

2020

HR Policy Manual



ICSF

International Collective in Support of Fishworkers

HR Policy Manual contains, the HR policies, procedures, rights and obligations of the employees and that of the employer in the performance of the duties.

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1. HR Policy Manual

1.1 Preamble

The HR Policy manual contains the Human Resource policies, procedures, rights and obligations of the employees and that of the organization in the performance of the duties.

1.2 Objective

The objectives of the manual are to:

- provide a standard reference for managers and employees in understanding their rights and carrying out their responsibilities
- encourage continuity and consistency in the administration and application of human resource policy and procedures
- provide direction and authority in the day-to-day administration of human resources.

1.3 Application

These policies are approved by the Board of Directors of ICSF, administered by the Executive Director and apply to all employees, consultants/select agencies. All employees of the organization work under the terms and conditions of the employment contract, job description and the organization's policies/regulations. However, where there is a conflict between these policies, the decision of the Executive Director based on facts/legal position, will prevail.

1.4 Files and Amendments

These policies are continuously being developed and revised. On a triennial basis The Executive Director will maintain up-to-date policy files and shall notify policy changes to all the employees.

One print version of this manual will be available with the Secretariat. The electronic version of the document will be in the organization's website with access to all employees.

1.5 Guiding principle

International Collective in Support of Fishworkers (ICSF) is an organization provides equal employment opportunities without regard to their race, caste, religion, colour, ancestry, marital status, gender, sexual orientation, age, class, nationality, ethnic origin or disability. It shall provide proper training and orientation to new staff and provide them with suitable working conditions. ICSF endeavours to develop an anti-patriarchal, human rights-based

perspective both within the organization and in the work thereby trying to work towards greater gender equality and equity. The organization endeavours to ensure that its staff work within and from this perspective, and that this informs the organization's human resource policies. Recruitment and selection of staff aims to ensure gender equity in the ratio of women to men, staff salaries are based on competencies for the nature of the job and the job description, guaranteeing equal rights in pay in each category of work, fair working conditions and career prospects. ICSF is committed to decent work principles. It respects the fundamental rights of the human person as well as the rights of workers in terms of conditions of work safety and remuneration, social protection and respect for the physical and mental integrity of the worker in the exercise of his/her employment.

1.6 Confidentiality and Acknowledgement

Every employee must read and know the contents of various policies contained in HR Manual and shall provide an acknowledgement. Also, they should provide a confidentiality pledge.

a. Acknowledgement

Acknowledgement by employee "I have read and understood the policies contained in HR Manual. I understand that it is my continuing responsibility to read and know its contents. I agree to abide and continue to abide by various policies contained in the HR manual."

b. Confidentiality pledge

Any information that an employee learns about ICSF, or its members or donors, as a result of working for ICSF that is not otherwise publicly available constitutes confidential information. Employees may not disclose confidential information to anyone who is not employed by ICSF or to other persons employed by ICSF who do not need to know such information to assist in rendering services.

The disclosure, distribution, electronic transmission or copying of ICSF's confidential information is prohibited. Any employee who discloses confidential information will be subject to disciplinary action (including possible termination), even if he or she does not actually benefit from the disclosure of such information.

Pledge by employee "I understand the above policy and pledge not to disclose confidential information."

1.7 Categories of personnel

a. Employees

Employees designate salaried individuals are given ongoing assignments, either part-time or full time, and are paid on monthly basis. They will be contracted on yearly basis subject to periodic evaluations and performance assessments. They will have the responsibility towards the day to day functioning and/or in any one of more ongoing/prospective projects of the organization. Standard working hours are from 8:00 am to 5:00 pm including a 60 minute break for meal/rest.

b. Full-time Employees

Full time employees are those working for not less than 40 hours a week and who have a contract period of not less than 12 months. Full-time employees and Part-time employees are eligible for social security; health and accident insurance, holidays and other benefits. Students and persons working in other organizations are not entitled to be full-time employees of the organization.

c. Consultants/Associates

Consultants/Associates are specialist whose services to the organization are contracted on terms that stipulate a specific and well-defined task to be completed within a specified period of time. Consultants may work full-time or part-time, according to the terms of the contract and job description. Their remuneration could either be on a monthly basis or in the stipulated time period or on completion of specified tasks as detailed in the contract entered between the organization and the consultant.

1.8 Position

Each position shall have a written job description. In general, the description will include the purpose of the position; areas of responsibilities; qualification required; immediate supervisor(s); etc., The following are the managerial and senior positions in the organization.

- (a) Executive Director appointed by the Board.
- (b) Senior Programme Manager or Senior Programme personnel appointed by Executive Director

Depending upon the needs of the organisation, creation of new positions or modification of existing positions, the job descriptions for such positions will be done by the Executive Director in consultation with the Board.

1.9 General terms governing the appointment of managerial positions

- a. The Board shall identify and ascertain the integrity, qualification, expertise and experience of the person for appointment as Executive Director. Also, it shall stipulate the

performance evaluation criteria and other terms of appointment/removal of Executive Director.

- b. The Executive Director in consultation with two members shall (i) formulate criteria for determining qualifications, positive attributes and independence of a person to be appointed in Senior programme position (ii) formulate criteria for evaluation of those in the Senior Programme Position (iii) to recommend to the Board the appointment and removal of Senior Programme personnel. The Board shall act based on the recommendations of Executive Director.

