Insurance (ESI)

Staff members of DRCSC receiving salary / wages upto Rs. 21000 will be covered under ESI scheme as per act. Currently the employee contribution rate is 0.75% and that of DRCSC is 3.25% of the gross salary paid.

Medical Allowance

Staff members of DRCSC receiving salary Rs. 21000 and above will be supported with Medical Allowance which will be a part of the salary as per the Salary Structure of the organization. All the staff members are encouraged to make necessary medical insurance for self or for their family. No monetary support is given by the organization in case of any accident or any other illnesses of any staff member.

However, for life threatening critical illness, EC will have the discretion to decide on further financial support.

Night stay allowance

If a staff spends night outstation on official duty, he/she will be paid a Night Stay Allowance.

Accidental insurance

All staff (Full time or part time employees) are covered under Accidental Insurance.

Salary is disbursed on a scheduled date through bank transfer or account payee cheque. Salary/allowance is not paid in cash.

6. Identity card

Every staff may be provided with an identity card. This identity card will be renewed every year.

7. Confidentiality

It is the policy of DRCSC that its board members and employees will not disclose confidential information belonging to, or obtained through their affiliation with DRCSC to any person unless authorized by the Chief Functionary.

This policy is not intended to prevent disclosure where disclosure is required by law.

Board members, employees, consultants, volunteers are cautioned to demonstrate professionalism, good judgment, and care to avoid unauthorized or inadvertent disclosures of confidential information and should, for example, refrain from leaving confidential information contained in documents or on computer screens in plain view. Upon separation of employment and at the end of a board member's term, he or she shall return, all documents, papers, and other materials, that may contain confidential information.

Failure to adhere to this policy will be treated as a misconduct and DRCSC will have every right to take appropriate action in this regard.

8. Staff eligibility

Any person not below 21 years of age, who is an Indian citizen or a foreigner living in India legally, is eligible to be a staff member of DRCSC.

The recruitment of staff is done adhering to the Recruitment Policy of DRCSC. There remains no discrimination with regard to gender, marriage, person with special ability, caste and class, illness (such as HIV AIDS etc.), sexual identity etc.

DRCSC does not have any biasness for/against any religion and mostly works for the oppressed class of the society. And that is why it is the duty of every staff working in the organization to behave rationally and not have any stigma or prejudice against people of different genders, religion, class & caste, physical status, illness etc.

9. Staff Capacity building

Within 7 days of recruitment, generally an orientation of the new-comer is done about mission, vision, values, structure, different departments etc. of the organization. Orientation also includes DRCSC's history, different policies, gender orientation etc. The capacity building initiative is taken time to time whenever possible.

DRCSC always encourage their staff to improve or develop their skills, expertise. In order to do so, a particular staff or a group of staff are encouraged to participate in different courses/seminars/trainings/workshops etc.

There is a woman support group in the organisation which meets once in three months. The group discuss on how to make the organization more women friendly. This is a support system to women in the organization.

DRCSC provides exposure to its staff members on the issue of gender so that they feel comfortable in raising gender issues in organization.

10. Staff appraisal

The main objectives of appraisal are evaluating performance, need assessment, future plan, inter-team relation, inter-personal relation etc. Yearly appraisal is done in a participatory way. Evaluation of each and every staff is done by their immediate reporting authority in a specific format. The appraisal of SMT Members and the CPO is done by the Chief Functionary. DRCSC ensures equal opportunities among male and female staff for personal growth.

11. Termination of contract

The organization has the right to terminate the contract of any staff with one month's notice or one month's salary, if the incumbent is involved in any kind of misconduct. (Vide Annexure 1).

