



**SACH**

*Society For Action In Community Health*

# **HR POLICY HANDBOOK**



# **HR POLICY HANDBOOK**

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**Version 9 - February 2023**

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# INTRODUCTION

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SACH - Society for Action in Community Health”, New Delhi, is a not-for-profit organization with pan-India presence.

The organization initiated its work in the areas of community health and has gradually expanded to in diversified areas of community development and poverty reduction. This “Policy Manual” provides details about management structure, Recruitment and selection, guidelines, staff benefits and general information, employee benefit schemes, and all other systems and protocols.

This manual is broad based with the long term vision of SACH being one of the employee friendly organisation.

When there is any variation in the Policy, such variations shall be added to this policy document in the form of amendments after approval from the Board of SACH.

SACH shall review the HR manual and its effectiveness at regular intervals.



**KP RAJENDRAN**  
Secretary & CEO

## PURPOSE AND DEFINITIONS

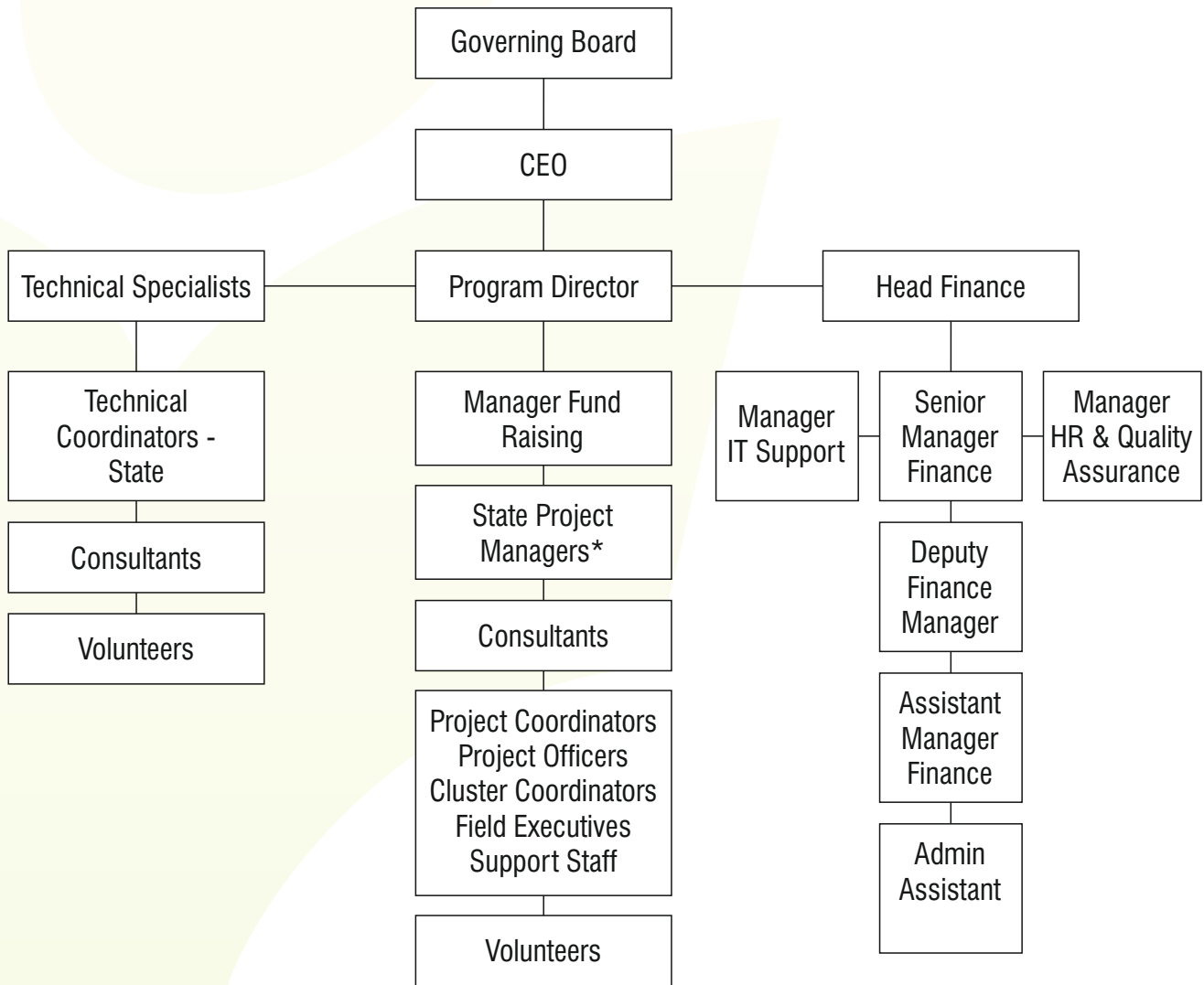
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This Policy shall apply to all staff working in Head Office, State Offices and Field Offices. However short term or assignment based Consultants shall not be covered under this policy. Their terms of engagement shall be defined in their respective work contracts/ agreements.

### **DEFINITIONS:**

- SACH means “Society for Action in Community Health”
- Board or Governing Board means the Governing and Administrative body of SACH.
- CEO: The Secretary of the Board shall be the Chief Executive Officer by default.
- Senior Management Team or SMT: The CEO, Director Programs, Head Finance, Sr. Manager Finance, Sr. Manager Admin & HR, Program Manager (States) shall constitute the Senior Management Team.

# ORGANIZATIONAL CHART



\* Bihar, Delhi, Gujarat, Haryana, Jharkhand, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Meghalaya, Odisha, Punjab, Rajasthan, UP, West Bengal.

# EMPLOYEE CADRE

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SACH has six Employee Cadre levels. The same is explained below.

