

**KANNUR DIOCESAN SOCIAL SERVICE SOCIETY**

## **KAIROS**

**(Kannur Association for Integrated Rural Organization and Support)**

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## **HUMAN RESOURCE POLICY**

## 1. PART ONE: INTRODUCTION

### i. About the Organization

Kannur Association for Integrated Rural Organization and Support (KAIROS), a registered society under the society registration Act XXI of 1860 is the social work department of diocese of Kannur. Though the organization of KAIROS was unofficially working in the area since 1989 as the regional wing of Calicut Diocese social service society, it started independent involvement in 1999. The area of operation covers the civil districts of Kannur and Kasargod, the northern civil districts of Kerala. KAIROS is working with the dalits, fisher folk, marginal farmers, agricultural wage earners, women, children and tribals

### ii. Scope of the HR Policy

The HR Policy shall apply to all the staff of KAIROS, irrespective of gender, grade, age, marital status, disability and race.

## H R Policy KAIROS

### 1.1. Purpose of HRD Policy

1.2.1. The Human Resource Development (HRD) Policy is designed to maximize KAIROS's organizational capability, staff commitment, flexibility and quality of work. The HR Policy will accommodate development and innovation as well as greater operational efficiency and accountability. The specific focus is closely linked to the strategic priorities of KAIROS. The HR policy will focus on the individual and provide support, to maximize staff commitment and responsibility for achieving the organizational aims of KAIROS

1.2.2. It is KAIROS's beliefs that providing HR Policy that helps in recruiting and retaining competent and dependable staff is vital to the success of the organization.

#### **The policies and procedures stated in this Policy are designed to:**

1.2.3. Promote high morale and foster good working relationships among staff by providing uniform HR Policy and consideration of staff needs;

1.2.4. Provide fair and equal opportunity for qualified staff to enter and progress in service based upon merit and fitness as determined through objective and practical personnel management methods;

1.2.5. Enhance the attractiveness of a career with KAIROS and encourage each of its staff to give his/her best effort to KAIROS and the people;

1.2.6. Encourage courteous and dependable service to the people;

1.2.7. Ensure that all activities are conducted in an ethical and legal manner to promote KAIROS's reputation as an efficient, progressive body in the community, Diocese and the State.

1.2.8. These rules, procedures and methods will hereafter govern the working relationship between the staff and KAIROS. This Policy is a guide to be used by the Competent

Authority and other managerial staff to ensure uniform and nondiscriminatory applications of the conditions of employment. It is essential that these rules be administered in a systematic, fair and impartial manner.

- 1.2.9. There will be situations that require administrative interpretation of these rules. Every effort will be made to ensure that such decisions are made objectively with the general intent of the policy in mind.
- 1.2.10. There may be occasions when the Competent Authority must add, delete or revise specific policies or give current rules a different interpretation from those interpretations previously made. The Competent Authority has the right to change practices and policies, both written and unwritten, as emerging situations require. Updated policies will be notified and communicated to all concerned staff.
- 1.2.11. These rules are subject to, and in accordance with, the laws of India. If a clause contained in the Policy conflicts with the terms or conditions of any agreement entered into by the competent authority with one or more staff, the terms of the agreement will be followed. In the event there is a conflict between this Policy and the policies or laws of the State, the state policy will prevail. The Competent Authority reserves the right to establish a lawful alternative to any invalid clause of this HRD Policy.
- 1.2.12. This Manual is not an employment contract. Nothing in this Policy or any interpretation should be construed as a guarantee of employment or benefits with KAIROS

## **2. Competent Authority**

The Secretary/Director of KAIROS shall be the designated Competent Authority for administering the HR Policy of KAIROS. The Competent Authority is also the appointing authority, having the authority to appoint or remove staff from any position, following the procedure outlined in the HR Policy as per the recommendations of the administrative cell. If and when it becomes necessary to introduce changes by way of new clauses or amendment to the Policy, the Competent Authority will maintain the spirit and purpose of the HR policy

The rights and responsibilities of the Competent Authority under HR Policy include the following:

- (a) Utilize the services and human resource potential of the staff in the manner designed to meet the purpose of KAIROS effectively and efficiently. ;
- (b) Exercise complete control and discretion over the approved HR policy and method of performing the work required;
- (c) Determine the staffing pattern (adequacy, size, composition and qualification of the work force);
- (d) Manage and direct staff (selection, hiring, promotion, transfer, assignment, evaluation, supervision, discipline, reprimand, suspension, and dismissal of any Staff Member for just cause and maintenance of discipline in the organisation);
- (e) Determine when a job vacancy exists, the duties to be included in each job classification and the standards of quality, productivity and performance to be maintained;
- (f) Determine and implement necessary actions in emergency situations;
- (g) Maintain the security of records and other pertinent information; and
- (h) Implement and enforce staff related requirements under different laws.