Acts of Misconduct :

- (i) Habitual late attendance; willful or habitual absence from duty without leave or without sufficient cause.
- (ii) Negligence or neglect of duty.
- (i) Leaving station without permission.
- (ii) Gambling, drunkenness, riotous, disorderly or indecent behavior.
- (iii) Unauthorized use of society's property

- (iv) Deliberately spreading false information or rumors with a view to bringing about disruption of the Society's / project normal work.
- (v) Habitual indiscipline or willful insubordination of any or disobedience of any lawful or reasonable order of higher authority.
- (vi) Theft of society's property and fraud or dishonesty.
- (vii) Taking or giving bribes or any illegal gratification whatsoever or indulging in corrupt practices.
- (viii) Acting in a manner prejudicial to the interest of the Society.
- (ix) Furnishing false information regarding name, age, father's name, qualification at the time entry in the society or during the course of employment.
- (x) Sleeping while on duty.
- (xi) Indulging in any sexual harassment.
- (xii) Refusal by any staff to move from one place to other or from one project to other (as required by the organization) will be treated as misconduct.

On the basis of medical ground, if a worker is terminally ill or repetitively falls sick which hampers the regular course of action of the organization he/she might be terminated with proper notice.

The age of retirement for a fulltime worker is 60 years or with the end of particular project/programme whichever is earlier, subject to availability of funds and/or resources.

If any staff resigns or is terminated, then he/she has to return the organization's properties and assets kept with him/her within a particular time period. The immediate higher authority would take charge of the work areas and files of that particular staff. If there is any discrepancy in the two above noted matters, then the organization would not provide him/her any Clearance Certificate till the matter is resolved. The organization would have the right to take legal steps if any disputes arise in the matters.

12. Sexual Harassment policy

The occurrence of sexual harassment in the workplace in the Indian context was taken note of, and guidelines on its prevention and deterrence were laid down by the Supreme Court in 1997. In keeping with these guidelines, a 3 member 'Gender and Sexual Harassment Complaints Committee (GSHCC)' was formed in DRCS.

What is sexual harassment

Any unwelcome sexually motivated behaviour directed towards any staff of DRCS/Partner Organisation or beneficiary such as the following constitute sexual harassment:

- a) physical contact and advances,
- b) demands or requests for sexual favours,
- c) sexually coloured remarks,
- d) showing pornography,
- e) any other unwelcome physical, verbal or nonverbal (including e-mails, SMSs, etc) conduct of sexual nature.

If in such a situation a threat is made of adverse consequences to a victim's physical well-being, academic career or employment, the case will be dealt with especially severely. Harassment is not always a directed act. Deliberately creating a hostile or humiliating working environment in a manner that is sexually discriminatory will also be considered sexual harassment.

What to do if you feel you are being sexually harassed

- (i) Know your rights. Sexual harassment is illegal, both the law of the land and DRCSA prohibit sexual harassment.
- (ii) Speak up - If you can, tell the person to stop. State clearly and firmly that you want a particular behaviour to cease.
- (iii) Get information and support - If you feel you cannot speak up, ask your friends to help you and bring it to the notice of the SHCC. Keep records that might be useful for pursuing the case.
- (iv) Do not ignore it. Ignoring sexual harassment does not make it go away. The harasser may misinterpret a lack of response as approval of the behaviour.
- (v) Do not delay. Delay in action increases the probability that unwanted behaviour will continue or escalate.
- (vi) Do not hesitate to ask for help. Speaking up may prevent others from being harmed as well.

How to lodge a complaint

Complaints can be made through email, or in a letter to any member of the Gender and Sexual Harassment Complaints Committee (GSHCC) directly by the person facing harassment.

Dealing with complaints

This procedure of redressal is followed uniformly irrespective of the position held by the persons involved. Complaint is a strictly confidential matter as such, GSHCC ensures that victims or witnesses will not be victimised or discriminated.

The GSHCC on receiving a complaint constitutes an enquiry committee from within its members which attempts to find all facts related to a complaint. It is ensured that this committee consists of members who cannot be considered prejudicial and have little or no relationship to the accused.

This committee has the power to summon people involved in the case or whoever can provide information. However, the committee can reach a decision in absence if the accused refuses to comply. After having considered the case further action is recommended within 3 months. The recommended action can range from a verbal warning, to requiring the accused to undergo counselling, up to expulsion from DRCSA. Where the conduct of the accused amounts to a specific offence under the Indian Penal Code or under any other law, DRCSA shall initiate appropriate action in accordance with law.

The SHCC then forwards this to the Secretary who is required to act upon these recommendations.

