



General Personnel Policy

Empowering Employees, Accountable Culture and Outstanding Workplace

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1. About Youth for Social Development

Youth for Social Development (YSD) is a development organisation working with the duty bearers and rights holders to enhance the quality of life for both urban and rural underprivileged populations in the state of Odisha, India. Our interventions are primarily in the fields of governance and entitlements, including, health, education, water, sanitation, housing, and climate change. We prioritize the well-being of resource-poor and marginalised communities, with a special emphasis on Dalit and Adivasi populations, as well as children, youth, and women, who form the cornerstone of our initiatives.

Working together to avail basic services, empowering the communities on the margin and nudging the local governments and elected representatives – through research, advocacy and training – constitute the core of our approach.

Vision

We envision a just, equitable and sustainable society where everyone has access to social, economic and democratic rights and the capacity to achieve their full potential and lead a dignified life.

Mission

Our mission is to facilitate a holistic sustainable social and economic development of marginalized communities in urban and rural Odisha through participatory community action and people's empowerment.

Core Values

- **Social justice and equity:** We are committed to fostering a society where everyone, regardless of their background, has equal opportunities and access to resources, ensuring fairness and dignity for all.
- **Integrity, transparency, and accountability:** We uphold the highest ethical standards, promoting honesty and openness in our actions while taking full responsibility for our decisions and their impact.
- **Participation and cooperation:** We believe in the power of collective effort, encouraging active engagement and collaboration to achieve shared goals and drive meaningful change.

2. Purpose and Categories of Personnel

1.1 Purpose

The purpose of the Personnel Policy is to set down the policies, conditions, rights and obligations of YSD employees subject to their performing of the duties and responsibilities in their respective job descriptions.

From the time of hiring, each employee will have access to this policy, so that he/she can adhere to it with full knowledge and information.

The policies described below may at any time be subject to modification if the Governing Body Members of YSD deems it necessary. In such cases, employees will be fully informed of the changes made.

1.2 Categories of Personnel

All personnel working for YSD are classified into following types

a. Employees

Employees designate salaried individuals who, after a probationary period, are given ongoing assignments, either part-time or full-time, and are paid on monthly basis. They will be contracted on short-term/long-term 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.

All the employees of YSD are classified into categories. These categories are as follows:

Sl. #	Category	Employee Type	Time
A	Management		
1		Secretary/CEO (Chief Functionary)	100%
2		Programme Officer/Coordinator	100%
4		Finance and Administrative Officer	100%
5		MIS and Research Officer/Coordinator	100%
6		Advocacy Officer/Coordinator	100%
7		Operations Officer/Coordinator	100%
B	Professional		
1		Project Coordinator	100%
2		Research/Advocacy Associate	100%
3		MIS and Research Coordinator	100%
4		Finance and Administrative Associate	100%
5		Human Resources Associate	100%

6		Field/Block/Cluster Coordinator	100%
7		Communication Coordinator	100%
8		Fundraising and Networking Coordinator	100%
9		Station Coordinator (Radio Station)	100%
10		Programme Maker (Radio Station)	100%
C	Support		
1		Project Assistance	100%
2		Research Assistance	100%
3		Administrative and Finance Assistance	100%
4		Accountant	100%
5		Accountants Assistance	100%
6		Enumerator	100%
7		Data Entry Operator	100%
8		Gram Panchayat Facilitator	100%
9		Community Learning Facilitator	100%
10		Community Organizer	Part Time
11		Office Assistance/Peon	100%
12		Night Watcher	100%
13		Cook/Sweeper	Part Time

b. Consultants

Consultants are professional experts hired by YSD on short-term basis only for the completion of specific tasks and assignments related to YSD or one or more of its projects. Separate and limited contracts, defining their job description, timeline, deliverables, reporting procedures and payment details will be issued to consultants. They will be paid on daily/monthly/weekly basis depending upon the nature of their assignment. They will not be considered as full-time or part-time employees of the organization.

c. Volunteers

Volunteers are individuals who work at YSD out of their own choice or have been deputed at YSD by other organizations. They will be assigned tasks from time to time as deemed necessary by YSD. YSD will have a limited contract with volunteers and will not provide any compensation except under special conditions. They will not be considered as full-time or part-time employees of the organization.