### 3. Definitions

- i.* **Governing Board** refers to Governing Board under the Rules and Regulations of KAIROS.
- ii.* **Competent Authority** refers to the Director of KAIROS.
- iii.* **Reporting Authority/Supervisor** refers to a position to which one or more staff report to and a position that has the authority to oversee and direct the work of subordinate staff on regular basis.
- iv.* **Staff Member** is a person employed as per the rules and regulations of KAIROS. The Staff consist of individuals engaged full-time or part-time/on contract basis in KAIROS.
- v.* **Probationary Staff Member** is a newly appointed person who is undergoing the probation period.
- vi.* **Types of Staff Appointments** refers to appointment type that defines the relationship between KAIROS and the individual performing the work. The following types of staff appointments are anticipated:
  - a. Permanent – Permanent staff are: (1) Those who have continuously served a minimum of five years in KAIROS, (2) Those who are appointed as permanent staff.
  - b. **Contract Staff** – Contract staff are those who are working on a contract basis with KAIROS.
- vii.* **Pay-Scale** refers to a scale of pay included in this HR Policy
- viii.* **Promotion** refers to the advancement of a staff from a lower position or payment scale to a higher position, or responsibility.
- ix.* **Transfer** refers to movement of staff from an existing assigned position to another position or assignment or/and from one place to another
- x.* **Suspension** refers to temporary relieving of a staff from duty, for breach of contract, inefficiency or any other serious violation of the rules of the KAIROS.
- xi.* **Verbal Warning** refers to the discussion the Competent Authority holds with a staff in which the supervisor advises the staff of the need for improvement in his/her conduct. He/she further warns the staff that lack of visible improvement will lead to a disciplinary measure ending with termination. A note on the date, time, and reason for the verbal warning must be recorded in the staff member's personal file, for future reference.
- xii.* **Written Warning/ Memo** is normally the second step in the disciplinary process, depending on the degree and type of offense. Written warnings shall be recorded,
- xiii.* Copy given to the staff member and will be placed in the personal file of the staff member.

### 4. Enforcement Date

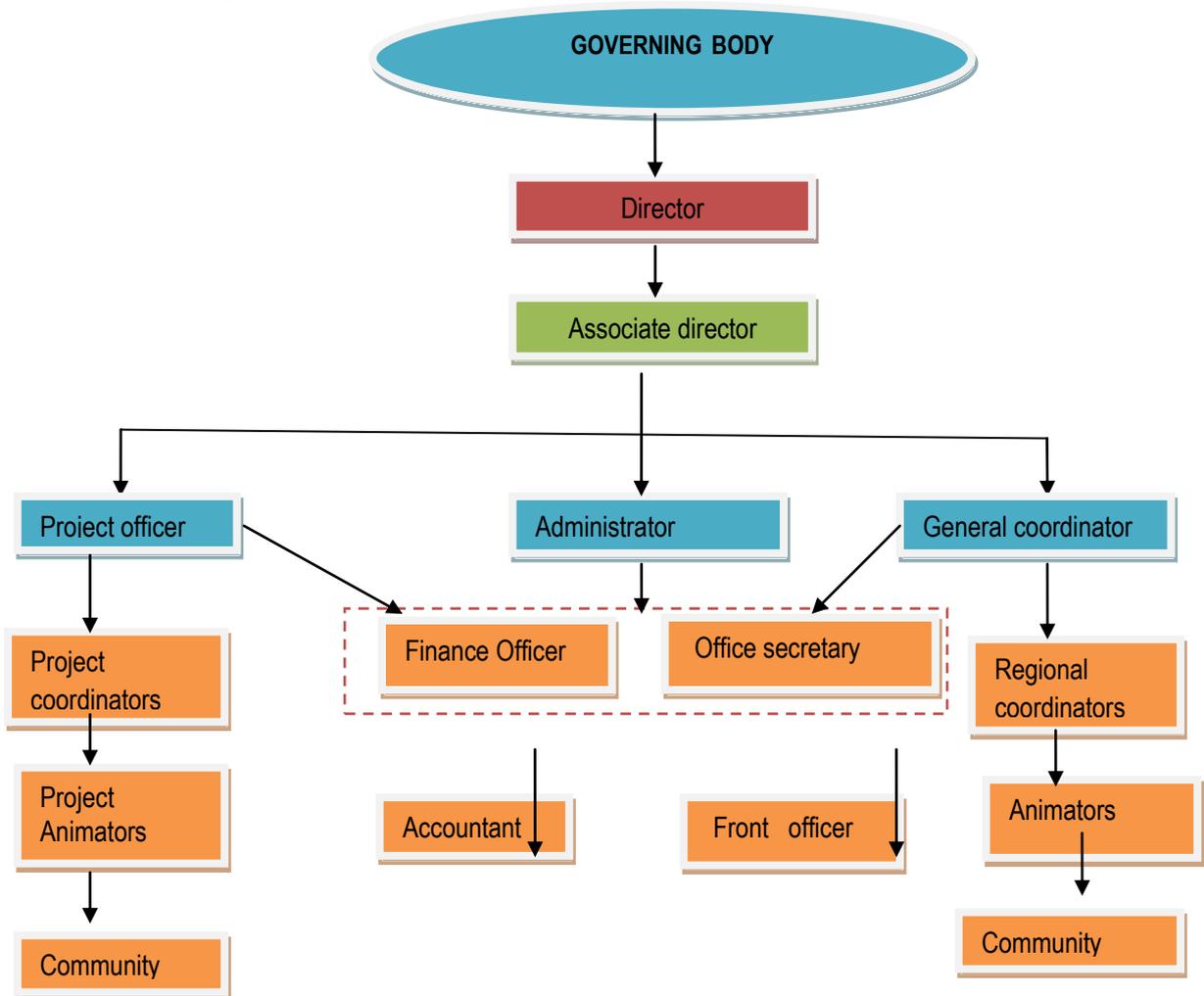
The HR Policy will come in to force with effect from the date on which it is approved by the Governing Body.