## MANAGEMENT CADRE

Level	Designation
L1	CEO Program Director
L2	Director Program Head Finance
L3	Senior Manager Finance Manager HR & Quality Assurance Manager IT Support Dy. Manager Finance Manager Project (Field) Thematic Specialist (Project) Executive Assistant to Secretary / CEO

## FIELD CADRE

Level	Designation
S1	Cluster Coordinator Account Executive
S2	Community Resource Persons Drivers and Support Assistants
S3	Field Assistants, Caretakers

# RECRUITMENT POLICY

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## **EQUAL OPPORTUNITY EMPLOYER**

SACH is an equal opportunities employer. SACH shall select a person purely based on merit for the job. There shall be no discrimination based on gender, race, caste, religion, ethnicity, colour, orientation and disability status and shall comply with the laws regarding the same.

## **ANNUAL CONTRACTUAL HIRING**

Since SACH is totally dependent on external agencies for funding, personnel shall be hired for fixed term contracts based on project period.

## **FOLLOWING IS THE DETAILED PROCEDURE FOR HIRINGS:**

1. Projected staff requirement shall be included in the proposal submitted to donor. The staff requirement and the budget required shall be forecasted by the SMT.
2. Once the positions are approved, the Program Director shall prepare a Terms of Reference or Job Description for the position which shall be approved by the CEO.
3. Short listing of probable candidates shall be done by reviewing the existing database or referrals. If suitable candidates are not available, the position shall be advertised on SACH website and/or a job portal.
4. All hirings above the rank of Manager shall be done through two stage interviews. In the first stage, the Program Director along with thematic experts/ Head Finance shall conduct the interview. The second and final stage of the interview shall be with the CEO.
5. All the hiring below the rank of Manager shall be conducted in two steps: A written test shall be conducted and candidates shall be shortlisted. The shortlisted candidates shall appear for a final interview which shall be conducted by the Program Director.
6. Once the candidate is finalized, an offer letter shall be released by the HR Manager with clear indication of date of joining. The letter can be sent through e-mail. An acceptance of the offer must be sought from the selected candidate.
7. If the candidate declines the offer, the next candidate shall be offered the job or a fresh selection process undertaken.
8. On receiving the acceptance of the offer from the candidate, HR Manager shall initiate a reference check on the candidate. Ideally, the check should be conducted from two persons of repute of which at least one person must have been the line manager for the candidate in the past.



9. On joining, the Manager - HR shall collect copies of all educational and experience certificates, identity, PAN and address proof. The originals shall be verified by the HR Manager and returned. No original certificate will be collected and kept by the HR Manager.

### **ASSIGNMENT BASED OR PART TIME CONTRACTUAL HIRING**

SACH may require hiring of services of Consultants from time to time depending upon requirement. The consultants may be hired for specific tasks or for specific duration or both. Such hirings shall be under three categories, viz:

1. Rs. 50,000 and below
2. Rs. 50,000 to Rs. 200,000
3. Rs. 200,000 and above

For hiring the Consultants, the concerned employee (Level L2) shall prepare the rationale and justification for hiring external Consultants along with the detailed Terms of Reference (TOR). The TOR shall carry the details of budget, tasks, timelines, assignees, resources, travel and daily allowance entitlements, fee and deliverables. The TOR and hiring shall be approved as per details below:

<b>Category</b>	<b>TOR Approval</b>
Rs. 50,000 and below	Anyone in Level L1 CEO/Program Director
Rs. 50,000 to Rs. 200,000	CEO
Rs. 200,000 and above	CEO and Board Representatives

The concerned employee (L2) shall be responsible for identifying three consultants out of which one shall be hired. The approval for hiring shall be done by employees as mentioned in above table. However, for any services if there is a single party hiring, CEO shall be the approving authority.

The Approval Authority shall decide upon the requirement of discussion, presentation, interview or any other method for hiring.

The Contract shall be made by the HR Manager as per TOR suggested by the line manager (L2), and finally signed and executed by the Program Director.

Any amendment required shall be executed by the same authorities who approved it.

## **JOINING PROCESS**

The selected candidate will convey to the HR Manager the acceptance of the offer and the date of joining. The HR Manager will collect all the necessary educational certificates and identification and address proof of the candidate. The HR Manager shall complete the process of reference checks on the candidate prior to the date of joining.

On the day of joining of the candidate, an appointment letter will be issued only after the submission of the required certificate, documents and address and identity proof.

## **INDUCTION AND ORIENTATION:**

The HR Manager shall brief the new joiner regarding the rules and introduce him/her to the office staff and the project team. The HR Manager shall provide Identity Card, set up wifi network on the employee's laptop, allocate workstation and issue stationary & consumables to the joiner.

The HR Manager shall also organise a 3-day induction for the new joiner which shall be planned in consultation with the respective reporting Manager and approved by the respective Head. The Joiner shall be required to make a presentation at the end of his/her induction.

## **CONDUCT AT WORKPLACE**

1. Matters related to Leaves, Medical and other benefits shall be governed by rules effective at that time to the Employee Level. These will be communicated to the staff separately. The employee shall adhere to the same at all times. Any exception to be made would require a prior approval of the CEO/Program Director.
2. The staff shall maintain high standard of integrity, honesty, initiative and efficiency. He/She shall, at all times, work in conformity to the duties and directions and instructions issued to him/her by the reporting officer.
3. The staff shall be responsible for safety of organisational assets issued to him/her or would be in his/her custody or care. Loss of any such property shall be assessed by a team constituted by the CEO/Program Director for the purpose and the organisation shall have the right to recover the damages of all such materials and take any other action deemed fit.
4. The staff must intimate in writing (hard copy or email) to the HR Manager of any change in Communication details like Address, Phone no. etc.
5. No staff, unless authorised in writing by the CEO/Program Director, shall speak with Press, Media or Govt. officials or commit anything on behalf of the management.