d. Interns

- i. Purpose of the internship policy is to create an opportunity for students who have just finished their studies and/or those in the process of completing to familiarize themselves with the working environment and gain practical experience
- ii. Internship will be offered only in line with YSD's programmes and activities; a restricted number of interns would be allowed at YSD for a specific period of time

- taking into account considerations of space, and mentorship; interns will be assigned to relevant department /manager for supervision throughout the internship period.
- iii. YSD shall enter into a contract with an intern following a successful application (**Form No-1**). The contract will be binding to both parties for the duration of the internship. The application of the intern shall be backed up by a supporting letter from his/her institution. The contract period shall range between a minimum of three (3) months and a maximum of twelve (12) months.
 - iv. YSD shall provide the intern with a conducive working environment, with working space, requisite equipment for her/his internship and mentoring. YSD shall pay the intern a monthly stipend for the duration of the internship looking at the availability of funds and financial strength. YSD will not be responsible for taking out insurance against accidents to or injury of all interns who are deployed by it.
 - v. The intern shall demonstrate willingness to fully and actively participate in the learning experience, orientation programmes, and avail relevant skills development intervention planned by YSD.

e. Part time employee:

A Part-time Employee is engaged to perform specific duties where a full-time role is unnecessary. Engagements have a defined scope, agreed hours, and limited duration, with role, responsibilities, deliverables, hours and end date documented beforehand. Remuneration is mutually agreed, hourly or task-based, and changes require written renegotiation. Core hours, slots, weekly hours and pre-approved overtime are set in the agreement. Notice periods, probation, renewal or conversion terms are specified. Part-time staff must follow conduct, confidentiality, data security and conflict-of-interest policies.

3. Personnel Recruitment

a. Personnel Recruitment

YSD believes in equal employment opportunity to each individual, regardless of race, color, gender, religion, age, sexual orientation, national or ethnic origin, disability, marital status, veteran status, or any other occupationally irrelevant condition. This policy applies to recruitment and advertising; hiring and job assignment; promotion, demotion and transfer; layoff or termination; rates of pay and benefits; selection for training; and the provision of any other human resources service.

b. Notice of Vacant or New Position

The Secretary and Chief Executive Officer are responsible for filling vacant roles and new regular positions, as well as temporary positions longer than six months. The Programme Coordinator will assess the vacancy and recommend approval. The Secretary and Chief Executive Officer will approve appointments after reviewing budget, salary, grade, and the peer group alignment of the position.

For all new positions, a job description shall be established and include the following elements:

- Position Summary
- Description of Duties and Responsibilities
- Conditions of Work
- Qualifications
- Remuneration
- Time Period

Notice of a new or vacant position must be approved by the Secretary CEO in consultation with the Governing Body before it is released publicly.

Recruitment for a new or vacant position can be opened to internal and external competition. For external recruitment, positions in the professional category can be advertised publicly through newspapers/website/online job site, social media handle if they are regular positions, or if there is a limited tendering process for consultation.

c. Interview and selection

As a general rule, a selection committee comprising of, at least two members shall be assembled for filling all positions.

The committee will go through the applications received, retaining those that show the best qualifications. It will evaluate each candidate's application with the help of an evaluation form (**Form No-2**) created beforehand, containing well-defined criteria.

A list of the candidates chosen to be interviewed will be shortlisted by the Selection Committee. The interviews will serve to make a final choice and also to establish a database of potential future candidates.