### 5. Right of access to HR Policy Document.

The Staff will have access to the HR Policy.

**6. Organizational Structure and Classification of Staff**

**KAIROS** Organizational Structure in terms of chain of command will be as follows:



The basic monthly salary of KAIROS is given below

No	Designation	Salary per month
1	Regional coordinators	Rs. 4400/-
2	Project coordinators	RS. 5500/-
3	General coordinator	Rs. 7500/-
4	Project officer	Rs.7500/-

The basic salary will be revised once in a five year.

**6.1. Increment**

Every year there will be an increment of 10 percentage of the basic salary. The increment falls on effect with the salary of the month of April and at the same time the performance of the staff is not up to the expected standard, he/she shall not be entitled for the increment.

## **2. PART TWO: PERSONNEL**

### **2.1. Application process**

- 2.1.1 Director of KAIROS is the final authority for approving creation of new post or for abolition of existing post. Competent Authority will be the final authority for approving or filling an existing vacancy, except the position of his/her deputy.
- 2.1.2 The reporting authority, who is also the in-charge of a project/centre/activity recommends to the Competent Authority about the need for creating a new position or abolition of an existing position (filled or vacant).
- 2.1.3 Competent Authority may also initiate appropriate steps including forming a committee to examine the recommendations.
- 2.1.4 All announcement of the vacant position shall indicate the position title, brief description of duties, minimum qualification requirements, minimum salary, instructions for application , and the deadline (if any) for accepting applications.
- 2.1.5 All announcements and advertisements shall contain assurances of equal employment opportunity. The Competent Authority will display all the vacancies on KAIROS notice board, Parishes of Kannur Diocese and/or may advertise in newspapers, internet or any other way it may deem fit. The Competent Authority may also entertain applications from prospective employment seekers and consider such applications against notified vacancies.
- 2.1.6 KAIROS may give priority to those persons who are working earnestly with KAIROS activities and having the calibre to carry out the prescribed job designation in the expected professional manner.

### **2.2. Selection Process & Committee**

- 2.2.1. The Competent Authority shall be responsible to screen all applications for the vacant position and identify a group of the best qualified candidates to be called for selection process.
- 2.2.2. Selection process must include a personal interview with the applicant. The Competent Authority is empowered to include other methods like written test, group discussion, aptitude test and other means in the selection process.
- 2.2.3. The date of interview, time and venue of holding the selection process will be informed to all the applicants.
- 2.2.4. The Selection Committee shall interview all the shortlisted candidates who are qualified for appearing the personal interview.
- 2.2.5. Decision or recommendation of the Selection Committee will be put up by the Competent Authority to the Director - KAIROS for consideration for appointment. The decision of the President of the Board is final and binding.
- 2.2.6. The Competent Authority shall constitute a staff Selection Committee. The Director KAIROS can include senior and experienced members of the staff such as the Administrator and general coordinator, Project Officer of KAIROS, or any other senior staff member or a member of the Governing Board and an external expert/consultant in the Staff Selection Committee.
- 2.2.7. The Director of KAIROS shall be the Chairperson of the Staff Selection Committee. The Selection Committee shall interview all the shortlisted candidates. Decision of the Selection Committee will be enforced by the Competent Authority for appointment.