6. The staff shall maintain Confidentiality of information of such nature like Salaries, security arrangements, contract details, administrative matters, disciplinary actions etc.
7. The Management, at its discretion, may place the staff on any project/office/assignment within the organisation or outside the organisation on deputation as it may deem necessary.
8. The Staff may be required to travel for organisational work as and when required. In such cases, he/she shall be governed by the applicable Travel Policy.
9. In case the staff is charged for any misconduct/fraud during the period of service, he/she shall be liable for suspension, enquiry and if the charges are established beyond doubt, the staff may be dismissed from the services.
10. If the management is not satisfied with the performance of the staff, his/her services will be liable to termination with notice or payment of salary in lieu thereof.
11. The Management reserves the right in its sole discretion of terminating the services after giving one month's notice or payment of salary in lieu thereof.
12. The staff will be at liberty to resign from the services of the organization after giving two month's notice or payment in lieu thereof.
13. The organization reserves the right to accept the resignation with effect from such date as it may deem fit even before the expiry of the period of notice given by the staff without assignment of any reason. In that event the organization may relieve the staff from duties without payment of any dues or compensation for the unexpired period of notice after paying the dues up to the date of relieving from services.
14. If a staff is absent without leave notice or remains absent beyond the period of leave originally granted, or subsequently extended, the staff shall be considered as having voluntarily terminated from the employment without giving any notice unless the staff returns to work "within 5 working days" from the commencement of such absence and gives an explanation to the satisfaction of the Management regarding such absence.
15. A staff cannot avail paid leave within a month of joining and a month before leaving the organization. In such cases leave taken, specifically in those periods, will be counted as LWP (leave without pay).

# APPRAISAL AND PROMOTION POLICY

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All staff from Levels L1 to L3 and S1 to S2 shall undergo performance appraisal. The Appraisal shall be conducted twice during the year. For the purpose of Appraisal, the Calendar Year (Jan to Dec) shall be taken as Appraisal Period. During the year, one mid term appraisal for performance between January to June shall be conducted in the month of July. The annual appraisal shall be conducted in the month of January in the succeeding year.

Based on the Key Performance Indicators (KPIs) defined in the Individual Performance Matrix, the employees will be assessed and their annual increments in their Compensation and Promotion shall be finalised. The SMTs decision on this matter shall be final. Format of Performance Matrix shall be made available to each employee.

To undergo an Annual Appraisal, an employee is required to be serving in the organisation for 6 months or more. In case of lesser working period in the organization, the employee shall be assessed in the next cycle. In such cases, the benefits of increment shall be calculated on a pro-rata basis.

## APPRAISAL PROCESS

All employees shall be required to conduct a self-appraisal based on their KPIs in their Performance Matrix. They shall be reviewed by their immediate reporting officer. The SMT shall conduct the final review of all the Employees and decide upon the increments and/or promotions.

The entire process shall be organised under the ownership of Manager Human Resource.

## PROMOTIONS

Promotions can be executed when a staff is accepted to a new position that is higher than his or her current grade or when the staff's current position is revised to a new position with a higher grade.

*All promotions shall be approved by the SMT.*

# HOLIDAYS, LEAVES AND ATTENDANCE RULES

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These rules shall apply to all staff who are on annual contractual employment of the organization. Persons deployed as consultant on special contract or employed on daily wages or on casual basis, are not covered under these rules.

## HOLIDAYS & LEAVES

1. For each financial year HR declare 14 holidays specific to each location. A holiday calendar shall be released by Manager HR.
2. In addition to the above holidays, the staff shall be entitled for the following leaves, as required with prior approval of their N+2 reporting authority and above ranked officials.
  - **Casual Leave:** 7 days in a Calendar Year
  - **Sick Leave:** 5 days in a Calendar Year
  - **Earned Leave:** 20 days in a Calendar Year
3. The Leaves shall accrue for completed months of service and shall be calculated on a pro-rata basis for employees working for part of the year.
4. Maximum of five Earned Leaves can be carried forward each year and accumulated upto 26 days. Additional leaves shall lapse at the end of the year.
5. On resignation of service, the accumulated leaves shall automatically lapse. The SMT, at its discretion, may adjust the balance leaves against the notice period of the employee.

## RULES FOR AVAILING LEAVE

If a staff is on leave he/she has to previously intimate his reporting office/reporting supervisor or on the day itself, else if no intimation is received within a stretch of 8 days, the Organization will terminate his/her service contract without notice.

A staff cannot avail paid leave within a month of joining and a month before leaving the Organization. In such cases leave taken, specifically in those periods, will be counted as LWP (leave without pay).

For availing any kind of leave, leave application has to be submitted in the prescribed format for prior approval of the leave.

All staff are required to obtain approval before availing any type of leave. In the event of emergencies when prior approval cannot be obtained, it is incumbent upon the staff to inform and seek approval of such absence immediately from his/her superior authority.

Casual leave cannot be availed for more than three consecutive days. Any leave can be prefixed and/or suffixed with any holidays (Saturday, Sunday and organizational holidays).

The organization has the right to cancel the leave during exigencies of work. All staff who intends to leave the station on being granted leave will notify their leave address to the HR Manager and reporting authority of their individual programmes.

Extraordinary leave with pay can be granted on compassionate grounds upto 30 days. These leaves shall be granted at the discretion of the CEO.

Maternity Leave shall be granted to regular employees of SACH who qualify for the same. Such leaves shall be governed as per norms prescribed under Maternity benefit Act, 1961.

Paternity Leave shall be granted to employees for 3 days.

Sabbatical and study leave can be granted for a period of not more than six months for pursuing professional program or training. Such leaves shall be without pay and will be decided on case to case basis. Such leaves can be granted to employees who have completed 3 years of satisfactory service. However, granting such leaves shall be at the discretion of the CEO.