4. Appointment Letter and Staff Orientation

a. Offer Letter

An Offer Letter will be sent to the shortlisted candidate prior to issuing the Appointment Letter, and the candidate must acknowledge and accept the offer before the joining date. If the candidate fails to join on the stipulated date without prior written communication or approved deferment, the organisation reserves the right to withdraw the offer. Acceptance of the Offer Letter is a prerequisite for finalising appointment formalities and onboarding processes.

b. Appointment Letter

Any personnel employed with YSD will be issued an appointment letter prior to his/her employment by YSD. The appointment letter will officially announce his/her position within the organization, the place of assignment and the effective date of employment. The appointment letter will carry annexes, specifying the employee's job description, terms of reference, salary and benefits and other relevant terms of employment.

c. Probationary Period

A probation period of three months applies to all new employees from the date of hire; exceptionally, this may be extended to six months. If a new employee fails to meet YSD's performance expectations, the organisation may terminate the contract at the end of the probationary period following written notice. During probation, either party may terminate employment with one week's written notice. Confirmation of successful completion of probation will be provided in writing after the review.

c. Induction of Staff

The HR department will coordinate timely onboarding and ensure all required documents from the induction checklist are collected; the appointment letter and job description will be provided on joining. New employees receive a one-week induction covering the organisation's vision, mission, objectives, role expectations and key policies. The line Programme/Project Coordinator is responsible for a smooth induction using the checklist. Induction follows this sequence: Admin/HR formalities (offer acceptance, joining formalities, benefits and policy briefing); introductions with senior management and board (mandatory for senior roles); programme and department orientation by the line department with a five-day plan; and a two-day field visit arranged by the line department.

d. Remuneration

YSD believes in attracting and retaining a qualified and effective workforce through a system of payment that is both appealing and fair. All employees of YSD are entitled to a basic salary, depending upon their skills, qualification and experience, house rent allowance (HRA), medical allowance, conveyance allowance and special allowance. The basic salary and other allowances will be mentioned in the appointment letter.

In certain cases, employees will be paid a consolidated amount as per the project or programme budget provisions specified in the donor funding

e. Salary Increment

Salary increments are determined by an employee's role and performance, and are awarded annually following the performance evaluation cycle. Increments depend on individual appraisal outcomes and the organisation's financial capacity. The increase is applied to the

employee's basic salary and typically ranges from 5% to 10%. Any exception or adjustment outside this range requires senior management approval and will be communicated in writing.

5. Employees' Salary, Benefits and Working Hours

a. Compensation and Benefits

- i. **Employee's Provident Fund (EPF):** All regular employees are expected to set aside 12% of monthly pay to his/her provident fund (as per the government employee provident fund rules fixed time to time). YSD will contribute the same amount on monthly basis. Both the employee's and YSD's contributions are deposited in the EPF account under the employee's name and EPF unique ID. The provident fund can only be withdrawn upon the employee's resignation from YSD.
- ii. **Employee's State Insurance (ESI):** YSD ensures compliance with the Employee's State Insurance (ESI) Act, providing medical, disability, maternity, and other benefits to eligible employees. ESI coverage applies to employees earning up to the prescribed salary threshold. Contributions are made by both the employer and employees as per statutory requirements. Employees must be enrolled under ESI, and claims for medical benefits, sick leave compensation, and maternity support must follow ESI guidelines.
- iii. **Compensation against Accident of the staff during Service:** In the event that the staff succumbs to an accident while working for YSD, i.e. during the office hours or during field trips, he/she is entitled to receive compensation amounting to a maximum of one month salary of the individual to cover the medical expenses.
- iv. **Gratuity Benefits:** All employees are enrolled in the gratuity scheme from their date of joining. Employees who complete five years of continuous service become eligible for gratuity; those who leave before completing five years are not entitled to gratuity benefits.

b. Working Days and Hours

i. Working Days

YSD will follow a 6 days a week working schedule from Monday to Saturday. Second and Fourth Saturday of the months and all Sundays are considered as non-working days. Unless otherwise specified, YSD will observe the same public holidays as those prescribed by the Government not exceeding 18 days a year. The Secretary/CEO will prepare a calendar of public holidays not exceeding 18 calendar days at the beginning of each fiscal year and circulate it to all staff.

ii. Office Hours

The office is open from 09:30 to 18:00. Employees are expected to complete eight working hours daily, with a 30-minute lunch break. Field staff may start earlier or finish later to align with community schedules, subject to supervisor approval. A rotating roster and compensatory time off will be used so staff covering early or late shifts receive equivalent rest days.