### **2.3. Appointment process**

- 2.3.1. Selected candidate on approval of the selection by the President of the Board will be issued a simple letter of selection and the time frame for joining. On joining, the selected candidate will be issued an appointment letter specifying the designation, job responsibilities, place of posting, reporting authority and remuneration among other relevant details, by the Competent Authority.
- 2.3.2. KAIROS for its smooth functioning, the appointment of its staff are mainly on three levels, such as
- A. Permanent staff  
Appointed the staff on permanent base
  - B. Project base staff  
Those staff is appointed for a particular project with a time frame and duration, he/she is eligible to collect the salary agreed up on at the time of appointment and he/she will not be entitled for any other gratuity or benefits
  - C. Daily based appointment  
According to the need and the necessity, KAIROS may appoint staff on daily basis. And they will be paid the daily amount thrice in a week and they are not entitled for other gratuity services.
- 2.3.3. If internal staff is selected to fill a vacancy, he or she will be relieved from the current position considering aspects of a replacement and smooth transition, ensuring that there are no interruptions with regard to the assignment or duty, making suitable alternate arrangements.

### **2.4. Induction training**

- 2.5.1 The selected candidate reports to the office of the Competent Authority with prior intimation for joining so that a program for induction is drawn out.
- 2.5.2 As per the program for induction, immediate reporting authority shall be responsible for briefing the recruit about KAIROS and its activities, the organizational structure, his/her responsibilities and introduce to the key concerned officials. In the next staff gathering/meeting, the recruit will be introduced to all.
- (i) For professionals and core staff, induction process will be spread over a couple of days for scheduling one to one meeting with concerned key officials of KAIROS for receiving briefing and for interaction.
  - (ii) If two or more professionals' staff joins at a time, special presentations and group meetings may be planned.
- 2.5.3 Induction kit including annual report, information kit and other relevant materials may be compiled for distribution among the new recruits.
- 2.5.4 Reporting authority shall have particular responsibility, for the first one month, to induct the new recruit, make him/her feel comfortable and be available for satisfying his/her queries in a non-threatening way.
- 2.5.5 An existing staff may also be given induction training, if deemed necessary by the Competent Authority, on transfer to another job. The selected candidate reports to the Competent Authority on the specified time and date with a joining report

### **2.6. Training / Probation**

- 2.6.1 All staff appointed against regular vacancies shall be on probationary for a period of three months. The staff appointed on particular project based will have probation

period for three months and there will be six months for the permanent staff in following initial appointment.

- 2.6.2 An important purpose of the probationary period is to provide an opportunity for the appointee to adjust to the new job. Likewise, it serves as a trial period during which one must prove his or her ability to perform the work, to accept additional responsibility, to develop a desirable behavior and to work well for the people and with his or her fellow staff.
- 2.6.3 As per the terms of appointment, a new recruit may be appointed as 'trainee' for a specified period, before being placed on probation.
- 2.6.4 The period of probation cannot be reduced under any circumstances.
- 2.6.5 The probationary period can be extended for a maximum period of one year at a time. If the probationer is not found suitable to be confirmed as a regular staff after two years, his or services must be terminated.
- 2.6.6 A staff may be dismissed without right of appeal during the probationary period with 24 hours notice by the competent authority, upon the recommendation of the reporting authority, if the staff is found to be not satisfactorily performing his/her assigned duties.
- 2.6.7 There will be no probationary period on transfer at same post, pay or level in the hierarchy.
- 2.6.8 A regular staff serving a probationary period following a promotion will continue to receive all benefits provided in accordance with this policy and a new staff in the period of probation he/she will be paid the basic salary only.
- 2.6.9 On satisfactory completion of probationary period, the probationer will be issued a letter of confirmation.

## **2.7. Appointment Letter**

Appointment letter shall provide the details of specific job responsibilities, reporting channels, remuneration, leave and other admissible benefits to the employee.

## **2.8. Conditions of Employment**

- 2.8.1. Every employee shall follow six days week, Monday to Saturday, unless specifically exempted by the Competent Authority. The length of the work week is subject to change as dictated by necessity determined by the Competent Authority.
- 2.8.2. Daily working hours shall be 10.am to 5pm on Monday to Saturday. The second Saturday of every month shall be holiday. There will be half an hour lunch break and two ten minutes each tea break during the day, morning and in the evening, as specified from time to time by the Competent Authority.
- 2.8.3. The working hours of the field staff will be in concern with the nature and importance of work and at the same time they are deemed to be available to attend to organization work any time beyond the normal working hours and days, if considered necessity by the reporting authority and they must have work at least for 8 hours every day
- 2.8.4. Staff putting in extra work hours and days, at the instance of the reporting authority shall avail equivalent compensated off within one month with prior permission from the reporting authority
- 2.8.5. Extra work hours and days will not be compensated in monetary value.
- 2.8.6. Staff is expected to follow assigned work schedule and travel plan, unless it becomes absolutely necessary. It will be desired that prior permission from reporting authority shall be taken for changing course.