1.10 Age is not a criteria for appointment or continuation of employment of Executive Director or any personnel in senior managerial position. Qualifications, capabilities, qualities and performance are the leading factors for appointment/continuation. Recruitment

- a. Recruitment is based on the requests coming from Managers. Upon internal discussion and evaluating the need/the requisite skill set, prior clearance is obtained from Executive Director for any head count increase. Job description (JD) is circulated among contacts, members, and employees. The JD may also be published on the internet through various job sites for possible identification of personnel.
- b. Shortlisted candidates undergo a series of selection procedure. Depending upon the JD and the skill set need, the selection procedure the candidates may undergo all or any of the selection methods viz. written, personal interview, and group discussion.
- c. Any person who has attained the legal age of majority with requisite qualification and experience is eligible to be hired by the organization. No preference is given to any candidate during selection process and all candidates are given equal opportunity. In line with ICSF Gender policy, recruitment and selection of staff shall aim to ensure (a) gender equity in the ratio of women to men, (b) provide staff salaries based on competencies for the nature of the job and the job description and (c) equal rights in pay, working conditions and career prospects.
- d. However, as the organization is located in, and focuses its work on developing countries, preference is given to candidates located in those countries where ICSF works. The employer is responsible to obtain the required documents from the candidate at the time of hiring the candidate and reserves the right to verification to find out the eligibility of the candidate.
- e. The candidates are required to furnish factual information with respect to their credentials viz. Identity, Address, Tax Account details, Social Security, Educational qualification etc., Organisation is at liberty to carry out diligence check including background checks. If at any stage of recruitment or later after appointment, the information furnished was found to

be false, the employer may terminate the recruitment mid-way or the employment with immediate effect.

1.11 Employment Conditions

a. Employment relationship

The relationship between the employee and the organization is based on:

- i. the contract/letters of exchange/appointment letter (referred to as “employment contract”) between the employer and the employee.
- ii. The employment contract shall contain amongst others the job description; contract period; compensation and benefits; rights and obligations of employer/employee; other relevant terms of employment and will be signed by authorized person.
- iii. Current/updated Job description will also form part of the employment contract.

b. Probationary period

ICSF reserves the right to stipulate probationary period for a given employee to test the eligibility for the relevant job. The probationary period will not exceed six months. In the event where a candidate is found unsuitable for the post offered, the employer may terminate the employee. During probation, the performance of the employee will be reviewed on a regular basis and feedback provided.

c. Staff orientation

All new employees will be provided orientation about the organization’s mission and strategies, its structure and governance, the programmes and staff within it, the culture and approach to work especially with regard to the position that he/she holds, the policies and conditions of employment, the internal rules and regulations, etc. It is the responsibility of the rest of the team to make him/her feel as part of the team.

1.12 Work/performance review

The work of each employee is reviewed on an ongoing basis with the supervisor to provide a systematic means of evaluating performance. The periodic performance review is a formal opportunity for the supervisor and employee to exchange ideas that will strengthen their working relationship, review the past year, and anticipate ICSF’s needs in the coming year. The purpose of the review is to encourage the exchange of ideas in order to create positive change within ICSF. To that end, it is incumbent upon both parties to have an open, and honest discussion concerning the employee’s performance. It is further incumbent upon the supervisor to clearly communicate the needs of ICSF and what is expected of the employee in contributing to the success of ICSF for the coming year.

Both supervisor and employee should attempt to arrive at an understanding regarding the objectives for the coming year. This having been done, both parties should sign the performance review form, which will be kept as part of the employee's personnel record and used as a guide during the course of the year to monitor employee progress relative to the agreed upon objectives.

The Executive Director reviews the work of all supervisors and senior management personnel. Work reviews for other staff are the responsibility of the appropriate supervisor, subject to confirmation by the Executive Director.

The Board shall carry out evaluation of performance of Executive Director at regular interval.

1.13 Code of Conduct

It is important that every employee must go through, understand and observe all the policies of the organization and the employees are responsible for the healthy environment in the organization. No employee of the organization, regardless of their position and experience, has any additional privileges. Every employee is expected to:

- maintain good relationships with other employees and promote amicable situation within the organization;
- guard organization's prestige and name;
- work towards organization's development;
- keep and respect the traditions and accepted norms of the organization;
- honestly and efficiently accomplish his/her assigned duties;
- maintain high standards of honesty in use of organizational resources and
- draw the attention of management to any financial irregularities or instances of corruption.

Also, employees are expected not to:

- dishonor the organization with his/her activity or inactivity;
- manipulate the information gathered while in the organization for personal use and benefit;
- maliciously use the organization's name to bring disrepute to the organization or for personal use

Further, employees are expected to be aware of the existence of Internal Complaints committee to address sexual harassment at the workplace.

Any violation of policies, ethical norms and conduct by the employees will invite disciplinary action including termination.

2. Compensation and Benefits (Remuneration)

2.1 Objective

Compensation and Benefits Policy is being formulated to bring in structured and transparent governance in the conduct of ICSF activities.