**Following table depicts the Leave approval authorities:**

<b>Leave Type</b>	<b>Recommending Authority</b>	<b>Approving Authority</b>
Casual Leave	Immediate Reporting Authority(N+1)	N+2
Sick Leave	Immediate Reporting Authority(N+1)	N+2
Earned Leave	Immediate Reporting Authority(N+1)	N+2
Extraordinary Leave	Immediate Reporting Authority(N+1)+PD	CEO
Maternity Leave	Immediate Reporting Authority(N+1) +PD	CEO/ Program Director
Paternity Leave	Immediate Reporting Authority(N+1) +PD	CEO/ Program Director
Study Leave	Immediate Reporting Authority(N+1) +PD	CEO



## ATTENDANCE AND WORKING HOURS

SACH will follow six working days in a week. Sunday will be a holiday. Following table depicts the Attendance and working hours for employees of SACH located at Head Office and Field Offices.

Parameter	Head Office	Field Offices
Working Days	Monday to Saturday	
Weekly Off	Sunday, 2 <sup>nd</sup> Saturday Off	
Working Hours	9:30 AM to 5:30 PM	9:00 AM to 5:00 PM
Flexi Timings	1 hour	Not Applicable
Lunch Break	30 minutes (1:30 PM to 2:00 PM)	
Attendance System	Fingerprint Based/Attendance Register	
Late Coming	Upto 30 minutes for a maximum of 2 days in a month. Thereafter, half day leave shall be marked. If late by more than 30 minutes, half day leave shall be marked	
Exclusions	Any exclusion shall be approved by CEO at his discretion	

Female staff working in Delhi office must leave the office by 6 PM. Any overstay shall require approval of CEO. In case the female employee stays beyond 7:30 PM, she shall be reimbursed radio taxi fare (Ola/Uber).

L1 level employees shall be entitled for Work from home for not more than 48 days in a year. The work from home can't be availed on Monday. Not more than 2 days consecutive work from home shall be allowed. L1 employees shall have the discretion to allow any L2 staff to work from home provided the deliverable for the day is documented and output monitored.

## SALARY CALCULATIONS

All the Field offices will send the details of attendance by the 26th of every month to the HR Manager at the Head Office covering a period beginning from 26th of previous month till 25th of current month. HR Unit will prepare a consolidated statement of leave availed by the staff in the Field offices and Delhi office. The deduction if any towards excess leave taken will be based on the consolidated statement. The same will be submitted to Finance Section by the end of the current month. The Salary payment shall be authorised by the CEO/Program Director and released on or before 7th of coming month. All salaries shall be released through Bank instruments and subjected to the fulfillment of mandatory reporting.

## TRAVEL POLICY

SACH is a national level organisation with highly professional workforce. It is pertinent that the staff require undertaking travel related to work to various locations. The Purpose of this travel policy is to ensure that all such travels are undertaken in an efficient, comfortable and cost-effective manner.

### MODE OF TRAVEL ENTITLEMENTS FOR DOMESTIC TRAVEL

Level	Air	Rail	Road
L1	Economy Class	CEO: AC I, Executive CC or any other class	Hired Taxi - Sedan/ Own Car (own car to be reimbursed @ Rs. 13.00 per km)
L2	Economy Class	AC II, Executive CC, CC	Hired Taxi - Hatchback/ Own Car (own car to be reimbursed @ Rs. 13.00 per km)
L3	With Special Permission	AC III, AC CC	AC Bus
S1	With Special Permission	AC III, AC CC	AC Bus
S2	With Special Permission	AC III, AC CC	AC Bus
S3	With Special Permission	AC III, AC CC	AC Bus

### HOTEL AND OTHER ENTITLEMENTS FOR DOMESTIC TRAVEL

Hotel bookings shall be permitted only at locations where there is no SACH's Guest House available. In case there is no bed/room available in the Guest House, hotel room can be booked after prior approval of any L1 level employee.

The upper limit of the entitlements is given below.

Level	All Metro cities + Bangalore & Hyderabad	All State Capitals	Rest of India
L1	Rs. 8000 - Rs. 10000	Rs. 4500 - Rs 7000	Rs. 5000
L2	Rs. 6500	Rs. 5000	Rs. 3500
L3	Rs. 3000	Rs. 2000	Rs. 1500
S1	Rs. 2500	Rs. 1500	Rs. 1200
S2	Rs. 2000	Rs. 1200	Rs. 1000
S3	Rs. 1500	Rs. 1000	Rs. 700



For local travel during outstation travels, employees in level L1 shall be entitled to hire sedan radio taxi (Uber/Ola). L2 and L3 level employees shall use hatchback radio taxi (Uber/ Ola). Employees in levels S1, S2 & S3 shall use public transport facilities, unless authorised by any L category officer to use any higher mode of transport.

The Daily Allowance (for Breakfast, Lunch, Dinner and other incidental expenses) upper limit is mentioned below.

Level	All Metro cities + Bangalore & Hyderabad	All State Capitals	Rest of India
L1	On Actuals	On Actuals	On Actuals
L2	Rs. 900	Rs. 700	Rs. 600
L3	Rs. 500	Rs. 500	Rs. 400
S1	Rs. 400	Rs. 300	Rs. 300
S2	Rs. 300	Rs. 300	Rs. 300
S3	Rs. 300	Rs. 300	Rs. 300

For any accompanying Guests, L1 level employees can self-certify the expenditure. All L2 level officers can take guests for the expenditure shall be authorised by any L1 officer. All other employees may take guests only with prior approval of any L1 or L2 level employee.

Reimbursement of the Daily Allowance shall be made on actual expenditure made and upon production of bills. If bills are not produced an amount equivalent to 80% of the max. entitlement shall be given.