- 2.8.7. Staff is responsible for notifying reporting authority if going to be late for reporting for work, working late or remaining absent.
- 2.8.8. KAIROS will announce and follow its own annual holiday list.
- 2.8.9. No one below the age of 18 years will be engaged for work of any nature against monetary compensation or maintenance.
- 2.8.10. No person will be employed, appointed or transferred to a position supervised by a person who is a relative by blood or marriage. Honorary positions and non-paid positions are only exceptions.
- 2.8.11. Staff is responsible to report to the office of Competent Authority about changes in personal data, e.g. Name, address, telephone number, place of residence, family composition, etc.
- 2.8.12. Each Regional Office in charge is required to maintain attendance records on all staff (accruals, absences, reason for absences, etc.). Reporting authority should verify and sign the regional records at the end of every month certifying that they are true and correct. All records must be retained for ten years for audit purposes.

## **2.9. Remuneration**

- 2.9.1. The staff shall be paid monthly, on the eve of the second day of the staff meeting of the following month. By the first working day of every month, the staff must submit a work diary for the previous month to the supervising officer, who in turn shall forward it with his/her comments to the Competent Authority. After the approval of the Competent Authority, these reports are returned to the Finance Department for filing in the personal file of the concerned staff. Finance and HR Officer is responsible for maintenance of the salary records, leave etc of the staff

## **2.10. Perks and Allowances**

**Staff Welfare Fund** shall be constituted with appropriate rules and regulations. All permanent staff will be covered under this contributory scheme.

### **a. Insurance Scheme:**

- 1. The existing insurance scheme shall be extended to the permanent staff
- 2. Accident insurance scheme shall be made available to all staff.

## **2.11. Transfer**

- 2.11.1 All appointments in KAIROS is subject to transfer within the area or location of work directly undertaken by KAIROS, without affecting the pay of the staff.

## **2.12. Travelling Allowance**

Expense incurred on official travelling of a staff, including food and accommodation in actual shall be awarded on producing relevant bills, vouchers, tickets, etc.

## **2.13. Promotion**

- 2.13.1. HRD policy recognizes the limitation for promotion or upward mobility of staff in a non-profit community based organization like KAIROS. All staff desiring to be considered for recruitment to a higher position must apply as per the procedure prescribed in the vacancy notification. Competent Authority shall endeavour to anticipate retirements and turnover and to have staff trained to assume positions of greater responsibility. In filling vacancies an effort shall be made to promote qualified staff from within the KAIROS work force at the time of filling the vacancy, without compromising on the quality of desired performance in the new job.

- 2.13.2.** Staff being promoted must meet the qualification standards to include education, training, experience, and work records, for the vacancy to which the promotion is being made.
- 2.13.3.** Staff currently under disciplinary action may be restricted from interviewing for promotion.
- 2.13.4.** Pay adjustments upon promotion will be at the discretion of the Competent Authority.

**2.14. Performance Appraisal**

- 2.14.1. On joining, the staff should obtain a clear understanding of what is expected of him/her related to job performance, from the reporting authority
- 2.14.2. The performance appraisal program provides a system for assessing the staff's work and is a tool to measure if the staff has gone above and beyond the required duties for the position.
- 2.14.3. A formal appraisal shall be completed for full-time and part-time regular staff at the completion of their probationary period and at least once each in every year.
- 2.14.4. All annual self appraisal report of the staff is to be submitted after discussion with the staff by the reporting authority to the Competent Authority during the month of January, every year for January to December.
- 2.14.5. Self-appraisal report will be used for considering increase in salary, promotion, transfer, staff development opportunities and any other purpose deem fit by the Competent Authority.

**2.15. Directives for Leave**

Every confirmed/regular staff will be entitled to the following leave in a year:

**2.15.1. Causal leave**

Every confirmed/regular staff will be entitled to 12 days of causal leave in a calendar year. Not more than 3 days of casual leave can be availed at a time. Not more than one day causal leave can be availed without prior permission. Casual Leave cannot be combined with any other leave. And it cannot also be accumulated.

**2.15.2. Medical leave**

Every staff will be entitled to 14 days of Medical leave in a calendar year. Medical leave can be approved only on production of certificate of a registered medical practitioner. Person availing medical leave must intimate it to his reporting authority within two working days of proceeding for leave and produce the medical certificate on the day of resuming duty.

**2.16. Maternity Leave**

The female staffs are entitled to get 90 days of maternity leave with full pay.

**2.17. Holidays**

The following days will be considered as holidays in KAIROS

- a. August 15<sup>th</sup>
- b. Every second Saturday of the month/any one of the working days
- c. Vishu
- d. Onam - 4 days
- e. Christmas - 4 days
- f. Easter - 4 days

## **2.18. Resignation**

2.18.1. Every position is a necessary and important part of KAIROS's work. When a staff desires to leave employment with KAIROS due to other opportunities, s/he must give at least a one months notice in writing so that a smooth transition can be accomplished.