2.2 Application

Applicable to all employees of ICSF.

2.3 Definitions

Remuneration	any money or its equivalent given or passed to any person for services rendered by him/her and includes perquisites as defined under the local laws of the country where the persons governed are positioned.
Key managerial personnel	KMP means (a) Executive Director who is appointed as such by the Board or in the absence of Executive Director a member of the Board who is nominated for the time being to act as Executive Director and (b) Senior Programme Co-ordinator who is appointed by the Executive Director.
Senior Programme Personnel	SMP mean the personnel of ICSF who are members of core management team and include a programme manager.
Other personnel	all other personnel of ICSF

2.4 Guiding Principle

The guiding principle is that the remuneration and the other terms of employment should effectively help in attracting and retaining committed and competent personnel. While designing remuneration packages, equal rights in pay, working conditions and career prospects, practices prevalent generally in the not-for-profit sector and cost of living are also taken into consideration. Further, to the extent possible, practices followed by similarly positioned organization in the given geographic location may also be taken into consideration while structuring remuneration packages. Further, periodic increase in remuneration depend on the employee's performance, upgradation of existing skills, market rates for comparable work, and after considering factors such as the rate of inflation.

2.5 Salary and Other Benefits (Remuneration)

The compensation and benefits include salaries and other benefits. Employees shall, from the day of appointment to the day of exit shall receive salary as per the terms of contract. The organization will bear in mind the guiding principle mentioned supra while arriving at the reasonableness of the compensation. The compensation payable shall be paid once every month after due deduction of taxes where applicable and other deductions, if any, to the personal bank account of employees.

No employee is eligible for additional remuneration for voluntary work if any done outside the terms of contract.

a. Salary

This include fixed and flexible pay if any as per the terms of employment at the time of first employment. Wherein flexible pay is a lumpsum amount within the overall cost to the organisation. Employees have the option to split the lumpsum flexible pay as per their need under predefined categories. Periodic changes will be notified to individual employees.

b. Other benefits

i. Social Security/Provident Fund

Where local laws are applicable, social security payments will be provided to all full time/part time employees as per the limits and periodicity. Also, contribution if any from employees would be deducted from their salaries. If the local laws are not applicable to ICSF, then payments equivalent to social security would be provided to both full time employees and part time employees as if the laws are applicable. However, the payments would be made upon fulfilling conditions stipulated in this regard.

ii. Group Personal Accident Insurance

Depending upon the location where the employee is stationed, fulltime/part time employees may be covered under a group accident insurance for accidents during or in the course of performing official duties of ICSF.

iii. Group Medical Insurance

Depending upon the location where the employee is stationed, fulltime/part time employees, their children below 18 years and parents above 65 years may be covered under this group medical insurance.

iv. Loans

Under special circumstances, interest free loans not more than twice the monthly gross salary may be extended to employees upon recommendation from supervisor and approval from Executive Director. The same will be recovered from monthly salary over a period of time which shall not be more than 12 months. Senior managerial personal and Executive Director are not eligible for this benefit.

v. Training

Full/Part time employees are encouraged to upgrade their skills in line with organizational needs. They may undergo training, attend courses/seminars etc, relevant to the organization in order to enhance their skills. Such benefits are provided based on supervisor's recommendation and the approval of Executive Director.

3. Working Hours and Holiday

3.1 Objective

The objective is to define working hours, working days, holidays, compensatory holiday and flexi working. All employees must work for standard work week as defined by ICSF. Due to operational requirements and in certain extenuating circumstances, the Executive Director may approve any exceptions.

3.2 Application

This policy applies to all employees.

3.3 Definitions

Standard work day	the standard work day is normally 8 hours.
Standard work week	the standard work week is normally 40 hours of work or as modified by the employer.
Flexi work arrangements	working arrangements conditionally altered to enable employees balance work, personal and family arrangements and/or improve service delivery.
Employer	International Collective in support of Fishworkers (ICSF) represented by Executive Director.
Disciplinary Action	disciplinary action is an action imposed by the employer as a means to alter an employee's in-appropriate conduct or poor performance and/or clarify expected conduct or performance.

3.4 Responsibilities

It is the responsibilities of the employees to:

- a. Ensure that work is completed in an efficient and effective manner
- b. Fulfill organization requirements regarding working hours

The employer is responsible to:

- a. Manage hours of work to ensure effective and efficient work deliverables
- b. Consider requests for any flexi/work from home requirements

3.5 Standard work week

- a. ICSF will have a five day work week.
- b. The Standard work week is from Monday to Friday.
- c. Saturday and Sunday are weekly holidays.
- d. All employees must work a standard work week.

3.6 Standard working hours

- a. Standard working hours are from 8:00 am to 5:00 pm including a 60 minute break for meal/rest.
- b. Normal working time for an employee is 8 hours excluding a break of upto 60 minutes towards meal/rest.

3.7 Flexi working arrangement

- a. Employees have the flexibility to start their work early/late by 1 hour (from the standard working hours) and follow the normal working time with prior intimation to their supervisors.
- b. Normally employees are required to work from their designated work place. At times, employees may opt for working from home with the approval of Executive Director.