### **LOCAL CONVEYANCE ENTITLEMENTS IN SAME LOCATION**

Hiring of taxi for local conveyance at place of posting shall be generally avoided. Use of office vehicle shall be planned in a way to maximise output and club travel of employees going in the same direction. This includes the travel for field visit.

In case of an urgent requirement, the Admin Incharge at the field locations shall assess and certify the requirement and forward it to the Head of Operations through the Location Head for approval. Such approvals can be taken over phone and regularised later the same day.

It will be the responsibility of the Admin Incharge to ensure that Log Book of the vehicles are maintained up to date at all times.

The Daily Allowance during field visit shall be as under:

1. All L1 employees: On Actuals, on production of bills
2. All others: Flat Rs. 150, when the field visit duration is more than 6 hours. The Admin Incharge shall certify the out-time and in-time at office. The rate shall be periodically reviewed and any change shall be communicated to the staff separately.

## **APPROVAL & REPORTING SYSTEM**

It is important that the employees should try to identify most economical and time saving routes as the guidelines while planning for travel.

The approval system for the travels is specified below:

1. Employees at level L1 would travel as per their plans, keeping in mind the economy and requirement of travel. They do not need any approval for travel.
2. Employees at level L2 shall require approval of their L1 supervisor for travel.
3. Travel of all other employees shall be recommended by their supervisor and approved by their N+2 authority or Head of Department.
4. All travel approval requests and final approvals shall be marked to the HR Manager for attendance records.
5. In case of emergencies requiring cancellation of tickets, all approvals shall be required from the CEO/Program Director .
6. In case of any deviation due to some unforeseen circumstances, such deviations shall require CEOs approval. In case the CEO is not available, the Program Director can approve only in case of urgency.

The travel approval can be taken in the prescribed format.

## **GENERAL**

1. Leaves can be allowed to staff on tour before starting the tour or after tour completion. No allowances shall be admissible during the leave period.
2. Use of personal vehicle shall be reimbursed @ Rs. 13 per km for Car and Rs. 5 per km for two wheeler. Such use shall be authorised by the reporting authority of the staff.
3. All International Travels shall be decided by the CEO and the limits shall be decided on a case to case basis based on the Level, Country of Travel, Location of Stay and other relevant factors.

# STAFF WELFARE AND BENEFITS

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## LOANS

Employees of SACH may avail Loans based solely on discretion of the CEO.

## ELIGIBILITY

Any staff who has completed 2 years of service can apply for loans for the following approved purposes.

1. Purchase of computers for self use.
2. To meet expenses of marriage of self/daughter/son/sister.
3. Medical expenses for self/wife/daughter/son/parents.

## APPROVING AUTHORITY

All loans shall be approved by the CEO depending upon the requirement and availability of funds. Mere application for loans shall not entitle the employee for availing of loan facilities. All application can be made on the prescribed form.

## LOAN CEILING

The applicant can apply for a maximum amount equivalent to 3 months net salary. The CEO, at his discretion, may consider lower/ higher loan amount depend upon the availability of fund.

## LOAN RECOVERY

The recovery term shall be a maximum of 11 months..

## INTEREST RATE

The loans shall be interest free to facilitate important life events of the employees. Monthly Installment shall be calculated based on the loan amount and the payment tenure.

## SALARY ADVANCE

Any employee completed 6 months of service can avail one-month salary advance which shall be recovered in maximum 6 months duration. Salary advance is at the discretion of management. Salary advance shall be approved by the CEO/Program Director.

## **ACCIDENTAL COVERAGE**

Employees shall be provided personal accidental coverage for those who do not have it. The coverage value will be Rs. 4 Lakh. This will be provided free of cost by SACH. All other insurance like Mediclaim, any other benefits like PF, Gratuity, etc. will be the responsibility of the employees as their salary is fixed covering all these benefits .

# CONDUCT, DISCIPLINE, APPEAL RULES

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## DEFINITIONS'

- Disciplinary Authority', means the authority specified in the schedule appended to these rules and competent to impose any of the penalties specified in these rules. '
- Appellate Authority', means the authority specified in the schedule appended to these Rules. '
- Reviewing Authority', means the authority specified in the schedule appended to these Rules.

## GENERAL

In order to ensure safe, conductive and healthy working environment SACH has devised certain basic conduct, discipline and appeal rules which are to be complied by all staff. These rules work as a regulatory mechanism to ensure professionalism in our offices, staff and deliverables.

As a norm: Every staff of the organization shall at all times maintain:

- Absolute integrity;
- Devotion to duty;
- Conform to and abide by the rules of the Organisation

Every staff of the organization holding a supervisory post shall take all possible steps to ensure the integrity and devotion to duty of all staff under his/her control and authority.

No staff of the organization shall in the performance of his/her official duties, or in the exercise of powers conferred on him /her act otherwise than in his/her best judgment except when he/she is acting under the direction of his/her official superior.

## OFFICIAL PROTOCOL OF SERVICE

1. No staff of the organization shall, except with the prior sanction of the CEO, own wholly or in part, or conduct or participate in the editing or management of any newspaper or other periodical publications.
2. No staff of the organization shall, except with the prior sanction of the CEO participate in a TV/Radio broadcast or contribute any article or write any letter either in his/her name or anonymously, to THE PRESS.
3. No staff shall except with the prior sanction of the CEO, give evidence in connection with any enquiry conducted by any person, committee or authority.