2.18.2. Final pay and other entitlements if any will be released after the exit procedure has been completed.

## **2.19. Termination**

2.19.1. A staff may be terminated on the basis of a domestic enquiry report conducted by a person appointed by the Competent Authority. One or more members may constitute the domestic enquiry committee. The Reporting authority and the Competent Authority will not be member of the domestic enquiry committee. Proper procedure will be followed for conducting the domestic enquiry and the concerned staff will be given adequate opportunity to represent his or her point of view.

2.19.2. The staff will have right of appeal against the findings of the domestic enquiry report to the Competent Authority and then to the President of the Board.

2.19.3. On termination of service, the staff must go through exit/clearance procedures; otherwise the final paycheck will not be issued.

2.19.4. On termination, the staff will not be entitled to retirement benefit even if otherwise entitled to due to tenure of service completed.

## **2.20. The retirement**

2.20.1. The retiring staff shall be informed about the impending retirement about six months in advance so as to prepare him or her for retirement and also to assist him or her for post retirement life.

2.20.2. The mandatory retirement age for staff of KAIROS is fifty five, which must be done by the end of the calendar year in which the person turned 55.

2.20.3. The appointing age of a staff he /she to KAIROS must be between 20 and 40

## **2.21. Exit/Clearance Procedure**

Person is responsible for handing over charge to reporting authority or his/her designated person, along with (a) returning of files, documents, equipment, keys, user ID & password of computers, if any, and other KAIROS property; (b) returning library books to the Library; (c) settling financial matters - advance, loan, etc., with the Finance Department, (d) depositing any inventory collected from stores, etc. On completion of required exit procedures, the leaving person will get a conduct & experience certificate along with retirement benefits.

## **PART THREE: HRD FUNCTIONS**

### **3.1 Person-Job Match**

Conscious and constant approach will be made to provide appropriate match between the competency and attitude of staff and the requirements of a job. Annual performance appraisal will be used by the staff to understand his/her strengths and weaknesses, interests and competencies to perform better in the present job. The reporting authority should also record his or her assessment and observation. Appropriate in-house/out-house training programs to the staff to up-date the

knowledge base and to acquire required expertise for fulfilling his/her job requirement will be given from time to time. The competent Authority based on the recommendation of the reporting authority shall make arrangements for such types of trainings.

### **3.2 In-house Training**

- 3.2.1 KAIROS will create opportunity for every regular staff to attend at least one in-house training program in a calendar year.
- 3.2.2 In-house training program will be organized from time to time within the organization, with or without outside resource persons, for developing competency of the staff and keeping them updated so as to perform better.
- 3.2.3 In-house training program may include case conference, training workshop, orientation program, guest lecture, or special staff meeting for staff to present their work and get feedback from others.
- 3.2.4 In-house training program is free to the staff
- 3.2.5 Reporting authority is encouraged to allow staff to attend and work outside office schedules for professional growth.

### **3.3 External Training**

- 3.3.1. Every regular staff may request for sponsorship from KAIROS to attend at least one training program outside the organization in a calendar year. Duration of such a program should normally not exceed 7 days, unless otherwise permitted by the Competent Authority as a special case.
- 3.3.2. Maximum permissible amount towards registration fee including board and lodging, for a staff for attending training will be determined by the Competent Authority. The staff will be paid travel cost as per KAIROS rules for attending the program.
- 3.3.3. For attending an external training program, the leave of absence will be treated on duty.
- 3.3.4. External training program may include case conference, training program, workshop, orientation program, guest lecture, conference, etc organized by organization outside KAIROS and by organizations other than KAIROS.
- 3.3.5. It is not a matter of right to get sponsorship for attending external program. Decision of the Competent Authority is final.
- 3.3.6. It will be obligatory on the part of the staff to go for training programmes if the organization demands.

## **4. PART FOUR: CODE OF CONDUCT, GRIEVANCE REDRESSES AND INFORMATION OFFICE**

### **4.1 Code of Conduct**

#### **4.1.1. Professionalism**

KAIROS recognizes the professionalism and diligence of its staff. Their continued dedication in carrying out their assigned tasks is essential to the mission of KAIROS. All staff are expected to conduct themselves in a professional manner when carrying out their assigned responsibilities. All staff must conduct themselves in an appropriate and orderly manner, demonstrating mutual respect for others.

#### **4.1.2. Behavior and Common Courtesy**

When contacting anyone in any manner, especially in KAIROS activities, staff shall do so in a courteous manner. Every staff shall at all times endeavor to conduct him or herself in a manner that reflects credit upon his or her work and KAIROS. Any behavior on the

part of a staff that is rude, discourteous, disruptive, threatening or disrespectful is considered undesirable under any circumstances and will be grounds for disciplinary action.