3.8 Holidays

- a. Public holidays are announced for a calendar year.
- b. During each calendar year, employees are entitled to 12 paid leaves including government holidays.
- c. These holidays are for festivals, national holiday etc., as notified by the Government.
- d. If the Government notifies more than 12 days of public holidays, the Executive Director will inform by way of a circular, 12 out of the total number of public holidays announced by the Government. In such a case, the national holidays as announced by the Government will have to be part of the 12.
- e. In the event that a public holiday is announced by the Government on a certain day without prior notice, employees cannot consider it a holiday unless and until notified by Executive Director.
- f. All public holidays are subject to the approval of the Executive Director.

3.9 Compensatory Holiday

- a. Depending upon certain exigencies, employees may be required to work on weekly holidays and/or public holidays.
- b. This is applicable to full time employees, employees on probation and temporary employees.
- c. The situation demanding such a need would be decided by the Supervisor/Executive Director.
- d. In such a case, employees who are required to work on weekly holidays and/or public holidays are entitled to compensatory day off.
- e. Record of such working on a public holiday/weekly holiday shall be maintained. Request for compensatory day off shall be submitted along with this record.
- f. Compensatory day off must be availed in the same month or in the subsequent month. Un-availed compensatory day off shall lapse and no cash compensation is permissible in lieu of compensatory day off.

3.10 Absences

- a. An employee who is unable to come to office is required to notify the office of the reasons for his/her absence.
- b. Office include regular work place, home/any place in case of work from home and onsite/field stations.
- c. This is applicable to full time employees, part time employees and consultants.
- d. An employee who is unable to report to work must notify the office through the common email. Absence must be reported not later than the first day of absence. Any failure in this regard would be deemed as unauthorised absence.
- e. If an employee:
 - i. comes late or commences their work beyond 3 hours
 - ii. leaves/closes their work ahead by 3 hours , from the normal working hours, then half a day absence will be marked for every such 3 hours. Pay will be deducted for all such absences. Also, this will be akin to unauthorised absence and actions in respect of unauthorised absence would follow.
- f. Unauthorised absence or frequent late coming or early closure resulting in pay cut of 6 half days during any three consecutive 3 months are grounds for disciplinary action.
- g. The following procedure shall apply in case of unauthorised absence:
 - i. Explanation will be sought by Executive Director from:

- (a) an employee who has been absent for two consecutive working days without any notice nor explanation, OR
- (b) who has been a late comer/early goer from work as mentioned in para supra,
- ii. The concerned employee is required to furnish his explanations. In cases where the employee cannot give any satisfactory explanation to the cause of his/her absences, then disciplinary action may be initiated as per the orders of Executive Director.
- iii. In the event of an employee not furnishing any explanations and continues his/her unauthorised absence for 5 consecutive days then, the employee may be deemed to have been abandoned their positions and the employee will be considered to have resigned from employment from the first day of the unreported absence.
- iv. The Executive Director may however recognize that special circumstances exist and may re-instate the employee. In such circumstances, the period of unauthorized absence may be considered as casual leave/sick leave/earned leave/un paid leave etc., as the case may be.

3.11 Time Accounting

- a. All employees are required to ensure they mark their attendance in the attendance register on a daily basis.
- b. All employees are required to keep records of their time contribution to different activities of the organization and provide detailed records at the end of each month to the supervisor.
- c. The supervisor shall validate and approve the time accounting and share it with finance and accounts for relevant use at their end.

4. Leave

4.1 Objective

Employees are entitled to paid leave for the purposes of vacation, sickness, family responsibilities or other personal reasons. Also, employees may require special leave without pay, towards various personal reasons.

4.2 Application

- a. Paid leave is applicable to both full time and part time employees. However, in respect of part time employees, it will be proportionate to their working hours spent.
- b. Employees on probation are not entitled to paid leave but can accrue such leave during probation period.
- c. Unpaid leave OR Leave without pay is applicable to both full time and part time employees

4.3 Definition

Paid leave	leave awarded to employees for the purposes of vacation, maternity/paternity, sickness, family responsibilities or other personal reasons.
Unpaid leave	unpaid leave (leave without pay) is a special leave without pay provided to employees towards extended maternity or due to sickness of the employee or their father, mother, brother, sister, and children.
Financial year	financial year is the period from 1 st of July to 30 th June.
Leave entitlement	the number of days of leave that an employee is entitled in case of paid leave and leave that may be permitted in case of leave without pay during a financial year.

4.4 Calculation

The calculation of paid leave and unpaid leave is for every financial year. However, maternity leave and paternity leave may be availed during the course of employment period of an employee.

4.5 Responsibilities

a. Employees:

- i. make every reasonable effort to ensure that leave does not unduly interfere with business operations;
- ii. when possible, request leave in advance so that alternate work arrangements may be made where necessary;
- iii. manage leave appropriately;
- iv. report absences and reasons for absences in a timely manner;
- v. ensure their leave balances are accurate and verify their leave balance with the focal person and
- vi. request for leave without pay only in case of necessity.

b. Employer:

- i. manage leave so that it does not interfere with business operations;
- ii. make every reasonable effort to grant employees' requests for paid leave;
- iii. maintain records of employees leave entitlements and leave usage;
- iv. provide employees with annual notification of leave entitlements and usage and
- v. decide and communicate in a timely manner any request for leave without pay.