4. No Staff of the organization shall share directly or indirectly provide any official document or any official information to any officer or other staff or any other person to whom s/he is not authorized to communicate such document or information.
5. No Staff of the organization shall engage directly or indirectly in any trade or business or undertake any other employment. Provided that a staff may, without such sanction undertake honorary work of a social or charitable nature or occasional work of a literary, artistic or scientific character, subject to the condition that his/her official duties do not thereby suffer.
6. No staff of the organization shall accept any fee for any job done by her/him for any public body or any private person without the sanction of the CEO

### **MISCONDUCT**

The following objectionable acts of service shall be treated as misconduct:

- Theft, fraud or dishonesty in connection with the business or property of the organization or of the property of another person within the premises of the organization.
- Taking or giving bribes or any illegal gratification.
- Neglect of work or negligence in the performance of duty including malingering or slowing down of work.
- Furnishing false information regarding name, age, father's name, qualifications, ability or previous service or any other matter germane to the employment at the time of employment or during the course of employment.
- Disobedience, whether or not in combination with others, of any lawful and reasonable order to his superior.
- Absence without leave or overstaying the sanctioned leave without sufficient grounds or proper or satisfactory explanation.
- Habitual late or irregular attendance
- Damage to any property of the organization.
- Interference or tampering with any safety device installed in or around the premises of the organization.
- Drunkenness or riotous or disorderly or indecent behaviour in the premises of organization or outside such premises where such behaviour is related to or connected with the employment.
- Gambling within the premises of the establishment.
- Drinking inside the premises of the organisation.
- Smoking within the premises of the establishment where it is prohibited.

- Collection without the permission of the CEO of any money within the premises of the organization except as sanctioned by any law of the land for the time being in-force or rules of the organization.
- Sleeping while on duty.
- Commission of any act which amounts to criminal offence involving moral turpitude.
- Absence from the appointed place of work without permission from project head, or sufficient cause.
- Purchasing properties machinery, stores etc. from or selling properties, machinery, stores etc. to the organization without prior permission in writing from the CEO or Program Director.
- Commission of any act subversive of discipline or of good behavior.

### **DISCIPLINARY AND GRIEVANCE PROCEDURE**

The levels of Authority required for action (due to misconduct, or unethical code of conduct) are as follows:-

<b>ACTION</b>	<b>ACTING AUTHORITY</b>
FIRST NOTICE	Immediate Supervisor
SECOND NOTICE	N+2
FINAL NOTICE	HR Manager
DISMISSAL / DISCHARGE HR	Manager (below L3) CEO (above L3)
FINAL REVIEWING AUTHORITY	CEO

The appointing authority or any authority to which it is subordinate or the disciplinary authority or any other authority empowered in that behalf by general or special order of CEO may place a staff under suspension against whom a disciplinary proceedings against him/her is contemplated or is pending; or against whom a case against him/her in respect of any criminal offence is under investigation or trial.

A staff of the organization who is detained in custody, whether on a criminal charge or otherwise, for a period exceeding forty-eight hours shall be deemed to have been suspended with effect from the date of detention by an order of the CEO and shall remain under suspension until further discussion.

Where a penalty of dismissal or removal from service imposed upon a staff under suspension is set aside on appeal or on review under these rules and the case is remitted for further inquiry or action or with any other direction, the order of his/her suspension shall be deemed to have continued in force on and from the date of the original order of dismissal or removal and shall remain in force until further orders.



Where a penalty of dismissal or removal from service imposed upon a staff is set aside or declared or rendered void and the disciplinary authority on consideration of the circumstances of the case, decides to hold a further inquiry against him/her on the allegations on which the penalty of dismissal or removal was originally imposed, the staff shall be deemed to have been placed under suspension by the CEO from the date of the original order of dismissal or removal and shall continue to remain under suspension until further orders.

An order of suspension made or deemed to have been made under this rule may at any time be revoked or modified by the CEO.

### **SUBSISTENCE ALLOWANCE**

A staff under suspension if permitted by the CEO shall be able to draw subsistence allowance equal to 50 per cent of his basic pay provided the disciplinary authority is satisfied, that the staff is not engaged in any other employment or business or profession or vocation.

### **PENALTIES**

The following penalties may be imposed (discretion of CEO) on the particular staff, for misconduct committed by him/her.

#### **Minor Penalties**

- With-holding of increments of pay with or without cumulative effect;
- With-holding of promotion; and
- Recovery from pay or such other amount as may be due to him of the whole or part of any official loss caused to the organization by negligence or breach of orders by him.

#### **Major Penalties**

Eliminated from services or dismissal.

#### **Procedure for imposing major Penalties**

Action to be taken:- On occurrence of an offense, in the organization, the CEO will appoint a Presiding Officer and 2 enquiry team members amongst the senior staff members, to enquire into the circumstances in which the offence occurred.

All relevant witnesses including the accused will provide their detailed statements and will be officially cross-examined by the enquiry committee.

Based on the findings of the enquiry committee, a recommendation will be given by them, to the CEO.

#### **Action**

The disciplinary authority shall, if it disagrees with the findings of the inquiring authority on any article of charge, record its reasons for such disagreement and record its own findings on such charge, if the evidence on record is sufficient for the purpose.



If the disciplinary authority having regard to its findings on all or any of the articles of charge is of the opinion that any of the penalties specified in these rules should be imposed on the employee, it shall, notwithstanding anything contained under these rules make an order imposing such penalty.

If the disciplinary authority with respect to the findings on all or any of the articles of charge, is of the opinion that no penalty is called for, it may pass an order applicable to the staff.

Action to be taken on the findings of the enquiry and on the discretion of the CEO.

### **Communication of Orders**

Orders made by the disciplinary authority shall be communicated to the staff who shall also be supplied with a copy of the report of inquiry, if any.

### **Common Proceedings**

Where two or more staff are concerned in a case, the authority competent to impose a major penalty on all such staff may make an order directing that disciplinary proceedings against all of them may be taken in a common proceeding, and the specified authority may function as the disciplinary authority for the purpose.

### **Appeal Rules**

A staff may appeal against an order imposing upon him/her any of the penalties specified under these rules or against the order or suspension referred to in the Rules.

An appeal shall be preferred within one month from the date of communication of the order.