iii. Overtime

Operational needs may occasionally require employees to work beyond scheduled hours. Overtime must be pre-authorized by the immediate supervisor; authorized overtime is paid hourly, calculated on the employee's basic salary. Overtime compensation is not applicable during field trips. Overtime will not be paid for extra hours that arise solely because assigned duties were not completed within regular working hours.

iv. Attendance Recording

At YSD, the HR department verifies attendance for employees, consultants, and other personnel using multiple methods: biometric systems, online field-movement logs, physical attendance registers, and Google forms or sheets. HR cross-checks these records regularly to ensure accuracy, reconcile discrepancies, and validate timekeeping for payroll, approvals, and performance monitoring.

v. Attendance and Late Arrival

Staff may be late up to three times per month without penalty; beyond this, for every two additional late arrivals, one half-day will be recorded. There is no provision for flexi-hours. Any arrival after 10:30 a.m. will be marked a half-day, and arrivals after 1:30 p.m. will be recorded as leave. Employees are expected to meet work exigencies as required, and occasional extra hours do not attract overtime payment. The office will maintain an attendance register in which staff must record their entry and exit times and sign to validate attendance.

6. Travel Rules and Regulations

a. Travel

Staff members may be asked to travel away from their usual workplaces on authorized missions. The policy on payment of travel allowances adopted YSD applies to all employees regardless of job category or status. It also applies to the consultants, when mentioned in their agreement.

After reimbursable expenses are made, the person making an expense claim shall use the appropriate forms available. (**Form No-3**). This will be processed only with prior approval from the reporting authority and final approval after completion.

The expenses will not be reimbursed if proper justifying documents (original receipts) are not attached except for per diem. Eligible expenses include:

b. Per diem

All employees and volunteers are provided per diem of Rupees 250/- within the home town, Rupees. 350/- outside home town with in Odisha and Rupees.550/- outside Odisha (this includes breakfast, lunch, and dinner) to cover the cost of food for each night spent outside the city as approved by YSD competent authority.

Management category staffs are provided per diem of Rupees 350/- within the home town, Rupees. 500/- outside home town with in Odisha and Rupees.800/- outside Odisha (this includes breakfast, lunch, and dinner) to cover the cost of food for each night spent outside the city as approved by YSD competent authority.

c. Accommodation

All employees and volunteers are entitled to claim expenses incurred for accommodation for official trips outside Berhampur. Maximum claims for accommodation shall not exceed Rupees.1000/- within Odisha and Rupees. 1500/- outside Odisha. Claim for accommodation will be reimbursed upon submission of original bills/receipts.

Management category staffs are entitled to claim expenses incurred for accommodation for official trips outside Berhampur. Maximum claims for accommodation shall not exceed Rupees.1500/- within Odisha and Rupees. 2500/- outside Odisha. Claim for accommodation will be reimbursed upon submission of original bills/receipts.

d. Mode of Transport

YSD will pay only surface transport as far as possible, i.e. bus or train. If any individual is using personal vehicle for YSD related work, they can be reimbursed the actual fuel cost based upon the mileage and some maintenance will also be awarded if required. If they use the YSD’s vehicle they can be reimbursed the actual fuel cost based upon the mileage. However, the private transport must be shared by more than one YSD member or employee. The employees using the private vehicle and YSD’s vehicles will fill the **Form-4** to report of the usage and claim the travel expenditure.

Use of Office Vehicle (two wheeler)	Use of Personal Vehicle (two wheeler)	Use of Personal Vehicle(four wheeler)
Actual Fuel Bill + Maintenance	Rs.5 (five rupees) Per Kilometer	Rs.15 (fifteen rupees) Per Kilometer (up to 200 Kilometers)

		For distances exceeding 200 kilometers, fuel consumption is calculated at a rate of 10 kilometers per liter based on actual usage
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Management category staffs are eligible for travel by bus, train, air, or private taxi, with expenses reimbursed at actual market rates. Reimbursement will be processed upon submission of original bills and necessary supporting documents in accordance with organizational policy.

7. Holidays and Leave

a. Holidays

All employees are entitled to paid leave due to public holidays. Public holidays are specified in advance by the Secretary/CEO in consultation with staff members specifically in the month of December of previous year.