4.6 Leave entitlement

a. Paid Leave

i. Earned Leave:

- Annual paid leave entitlement is 21 days which will accrue pro-rata at 1.75 days for every full month of effective working. Any fraction below 0.5 days will be ignored and above 0.5 days will be rounded to next whole number not exceeding 21.
- Earned leave is not entitled for carry forward and accumulation and is required to be availed within 12 months of accrual.
- Any balance at the time of retirement, superannuation or termination can be adjusted against the notice period.

ii. Casual/Sick Leave:

- Annual casual/sick leave entitlement is 21 days which will be credited at the rate of 1.75 days at the end of each calendar month.
- Such credit will be pro-rated in line with the length of service during that month.
- This leave is not entitled for carry forward and accumulation and is required to be availed within 12 months of accrual.

- Any balance at the time of retirement, superannuation or termination will lapse.
- iii. Maternity Leave:
- This is applicable to both part time and full time female employees from the date of commencement of their employment after successful completion of their probation period (as per terms of employment).
 - The employees are eligible to avail this leave at a time not exceeding 6 months.
 - This leave may be availed during prenatal/postnatal period OR following the adoption of a child.
 - This being a paid leave, other paid leave such as casual/sick leave and earned leaves will not accrue while on Maternity Leave.
 - It is the responsibility of the employee to notify the supervisor/Executive Director in writing not less than 3 weeks before availing the leave.
- iv. Paternity leave:
- This leave is granted to a male employee following the birth or adoption of a child.
 - Full/part time employees are eligible to avail 10 days of leave.
 -
 - It is the responsibility of the employee to notify the supervisor/Executive Director in writing or otherwise their intention to avail this leave.
- b. Unpaid Leave (Leave without pay)
- i. This leave may be availed towards of extension of maternity leave or during sickness.
 - ii. Maternity leave may be extended for a further period of one month (30 days), in case the already availed maternity leave is inadequate for any reasons.
 - iii. Sick leave may be granted for a period of one month (30 days) in the case of all employees. Also, this leave can be availed when the employee has exhausted all the earned and casual/sick leaves.
 - iv. Executive Director will grant/reject the request of employees received in writing.
- c. Exception to casual/sick leave (Paid) and Unpaid Leave
- i. There may be situations where an employee due to serious sickness/injury would require to take additional leave to become adequately fit to resume normal functioning. Additional paid/unpaid leaves are considered in order to actively support such employees return to normal functioning.
 - ii. This is applicable only in the event of continued sickness or injury on account of which an employee is unable to report to normal functioning.

- iii. In order to apply this exception employees must produce a written certificate from medical doctor clearly indicating the conditions of the employee and rationale for continued leave.
- iv. In such an event, employees will be provided with an additional (a) 60 working days of leave with pay @ 70% of the normal pay and (b) upto 12 months of unpaid leave thereafter.

4.7 Miscellaneous

- a. Employees may request the advancement of their regular pay cheque(s) when they plan to take at least 10 consecutive work days as paid leave.
- b. Written requests for advance salary must be submitted to finance and accounts, at least one week before the commencement of employee's paid leave.
- c. Executive Director may grant the requests within a reasonable time.
- d. Earned leave may be deferred or cancelled by the Executive Director to meet operational requirements. However, the Executive Director will make every reasonable effort not to recall employees to duty after they have begun their paid leave. Where employees are recalled to work during an approved period of paid leave, the unused portion of the paid leave will not expire and can be availed later.
- e. Employees unable to return to work due to illness or disability may be retired.

5. Employee Records (Personal File)

5.1 Objective

The organization shall maintain one personal file for each employee containing various documents/communication relevant to the employee. Personal files are the property of the organization.

5.2 Application

Applies to all employees of the organization.

5.3 Definition

Personal File file maintained by the organization containing information relevant to individual employees and to their employment.

5.4 Responsibilities

a. Employer:

- i. Ensure only one file per employee is maintained under the custody of a responsible officer.
- ii. Ensure that the files are up-to-date and the employees have reasonable access to their file.
- iii. Maintain confidentiality and safety of files.

b. Employee:

- i. Give adequate notice to review their file as and when required.
- ii. Review their own file and ensure their file is up to date without any omission or discrepancy

5.5 Personal File information

Information contained in the personal file may include, but is not limited to resume, application, proof for educational qualifications, Photo, identity proof, address proof and other personal credentials, record of past employment, appointment letter, performance evaluation records, commendation, leave records, insurance records, current and past positions held in the organization, time accounting records, resignation letter, termination, disciplinary letters, other written orders, correspondence relating to individual's employment and performance. Documents which may adversely affect employment or form the basis of disciplinary action

will also be placed on employee's personal files irrespective of whether the employee acknowledges placing those documents or not.

5.6 Access to personal file

Employees can review their personal files at any reasonable time convenient to both the employee and the employer and in the presence of an employer representative. While employee may in their absence authorize in writing, a representative to review their personal file. Employees can only review their own personal files. No original document can be removed or copied from a personal file. Copies of any document may be provided at the discretion of the employer. The personal file always remain the property of the employer.