The appeal shall be addressed to the “appellate authority/committee” specified in the schedule and submitted to the authority whose order is appealed against. The appellate authority shall be from the Organisation itself.

The authority whose order is appealed against shall within 15 days of the submission of the appeal forward the appeal together with its comments and the record of the case to the appellate authority and the appellate authority shall consider whether the findings are justified or whether the penalty is excessive or inadequate and pass appropriate orders within one month of the date of appeal.

The appellate authority may pass order confirming, enhancing, reducing or setting aside the penalty or remitting the case to the authority which imposed the penalty or to any other authority with such direction as it may deem fit in the case.

If the enhanced penalty which the appellate authority proposed to impose is a major penalty specified in these Rules and an inquiry as provided has not already been held in the case, the appellate authority shall direct that such an inquiry be held in accordance with the provisions of Rules and thereafter consider the record of the inquiry and pass such orders as it may deem proper.

If the appellate authority decides to enhance the punishment but an inquiry has already been held as provided in the rules, the appellate authority shall give a show –cause notice to the staff as to why the enhanced penalty should not be imposed upon him/her. The appellate authority shall pass final order after taking into account the representation, if any, submitted by the staff.

### **Reviews**

Notwithstanding anything contained in these rules, the reviewing authority as specified in the schedule may call for the record of the case within three months of the date of final order and after reviewing the case pass such orders thereon as it may deem fit.

Here also, if the enhanced penalty, which the reviewing authority proposed to impose is a major penalty and an enquiry as provided under the rules has not already been held in the case the reviewing authority shall direct that such an enquiry be held in accordance with the provisions of Rules and thereafter consider the record of the enquiry and pass such orders as it may deem proper.

If the reviewing authority decides to enhance the punishment but an enquiry has already been held in accordance with the provisions of Rules the reviewing authority shall give show cause notice to the staff as to why the enhanced penalty should not be imposed upon him/her. The reviewing authority shall pass final order after taking into account the representation, if any, submitted by the staff.

### **Service of orders, Notices Etc.**

Every order, notice and other process made or issued under these rules shall be served in person on the staff concerned or communicated to him/her by registered post at his/her last known address.

### **Removal of Doubts**

Where a doubt arises as to the interpretation of any of these rules, the matter shall be referred to the CEO for final decision.

# ANTI-BRIBERY POLICY

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SACH is committed to acting, and being seen to act, in a way that is honest and transparent. It is equally committed to ensuring that those organisations it works with shares and upholds the same values.

SACH is committed to maintaining high ethical standards and preventing bribery and corruption. It expects its partners and vendors to operate with a similar approach.

## DEFINITION AND EXPLANATION

Bribery is the offering, promising, giving, accepting or soliciting of money, gifts or other advantage as an inducement to do something that is illegal or a breach of trust or an unfair competitive advantage in the course of carrying out an organisation's activities.

### Forms of bribery include:

**Extortion** – It is the unlawful use of one's position or office to obtain money through coercion or threats. One example would be when customs officials request undue or false 'customs duties' from importers as a condition to clear their goods.

**Facilitation payments** - These are bribes and are usually small unofficial payments made to secure or expedite the performance of a routine or necessary action to which the payer of the facilitation payment has legal or other entitlement.

**Gifts and hospitality** – these can range from small gifts (such as diaries) to expensive hospitality (tickets for major events, holidays etc). Extravagant gifts and hospitality may be used to disguise bribes that are intended to induce improper behavior.

## ADDRESSING BRIBERY WITHIN SACH

“Core Values: SACH is committed to being a transparent, accountable, inclusive, sustainable organisation that respects all its stakeholders whose participation is actively sought in democratic process and organisational learning. We promote quality and equity with highest ethical and professional standards”

SACH as stated in the above core values statement, places the highest value on ensuring that neither it nor any organisation with which it works is in any way involved with any action, which could amount to bribery or corruption.

SACH has, therefore, put in place the following procedures, which will apply to all members of staff and members of Governing Board and (where appropriate) those who act on behalf of SACH. The procedures are designed to ensure that all concerned are aware of circumstances

and action, which might amount to bribery or corruption, and of the steps, which they need to take if they are aware of or suspect any such action.

Any member of staff who is offered or asked for a bribe, or reasonably believes they have been offered or asked for a bribe, must without delay report the matter to their line manager and also to the CEO. Any Governing Board Member or any agent (such as a Consultant or Adviser) who is offered or asked for a bribe, or who reasonably believes they have been offered or asked for a bribe, must without delay report the matter to the CEO (or in his absence, the Program Director).

In the rare and exceptional circumstances when individuals feel they have no option other than to make payments to protect against loss of life, limb or liberty, or in humanitarian emergencies (e.g. to prevent the loss of life), the matter should be discussed with the CEO, or in his absence the Program Director, at the earliest opportunity.

Acts of bribery undertaken by staff of SACH (whether seeking a bribe or paying a bribe) and any failure by a member of staff of the institute to report that a bribe has been offered or asked for will be considered gross misconduct and will be dealt with accordingly in line with the Financial and HR manuals of SACH. In the case of agents, their contract will be terminated with immediate effect.

## **TRAINING AND COMMUNICATION**

SACH will develop a training process to ensure that all staff, agents (including consultants and advisers) and partner organisations are aware of the potential risks, how bribery might affect them, what they should do if they are offered a bribe, and the consequences should they be found to have made or received a bribe. Lack of training will not, however, be accepted as an excuse for an individual failing to comply with these procedures.

## **WHISTLE BLOWING**

Any employee can be a whistle blower if he/she knows, thinks or perceives of any act of bribery and misconduct. The identity of all such employees shall remain confidential. All such complaints shall be directly sent to the CEO who will decide the course of action. SACH has categorically inbuilt into the policy that it punishes or reprimands the staff resorting to unethical practices in any form as stated in its manuals and depicted in core value statement.