In addition to the public holidays, Sundays shall also be the official holidays.

Employees who are required to work on holidays are entitled to compensatory day off only for the credit hours worked on holidays. YSD will keep records of number of hours/days worked by its employees on holidays. Request for compensatory leave shall be substantiated with this record and approved in advance by the Programme/Project Coordinator and Secretary/CEO where ever necessary.

In the event that a public holiday is declared by the Government on a certain day without prior notice, YSD staff cannot consider it a holiday until and unless notified by the Secretary/CEO or the Governing Body.

b. Leave

All employees are entitled to the following leave with pay.

i. Earned Leave: All employees of YSD are entitled to twelve (12) working days off as paid leave per year. This leave is accrued monthly at the rate of one (01) working days.

ii. Casual Leave: All employees of YSD are entitled to twelve (12) working days off as paid casual leave per year. This leave is accrued monthly at the rate of one (01) working day.

iii. Maternity Leave: All pregnant employees are entitled to maternity leave of total (one hundred eighty two) 182 calendar days (26 weeks) for upto first two Children. All pregnant employees can take up to 8 weeks' leave before their expected delivery date and up to 18 weeks after giving birth to their child.

The maternity leave for the subsequent child will be only for 12 weeks (84 days). Adoptive mothers are eligible for 12 weeks of leave for a child below three months old. Surrogate mothers are also entitled to 12 weeks of maternity leave.

The maternity leave will only be allowed if the female employee has been working with the organisation for more than 7 months. If 7 months of working has not been completed, the employee should have been informed in writing to the organisation about her pregnancy before joining the organisation.

iv. Paternity Leave: Male employees are entitled to paternity leave of ten (10) calendar days only for the first two children.

The paternity leave will be allowed only to confirmed employees who are not on a probation period and has worked for organisation for more than 9 months.

v. Mourning Leave: In case of death of a parent, grandparents, child or spouse, brother or sister born from same parent's employees be given mourning leave of ten (10) days each.

vi. Emergency Leave: Emergency leave is granted to employees for any serious illness of a parent, child or spouse and/or personal emergencies. A total of six (06) working days per year can be allowed for emergency leave.

Medical certificate shall be mandatory for availing this leave. This will be available only to confirmed employees worked for more than 6 months and not on a probation period.

vii. Request for leave through the leave applications (**Form No-5**) must be submitted well in advance at least ten (10) days before for long term leave and four (04) days before for short term leave and approval must be taken from the Project/Programme Coordinator and Secretary/CEO.

In case of medical urgencies or emergency situation, telephonic intimation, WhatsAap or email intimation can be submitted.

c. Leave without Pay

1. Leave without pay may be granted to employees up to twelve (12) days per year.
2. Leave without pay that is taken for a month or more shall not be counted as time worked, hence no benefits shall accrue to the employees during such period.
3. Leave without pay is applicable when the employee has exhausted all his accumulated annual and casual leave.

d. Leave Restrictions

1. No employees shall be allowed a leave for a continues fifteen (15) days
2. No Leave encashment allowed

3. Earned Leave can be accumulated for a maximum upto 30 days and all the other leave will be exhausted at 31st March of every financial year and start as fresh counting from 1st April of every financial year.
4. Casual leave can be accumulated only during the same financial year and can't be carried over.
5. No leave shall be taken for more than 3 days without specific approved from the Project/Programme Coordinator and Secretary/CEO except the case of emergency.
6. Probation period employees will only be allowed for Casual Leave and Emergency Leave.
7. Any additional leave more than the accumulated leave shall be the leave without pay and accordingly deducted from the monthly salary in the same month when the additional leave is taken.
8. In case of any variation in the leave conditions from the law at any point of time, the conditions of the law will prevail over this policy.

e. Absences

1. An employee who is unable to come to the office is required to notify the office of the reason for his/her absence.
2. Unauthorized absences are grounds for disciplinary action. The following procedures shall apply:
 - a. An employee that has been absent for two consecutive working days without notice nor explanation shall be personally sought of by the Secretary/CEO. He/she shall be asked to put in writing the reason(s) for his/her absence.
 - b. If, after seven consecutive days of absence, the employee continues to fail to give any explanation of the cause of his/her absence, the employee will be considered to have resigned from his/her position.
 - c. In cases where the employee cannot give any satisfactory answer to the cause of his/her absences, in the judgment of the Secretary/CEO, the employee may be subjected to disciplinary action.

f. Staff Movement

i. Assignments and Transfers

According to project needs, any employee can be transferred temporarily or permanently to any location where YSD conducts its activities. The transfer may be the result of a promotion, a change in role due to service requirements or other reasons.