6. Discipline

6.1 Objective

Employees' performance and conduct should contribute to the achievement of the organization's goals and objectives. When employees' conduct or performance is unsatisfactory or fails to meet the employer's expectations, corrective action may be taken using progressive discipline. Serious offences may result in immediate suspension or termination.

6.2 Application

This policy applies to all employees whether permanent, temporary, probation, contractual, whether employed for full time or part time.

6.3 Definition

Discipline	An action imposed by the employer as a means to alter an employee's inappropriate conduct or poor performance and/or clarify expected conduct or performance.
Progressive discipline	An increase in severity of disciplinary measures to correct behaviours and to improve an employee's performance and/or conduct to meet the employer's expected standards. The measures may be verbal or written reprimands, suspension or termination. Serious offences may result in immediate suspension or termination.
Workplace	The location where employees carry out their work duties. This may include, but is not limited to office, work-related social events, external meeting locations, or conference settings.

6.4 Responsibilities

It is the responsibility of the employees to, ensure they are aware of and fulfill work expectations; act in a respectful manner in the performance of their duties and interactions with co-workers, supervisors, and others; adhere to organization's policies; and be aware that their off-duty conduct may impact their employment relationship.

It is the responsibility of Supervisors to advise employees of their expectations for conduct and performance; manage employees effectively by providing ongoing feedback on work performance and conduct; supervise probationary employees and provide direction on corrective action during the probationary period; administer this Policy on Discipline in consultation with the Executive Director and maintain appropriate documentation in the employee's personal file with respect to discipline matters.

6.5 Progressive Discipline

Progressive discipline is a process for dealing with job-related behaviour that does not meet expected and communicated performance standards. The primary purpose for progressive discipline is to assist the employee to understand that a performance problem or opportunity for improvement exists.

The process features increasingly formal efforts to provide feedback to the employee so that he or she can correct the problem. The process of progressive discipline is not intended as a punishment for an employee, but to assist the employee to overcome performance problems and satisfy job expectations. The goal of progressive discipline is to afford the employee with an opportunity to improve his/her performance and/or conduct. Progressive discipline is most successful when it assists an individual to become an effectively performing member of the organization.

Depending on the mitigating factors, the Executive Director, will determine the most appropriate form of disciplinary action in consideration of the employee's performance or misconduct. Serious offences may result in immediate suspension or dismissal without progressing through verbal or written reprimands.

Disciplinary action may be initiated in situations such as, but not limited to, the following:

- if an employee has not satisfactorily met the work requirements; if an employee has breached the employer's policies; for inappropriate conduct in the workplace; or for off duty conduct that has a detrimental impact on the employment relationship.

Discipline should be administered as soon as possible after an incident has occurred. Investigation if any required should be completed expeditiously and the report obtained. Executive director is empowered to do any act including removal of an employee from workplace and his/her duties till the completion of proceedings.

The employer may administer discipline to employees for off duty conduct if such conduct:

- detrimentally affects the reputation of the employer;
- renders the employee unable to properly discharge his or her employment obligations;
- causes other employees to refuse to or be reluctant to work with that employee;
- inhibits the ability of the employer to effectively manage and direct its operations; or
- erodes the employer's trust in the employee to the point that the employment relationship is irreparably damaged.

6.6 Steps in progressive discipline

An employee must be informed by the Supervisor that he/she is required to attend a meeting regarding discipline and the employee should be informed of the following in writing by post or courier or email. The communication is deemed to have been delivered on the earlier of (a) the actual acknowledgement date and (b) four days from the date of despatch.

- a description of the incident(s), including evidence or the results of any investigation and the date of the incident(s); an explanation of why the behaviour is problematic; any previous discipline for the same or related conduct; the expectations for performance and conduct; any supports available to assist the employee to correct the behaviour; and the consequences of failing to correct the undesired behaviour.

Discipline would typically be applied progressively unless the misconduct is of a serious nature that the employer may immediately suspend or terminate the employee. The progressive discipline process normally follows these steps:

Verbal	an employee may be verbally reprimanded by the Supervisor as a mechanism to impose discipline.
Written warning	written warning will be given to the employee and the employee will be notified that a copy will be placed in the personal file.
Suspension	suspended from work without pay, (ranging from one day to five consecutive working days) as a mechanism to impose discipline. Employee will be notified about updating the personal file with a copy of suspension order.

Termination

Terminating the employment of an employee who fails to improve.

7. Termination

7.1 Objective

This policy is intended to provide direction to Employer viz. Executive Director and Employees when a decision is made by either party to end the employment relationship.

7.2 Application

This policy applies to all employees whether permanent, temporary, probation, contractual, whether employed for full time or part time.

In respect of Senior managerial personnel appointed by Executive Director, termination will not have unless approved by Board.

In respect of Executive Director, the Board or its designee can initiate the termination process which will have the effect once approved by Board.

7.3 Definition

Permanent Employee	An employee who has successfully completed the probationary period and is employed to hold office without reference to any defined term of service.
Probationary Employee	An employee who is participating in a probationary period. The position could be the employee's initial appointment or a position obtained subsequent to his/her initial appointment.
Temporary Employee	An employee who has completed the probationary period and is employed in a temporary capacity, not being a contractual employee. A temporary employee is employed for a specific period or for the purpose of performing certain specified work and whose employment may be terminated at the end of the period or upon completion of the work.
Contractual Employee	An individual employed for a defined period of time for the purpose of performing specified work and whose terms and conditions of employment are specifically stated in a written contract.