**4.1.3. Other Occupational Interests.**

- (i) The work of KAIROS shall have precedence over other occupational interests or engagements of the staff, except on medical or other reasonable grounds.
- (ii) Staff cannot do anything that will conflict with their position with KAIROS or with the proper discharge of duties at KAIROS.
- (iii) Staff is cautioned not to engage in outside work which impairs their physical or mental abilities to perform their job at KAIROS.
- (iv) Part-time employment or other engagements for salary, wages or Commission and all self-employment must be reported to the Competent Authority. In case of disapproval by the Competent Authority, the concerned staff must submit compliance report.

**4.1.4. Off-Duty Conduct**

The KAIROS recognizes the rights of staff to discretionary use of their off-duty time as long as such activities do not adversely affect their work at KAIROS, represent a conflict of interest, potential concern, and liability to KAIROS or reflect discredit upon KAIROS. For that reason, staff that engage in or are associated with illegal or immoral conduct, the nature of which adversely affects the public trust and confidence in KAIROS, or brings embarrassment or ridicule on KAIROS or affects their own ability or credibility to carry out their assigned responsibilities, may be subject to dismissal or other disciplinary action.

**4.1.5. Use of Intoxicants**

No staff shall use intoxicating beverages, cigars or drugs of any kind while on duty, nor shall a staff report for duty while under the influence of an intoxicant or drug, unless such drug has been certified by a licensed physician as a drug that will not impair the work of the staff.

**4.1.6. Use of KAIROS-Owned Equipment**

All KAIROS -owned equipment and computers including data storage devices, printers, monitors, etc. and the data contained thereon, is the sole property of KAIROS. All staff shall use KAIROS-owned equipment only in the manner authorized by the Competent Authority. There shall be no personal use of such computers and equipment unless authorized by the Competent Authority.

**4.1.7. Disclosure of Confidential Information**

No staff shall, without the approval of the Competent Authority, disclose confidential information concerning KAIROS and its affairs. Nor shall he or she under any circumstances use such information to advance the personal, financial, or other private interests of himself or others.

**4.1.8. Political Activity.**

Every staff has a civic responsibility to support good governance through every available means and in every appropriate manner. No KAIROS staff shall engage in any political activity while on duty or shall hold any elected office in state or

position in a political party. Staff may not use his/her position at KAIROS to publicize oneself or direct attention to personal motives.

#### **4.1.9. Use of Official vehicles**

Official vehicles shall not be used for purpose other than it is approved for. The competent Authority may direct the staff to take a vehicle for any other use with the permission.

#### **4.1.10. Harassment**

Harassment in any form shall not be tolerated and may lead to dismissal of the offenders. In addition, KAIROS expressly prohibits any form of sexual harassment and seeks to guarantee all staff the right to work in an environment free from such harassment.

### **4.2 Disciplinary Action**

- 4.2.1. A regular staff may be suspended, demoted, or dismissed due to failure in performance of duties or detrimental personal conduct. All cases of demotion or dismissal of a regular staff must be approved by the Competent Authority prior to giving final notice to the staff.
- 4.2.2. Written Notice - In most circumstances before any disciplinary action is imposed, a staff shall be informed of the charges against him or her, the precise nature of the action, the date and time it is to be effective, and the recourse(s) available to the staff. Whenever practicable, this notification shall be given in writing before the disciplinary action is imposed, and if this is not possible, such notification shall be given as soon as possible.
- 4.2.3. Other disciplinary action towards the misconduct
  - 1) Verbal Warning
  - 2) Providing only the basic salary with suspension
  - 3) Suspension without the basic salary or allowance
  - 4) Transfer/demotion
  - 5) Cut short of all the increment
  - 6) Dismissal
  - 7) Imposing penalty
- 4.2.4. The following causes relating to failure in the performance of duties or causes relating to personal conduct detrimental to KAIROS service, represent those considered to be adequate grounds for suspension, demotion or dismissal, but are not intended as representing all possible causes:
  1. Working against with the Goal, norms and conditions and morals of KAIROS
  2. Inefficiency, negligence or incompetence in the performance of duties.
  3. Physical or mental incapacity to perform duties.
  4. Abusive or brutal actions toward other staff.
  5. Disobedience towards the higher authority and not giving attention to their suggestions and corrections.
  6. Willful, careless, or negligent destruction of KAIROS property or equipment while on duty
  7. Discourteous treatment of the target group, staff or volunteers
  8. Habitual pattern of failure to report for duty at the assigned time and place.

9. Absence or frequent late coming without prior permission or leave.
10. Improper use of leave privileges.
11. Misuse of KAIROS funds and work against with the nature and eco system
12. Engaging in strikes or work slowdowns.
13. Minimize the dignity of women or any sort of harassment towards women
14. Misrepresentation of KAIROS records for personal profit or to grant special privileges.
15. Smoking & consuming alcohol and other drugs in the office & office premises
16. Engaging in incompatible employment or serving a conflicting interest.
17. Violation of work rules or HRD Policy

### **4.3 Grievance Redress Mechanism**

4.3.1 In order to redress the grievances of the regular staff, the Competent Authority shall constitute a regular Grievance Redressal Committee having 3 to 4 members including one lady employee and one governing body member. In case, a grievance is received against any of the members of the committee or one of the members is a reporting authority of the complainant, the said member shall be replaced by another person by the Competent Authority for processing of the said complaint. If there is any disagreement with the decision taken by the committee the accused person can give appeal to the president and the decision of the Bishop will be final. Competent Authority or a member of the Board will not be a member of the Grievance Redressal Committee.