## **GIFTS AND HOSPITALITY**

Staff and agents of (SACH) must on no account offer gifts in the course of their work for (SACH). They should discourage third parties from offering them gifts. They may however accept gifts of small value up to INR 500 if to refuse would cause offence; the receipt of such gifts must be

communicated in writing (email) to the staff member's line manager or, in the case of agents, to the staff member acting as project manager for the project or relationship to which the gift relates.

Hospitality can be offered and received, normally through meals only.

### **RESPONSIBILITY WITHIN SACH**

The CEO/ SMT is responsible for the ownership and maintenance of the organisation's anti-bribery policies and procedures, and for ensuring they are disseminated as appropriate.

# SEXUAL HARASSMENT POLICY

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“Sexual harassment can be defined as an uninvited, unreciprocated and unwelcome behavior of a sexual nature, whether directly or otherwise, which is offensive to the person involved and causes that person to feel threatened, humiliated or embarrassed”.

## **SACH UPHOLDS:**

Right to work in a free environment - THAT all genders, irrespective of any religion, shall have a right to be free from Sexual Harassment and the Right to work in an environment, free from any form of Sexual Harassment.

The policy incorporates that:- “Every staff who is in-charge of a particular job contract in SACH, shall take appropriate steps to prevent sexual harassment”.

No employer or any person who is part of the Management or a Supervisor or a co-employee shall, sexually harass a female/male employee at the work place, where she/he is employed or seeking employment; whether the harassment occurs in/ at the workplace or at a place where the said person has gone in connection with the specific job or at any other workplace.

No staff should indulge in any act of sexual harassment “unwanted unethical code of conduct which affects the dignity of women or men at work” at work place.

“Harassment has no definition in law but is generally described as unwelcome physical, verbal or non verbal behavior which spoils the efficient work atmosphere of the Organization, thereby blemishing the effective flow of work”.

Sexual harassment breaches the basic working ethos of the organization and it is classified as a serious offence which may result in summary dismissal under the Disciplinary rules. The organization recognizes that all staff have a right to work in an environment in which the dignity of individuals is respected and which is free from harassment and bullying.

For the purpose of this Policy, the following interpretations and examples of harassment may be helpful in determining whether sexual harassment has taken place.

## **Examples of sexual harassment are:**

1. Request for sexual favors, including implied or overt promises of preferential treatment or threats concerning present or future employment status;



2. Offensive gesture or comments or sexually-oriented jokes;
3. Unwanted physical contact and advances ,Repeated glances or stares
4. Exhibiting pornographic pictures or the display of sexually offensive visual material such as calendars, photographs, books or videos.
5. Any other objectionable conduct of sexual nature.

### **Responsibilities of Controlling Staff/Officer**

Allegations of sexual harassment received either informally or formally, must be dealt with promptly and sensitively. It is important that the senior authority recognize that sexual harassment is any unwanted sexual advance which causes offence to the recipient. The senior authority must therefore take care to ensure that they do not-pre judge situations based on their own attitudes and perceptions.

### **Responsibilities of all Staff**

Every staff member has a personal responsibility NOT to harass other members of staff. A staff member who becomes aware of sexual harassment occurring should bring the matter to the attention of his/her senior authority

### **Authorities under this ACT**

SACH shall constitute an Internal Complaints Committee-ICC at its Head Office in Delhi which shall look into all complaints of Sexual Harassment.

- The ICC shall consist of not less than three members, nominated by the Management.
- ICC shall be appointed for a period of three years, after which a new Committee shall be appointed, provided that the previous Committee or individual members of the previous Committee may be re-appointed, but not for more than two terms.
- ICC shall be headed by a female or male member, who shall be its chairperson, under discretion of the CEO.
- There shall be at least one external person in the ICC.
- Not less than half of its members shall be women. Where sufficient numbers of women employees are not available, then the Committee may be filled up, at the discretion of the CEO.
- All members of the Complaints Committee, whether internal or third parties should be neutral and unbiased.

### **Procedure for Dealing with Sexual Harassment**

Under this Policy, a complaint may be lodged before the any members of ICC by an aggrieved woman or man; in case of more than one aggrieved woman or man, all or any one or more of them on herself and others can lodge the complaint.

## **Norms and actions**

- The HR Manager of the organization, will discuss the matter with the complainant and agree a course of action. The complainant may be accompanied by a representative or colleague at these meetings. The alleged harasser will also have the right to state their version of events to the senior authority and to also be accompanied by a representative or colleague.
- At any stage of the process the complainant, the Managing committee (whom so ever) is dealing with the compliant or the accused may feel that they need the help of an independent third party interference for activating the best legal decision, for the best course of action, the organization will provide the same.
- “This independent person” generally being the staff of the organization, would be conversant with this sexual harassment matter.
- If the situation cannot be resolved informally then the complainant has the right to pursue his or her complaint formally via the organization's Grievance Mechanism.
- Best practice in relation to confidentiality will be maintained during this investigation; and both the complainant and alleged harasser will have the opportunity to have their say.

## **Where Sexual Harassment amounts to criminal offence –**

- Where the conduct of Sexual Harassment amounts to a specific offence under the Indian Penal Code (45 of 1860) or under any other law; it shall be the duty of the Member of the ICC to immediately inform the complainant of her right to initiate in accordance with law with the appropriate authorities viz., Women Cell of Delhi Police, Delhi Commission for Women etc and to give advice and guidance regarding the same.
- Before making the issue public or going for external legal aides, ICC shall maintain confidentiality of the case.
- It shall inform the Management Committee (whom so ever) about the next step and act upon the advise of the Management Committee.

**“Sexual harassment is a serious offence which may result in permanent dismissal from employment”.**





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