Resignation	Written notification from an employee advising of the termination of the employment relationship.
Notice Period	Number of months' notice of termination required by employee and/or employer.
Pay in lieu of notice	Payment made to or received from employees in lieu of serving the notice period.
Termination with Cause	termination of the employment relationship, at the direction of the employer, related to an action(s) or omission(s) by the employee that has irreparably damaged the relationship between the employer and employee.

7.4 Responsibilities

a. Employees:

- i. provide the employer with the appropriate period of written notice of his/her resignation as specified in this policy;
- ii. work their entire notice pay unless approved a pay in lieu for entire/portion of the notice period and
- iii. seek information from finance and accounts regarding eligible accrued benefits.

b. Employer:

- i. Take appropriate course of action and notify employees in writing that their employment is terminated, the effective date of the termination, and the reason for the termination and
- ii. If termination is without a cause, decide as to whether serving notice period, or pay in lieu or a combination would be most suited in the given circumstances.

7.5 Termination

a. Resignation:

- i. Employee may resign by submitting a written notice to the executive director stating the reasons therefor.

- ii. Notice period of 3 months (90 calendar days) is required to be served from the effective date. For the purposes of calculation of 90 days both effective date and the date of relieving would be included.
 - iii. Executive Director shall acknowledge the resignation letter immediately upon receipt, independent of his/her acceptance.
 - iv. Effective date is the date on which the resignation notice is received by the Executive Director, irrespective of the date on which the resignation was accepted.
 - v. Immediately upon acceptance by the executive director, steps to be initiated to ensure relieving of the employee by completing the process of handing over and taking over by another employee. Also, the finance and accounts team to be informed to ensure timely completion of full and final settlement process.
 - vi. The executive director may waive notice period and accept pay in lieu of notice period from the employee and initiate relieving of the employee.
- b. Termination with Cause:
- i. Employee may be terminated on the grounds of performance viz. unsatisfactory performance, gross negligence of duty, continuing inefficiency and/or due to disciplinary action viz. violation of code of conduct and ethics, fraud, attempted fraud, misappropriation of assets of the organization, unauthorized absences etc.,
 - ii. In case of contractual employees, the additional cause could be the completion of contracted period unless specifically extended in writing by executive director.
 - iii. Employer shall follow the process of providing feedback, opportunities for improvement and warnings where the termination is performance based.
 - iv. Employer shall follow the process of disciplinary proceedings before terminating an employee on the grounds of disciplinary action. Serious offences may result in immediate termination.
 - v. The employer is required to provide the employee with written notification of termination. The employee is entitled to receive any salary/benefits accrued up to the date of termination.
- c. Termination without Cause:
- i. Employee(s) may be terminated for reasons not related to cause. Redundancy in positions or situations requiring overall reduction in workforce are examples of termination without cause.
 - ii. This will apply to all employees.

- iii. The organization shall communicate in writing to the employees or class of employees the decision to terminate and shall provide 2 months' notice or pay in lieu of notice period.

8. Use of Facilities, Equipment and Resources

8.1 Objective

Employees will be provided access to Information Technology (IT) assets and other equipment and resources required to conduct the duties associated with their jobs. Access to and usage of employer-provided IT assets, equipments and resources are provided for the express purpose of conducting the business of ICSF. It is the responsibility of the employee to respect, care and guard the assets, equipments and resources.

All records, that are generated, stored on or handled by employer-provided IT assets, equipment and other resources is the property of the employer, and not the property of the employee. Employees should have no reasonable expectation of privacy, as employer-provided IT assets, equipment and resources will be monitored and /or searched/inspected, where necessary, by the employer.

The employer can legally view all records, as well as any other records which may be generated, stored on or handled by employer-provided assets, if that action is deemed necessary for the maintenance or security of ICSF's network or information, or if inappropriate use is suspected.

8.2 Application

This policy applies to all employees, consultants etc., whoever have been provided with an access to use the facilities of ICSF.

8.3 Definition

Equipment	computers (Desktop/laptop/ipad etc.), telephones (fixed/mobile), photo copiers, fax, printers, scanners, vehicles or any other item provided for specific use by employees.
Resources	include amongst other things, software, internet access, e-mail etc.,
Property	Office/building keys, drawer/cupboard/locker keys, credit cards, data card, work products

Usage use of equipments/resources for activities that are required to be carried out by virtue of job to fulfill organizational needs; Not to use the equipments for activities which are wasteful of time/resources of employees and/or the organization and Not to use the equipments for activities which are criminal/prohibited by law.

8.4 Responsibilities

It is the responsibility of the employees to use the equipment and resources for work related purposes. The employer where necessary shall monitor the custody and usage of equipment/resources used by the employees.

8.5 Computers

Computers will be provided to employees as per job requirement. Employees should use computers as per defined usage and not for any other purposes. When any employee leaves the organization, it is the responsibility of the employees to handover the equipment in working condition to their supervisors. It should also be ensured that the system can be accessed and information relevant to the organization is saved and backed up, while personal information from the system is deleted.