13. Complaints and response policy

Complaints regarding misbehaviour, misuse of fund, or any other relevant matter except sexual harassment against any DRCSA staff, Partner Organization as a whole (not against any particular staff of partner, that should be handled at partner's level) by any stakeholder should be made in writing or by email to the Secretary, DRCSA, 58 A Dharmatala Road, Bosepukur, KASBA, Kolkata 700042, drcsc.ind@gmail.com and should identify:

- (i) Name of the complainant
- (ii) Contact details of the complainant
- (iii) Nature of the complaint
- (iv) Date of the complaint lodged
- (v) If the complainant requests the complaint to be handled confidentially.

In order to ensure confidentiality of the complaints, it will be opened by the Secretary only. Any complaint against the secretary can be addressed to the President.

Complaint handling and feedback

Secretary, according to the weight of the complaint may form temporarily a 1 to 3-member Complaint Handling Committee (CHC) to investigate into the complaint. It is ensured that this committee consists of members who cannot be considered prejudicial and have little or no relationship to the accused.

This committee has the power to summon people involved in the case or whoever can provide information. However, the committee can reach a decision *in absentia* if the accused refuses to comply. After having considered the case, further action is recommended within 3 months.

The recommended action can range from a verbal warning up to expulsion from DRCSC. Where the conduct of the accused amounts to a specific offence under the Indian Penal Code or under any other law, DRCSC shall initiate appropriate action in accordance with law.

The Complaint Handling Committee (CHC) then forwards this to the Secretary who is required to act upon those recommendations. The whole process has to be documented and kept confidential.

However DRCSC encourages all its staff, if possible, to solve any such problems by one to one discussion to promote a healthy environment.

The Complaint handling mechanism policy of DRCSC shall be referred to for the details.

14. Green Rules

- (i) Save water. Do not misuse.
- (ii) Put off light, fan, AC, computer monitor etc while not in use.
- (iii) Practice paper less culture. Keep and transfer records electronically as much as possible. Do not take printouts if it is not absolute necessary. Encourage the practice of Reuse, Recycle, Reduce.
- (iv) Restrict use of plastic.

DRCSC would like to request and encourage all the staff members and stakeholders to follow the above green rules in their personal life too.

15. General Rules & Regulations

Any documents, data, registers, records or research papers collected or created by any staff while working in the organization would be considered as official/organizational properties. No staff shall have any right on these properties. If any staff wants to collect and keep a copy of such documents, he/she shall have to take prior permission from the CPO/Secretary.

Full-time staff will not work in any other organization, against any fees / remuneration. But if any staff wants to give voluntary service to any organization, he/she may seek permission from the Secretary with proper reasons. However, in this case, It has to be seen that there is no clash between the two organizations (DRCSC and other) and no one is interfering in each other's work.

No staff is allowed to do any kind of personal work during the office hours without prior permission.

16. Media Handling

Social media offers a scope to present the work of an NGO to the outside world and to get into contact with its supporters, beneficiaries and other people interested in its work. It is important to use this social and interactive side to engage with the audience and make them a part of the work. Only in this way, social media profiles have an extra benefit for NGOs. But if not handled it in a right way, it could be disastrous. It can have an immediate and long-lasting impact on their reputation. And the consequences aren't limited to geographic boundaries either. Should an issue go viral, it can quickly become a global one too. We should take a strategic approach to all things social, considering putting a prevention strategy and scenario-based response plan in place to limit any damage, if problems emerge.

Proactive regular update of DRCSC work in social media / published media / AV media etc is encouraged to disseminate the learnings with the larger mass.

The two-member Committee constituted by EC is made responsible to monitor the social media / published media / AV media handling of DRCSC. Any content should be checked and verified by the specified committee to get uploaded in the social media.

No staff member is allowed to upload any adverse issues / political statements on any social media platform which can hamper/adversely affect DRCSC's goodwill or DRCSC's contacts. It is recommended not to "tag" DRCSC in anyone's personal posts. DRCSC has its official accounts in Facebook, Twitter and on other Social Media Platforms which should be used for any official information uploading.

All staff members shall have to abide by this policy along with other policies of DRCSC.