4.3.2 Information about the grievance redressal mechanism and the composition of the committee will be notified to the staff.

4.3.3 The grievance redressal mechanism will follow the following procedure:

- (a) Office of the Competent Authority receives signed complaint from the concerned staff and gives immediate acknowledgement of receiving the complaint.
- (b) Grievance Redressal Committee meets within 21 days of receiving the complaint for deciding the merit of the complaint and deciding the Grievance Redressal Procedure
- (c) Grievance Redressal Procedure may include the following:
  - (i) Seek written clarification if deemed necessary from the complainant and the accused staff.
  - (ii) Schedule and conduct hearing of both the complainant and the accused staff in the full committee, with prior notification of date, time and venue.
  - (iii) Submit its report on the findings, and recommended action to the Competent Authority within one month of hearing/written submission whichever is later.
  - (iv) The Competent Authority communicates in writing to the complainant about the findings and decision, approved by him/her.
  - (v) If unsatisfied, the complainant may appeal to the Competent Authority against the decision and the reason for it, within one week of receiving the decision.
  - (vi) If unsatisfied with the decision of the Competent Authority, the complainant may appeal to the president of KAIROS against the decision and the reason for it, within one week of receiving the decision.

#### **4.4 Office of Human Resource Services**

- 4.4.1. An office of Human Resource Services will be set up under the Competent Authority.
- 4.4.2. A full time personnel staff will manage the office for implementing the provisions of the HRD Policy. He/she will function under the direction of the Competent Authority.
- 4.4.3. Separate personal file will be created and maintained for each and every staff of KAIROS. All correspondence and documents related to that staff shall be kept in the respective personal file.
- 4.4.4. Safe custody and confidentiality of the personal files are very important.
- 4.4.5. The Human Resource Services Office is responsible for administering these rules/procedures uniformly and equitably

#### **5. Welfare measures**

- 5.1. Provident fund** - All the permanent staff will have the provision to get the provident fund. The monthly salary (with all incentives) of 10% from the part of staff and other 10% from the part of organization collected for it and for this purpose 10% of the monthly salary cut short from the staff every month and the amount deposited in the bank in the joined account of the Director and a staff for the P F. The staff may get the interest of the same from the banks
- 5.2. Loan facilities** – Housing purpose, children’s education, medical expenditure, marriage, for these purpose the staff members of KAIROS may get the maximum amount of 50000/- (fifty thousand) on the basis of zero interest from the corpus fund of the organization. The staff of KAIROS is permitted to collect loan up to the 90% of their invested P F and they need to pay the interest of the time to the bank. All types of loan re payment will be deducted from the monthly salary of the staff.
- 5.3. Insurance facility-** All the staff of KAIROS in connection with the insurance they are eligible to get 50000/- (fifty thousand) and for this purpose the 50% of the monthly premium paid by the organization and the rest from the staff. The insurance amount will be deducted from the salary every month
- 5.4. Medical benefit** - The staff of KAIROS is eligible to collect the maximum amount of 15000/- fifteen thousand from the office for the medical benefit and they need to produce the original bill and the doctor’s attested certificate. There will not be any provision for reimburse cosmetic operations, dental care and delivery
- 5.5. Ongoing education-** KAIROS promises the continuation of the education of its staff. The fifty percentage of the total expenditure of the course/education purpose will met by the organization. To get this provision they must have to collect the permission from the Director and they need to sign an agreement that they are ready to continue the work with the organization for the period of five years after completing the course/ study. In case they break the agreement they are asked pay the total amount paid for them.
- 5.6. Food provision-** While the KAIROS staff are in the central office they will be provided lunch and morning and evening tea free of cost.

- 5.7. **Lodging expenditure**- for the need and functions of KAIROS, if any staff are asked to shift his/ her house or place of residence, they are eligible to collect Rs.1000 as the actual amount.
- 5.8. **Christmas and Onam**- As a token of joy the organization gives to its staff a X' Mas and Onam gift in terms of Money
- 5.9. **Study tour** – there will be an annual tour for all staff together in every year and the expenditure will be met by the organization.
- 5.10. **Marriage gift** –For the marriage ceremony of the staff, the organization will give a gift in kind or in cash.
- 5.11. **Travel allowance** – for the official travel of the staff in accordance with the intention of organization, they have the right to get the actual travel amount and their boarding and lodgings amount and they are asked to fill the prescribed travel expense format