8.6 Internet, Email, Telephone and other equipments

A major part of organization's work is carried out through internet, emails, telephones etc., These equipment and resources are open to all at office and employees should use these equipments and resources responsibly without any hindrance to others. Also, it is the responsibility of employees to maintain the assets and resources in working condition. If there is any complaint it has to be notified immediately to their supervisor.

Internet access/email id is provided to employees to conduct organization's business. The electronic mail system is not to be used to create, send or forward messages that are inappropriate in the context of the organization's ethos and core values. Certain common mail ID password will be provided to select employees and they have their responsibility to handle the password carefully without disclosing to others. All messages composed, sent and received are and remain the property of the organization and not that of the employee. The employer can monitor, search and/or legally view all email, including any private email, if that action is necessary for the maintenance or security of the organization's network or information, or if inappropriate use is suspected.

Normally no telephone/data card instruments will be provided by the employer. However, if it is found to be essential for carrying out the job responsibilities, telephone/data card may be provided upon approval from Executive Director. Personal and non-work related calls, both incoming and outgoing, are discouraged. Phone calls should be brief to allow use of the lines by other staff for business purposes.

Employees should use all other equipment (viz. scanner, printer, photo copier, fax etc.,) and resources only for official purposes. Vehicles if any, shall be used with strict adherence to local laws and taking into account safety precautions.

8.7 Personal Usage

While the organization recognizes some personal use of equipment and/or resources will occur, it is the responsibility of the employees that such personal use is kept at bear minimum; within the defined usage; without any hindrance to others and do not become a burden on the organization's system and/or resources. Use of employer's equipment and resources to engage in any criminal activities or activities which are prohibited by law will result in disciplinary action upto and including termination.

8.8 Return of property

Employees are responsible for ICSF's equipment, property, resources and work products that may be issued to them and/or are in their possession or control. In the event of separation from employment, or immediately upon request by the Executive Director, Employees must return all ICSF's property that is in their possession or control. Where permitted by applicable law(s), ICSF may withhold from the employee's final paycheck the cost of any property, including intellectual property, which is not returned when required. ICSF also may take any action deemed appropriate to recover or protect its property.

9. Travel

9.1 Objective

Travel and related costs will be incurred or reimbursed to those employees who are required to travel by virtue of job responsibility or for any specific programme.

9.2 Application

This policy applies to all employees and applies to consultants and associates when mentioned in their contracts.

9.3 Definition

Overseas Travel Insurance insurance policy taken while undertaking overseas travel covering the overseas travel period and the destinations.

Per-diem in certain situations, employees undertaking travel are provided with a lump-sum amount to cover meals and minor incidental expenses without insisting on supporting vouchers. It may include meals/accommodation/ local commute and/or minor incidental expenses and would be specified for each travel.

Flight charges are paid for economy class.

Per Diem starts when the staff leaves the country and for the duration of the stay outside the country @ Euro 60 per day for local travel and food in Africa and Europe, Euro 80 in the Americas and Euro 50 per day for Asia.

The room hire charges are Euro 90 per day in Europe, Euro 120 per day in the Americas and Euro 60 for Africa and Asia.

9.4 Responsibilities

Responsibilities

9.5 General Rules

Keeping with the work culture of the organization, employees are encouraged to use modest accommodation and mode of travel and to ensure the cost of accommodation, travel, meals and other incidentals are kept within reasonable limits.

If travel is specific to a project and forms a component of donor agreement, then the conditions/limit specified by the donor agreement will prevail.

All travel requirements whether domestic or international, shall require approval from the executive director.

Where possible, employees should avail of special discounts and advance booking discounts offered by the designated travel agency/airlines. Any unused portion of the ticket shall be surrendered and reimbursement obtained.

No entertainment expenses would be permitted as part of travel expenses. Travel by employee owned vehicle shall not be permitted.

Mode of travel: Economy air fare. In case of any other mode, the cost shall not exceed equivalent economy air fare. Travel by rented vehicles shall be permitted if it is justified in terms of convenience and cost effectiveness.

Accommodation: Depending upon the city of travel, not exceeding the cost of three star category hotels.

Airport/station transfers: Employees may use taxis or airport buses or public transport system for home/office and airport.

Local commute: During outstation travel, employees are encouraged to use public transport system for local transportation unless taxis are more convenient and less expensive.

Meal: Actual normal meal expenses may be claimed by employees.

Per diem: The amount is based on prevailing costs in the country of travel. The per diem is maintained at the same amount for all staff, and is applied consistently. This may also be paid to participants of workshops, meetings and programmemes.

9.6 Travel advance

Employees may receive cash advance to meet expenses during travel. The amount of advance will be based on estimated expenses to be incurred during the travel period. The advance

amount will be credited to employees bank account or provided in required currency upon approval from executive director.

9.7 Travel claims

Travel claims must be submitted within 10 days of completion of travel. Entries must be in chronological order and must be legible. Details must be provided for all entries. Supporting vouchers are to be attached for all entries except per-diem entries. Claim form should be signed by employee and approved by supervisor/executive director. Travel advance balance if any shall be surrendered along with claim submission.