A permanent transfer to a new place of work that includes a new job mandate shall result in a contract renewal. In addition, the employee concerned shall be notified one month in advance of his change in situation.

ii. Interim positions and promotions

An employee may be called on to temporarily perform a job in a higher category. That does not automatically give him the right to the salary and benefits of this position. However, after a reasonable amount of time, YSD shall reclassify the employee in the category of the new job or return him/her to his/her former duties.

An employee who receives a promotion can be required to complete a trial period in the new position. If the trial period is successfully concluded, the employee will be reclassified in the new job category and at a salary scale level higher than his former position. If the trial period is not satisfactorily completed, the employee will be reinstated in a position at the same level as his former position.

8. Employee Termination Rules

a. Prohibition on Outside Employment and/or Engagement:

Full-time regular employees of YSD are not allowed to undertake outside employment.

b. Termination of Employment

i. Conditions for Termination

Employees shall lose their jobs under any of the following conditions:

ii. Voluntary Resignation

1. Personnel wishing to resign from post may do so by giving a resignation letter to the Secretary/CEO stating the reasons for resignation and effective date of the same. One month of prior notice is required for such resignations (period may be less for short term employment).
2. The date in which the resignation letter is received at the YSD office is considered the date on which notice of resignation is given. Failure to provide sufficient notice may be ground for forfeiture of all accrued employee benefits.

iii. Redundancy of the Position

Depending on the nature and volume of its operation, YSD may declare certain positions redundant. Persons occupying those positions will therefore be forced to be separated from YSD with proper notice. After confirmation of appointment, employees must serve the applicable notice period on resignation or termination. Support staff and professional category employees are required to provide one month's notice. Management category employees must provide two months' notice. The organisation may, at its discretion, accept

payment in lieu of notice or require garden-leave; departures must be coordinated with the line manager to ensure handover, timely documentation and completion of exit formalities.

iv. Termination with Cause Grounds for employee termination are the following:

1. Continuing inefficiency and gross negligence of duty
2. Fund embezzlement
3. Misuse of office equipment, and other properties.
4. Repeated unauthorized absences and leaves
5. Intoxication while on official business or within office premises
6. Unauthorized disclosure of official information and documents

v. Retirement

When an employee reaches the age of retirement, according to the country's law, the employment relationship comes to an end. YSD shall notify the employee by letter, stating the date the employment terminates.

The retiring employee shall receive salary up the date of departure and other allowances such as the Provident Fund, as specified in his/her agreement.

vi. Death

When an employee dies, his/her salary and benefits will automatically be paid to his/her legal heirs.

c. Procedures for Termination and/or Disciplinary Action

1. YSD will ask the employee for a written explanation on the offense deemed committed by the employee concerned, identifying the charges against him/her and the particulars of the facts relied upon to support it.
2. The employee is given (03) three working days to submit his/her explanations.
3. Based on the written explanations submitted by the employee concerned and the strength of evidence presented, YSD may choose to decide on the charges or pursue further investigation of the case.
4. YSD can, shall it feel necessary to, suspend the employee in question from duty during the period of investigation subject to the following conditions:
 - a. should the employee be in a position to tamper with the evidence against him/her
 - b. should the employee's continuing presence in the organization be deemed inimical to the interest of the organization.

d. Exit Interview

Exit interviews are essential for improving organisational systems; exiting employees provide valuable insights, so the organisation conducts them systematically. When an employee serves notice, the line manager notifies HR immediately. HR arranges a structured interview, conducted in person or via email, following a standard questionnaire. All responses are treated as confidential and used solely to inform policy, culture and process improvements. Departing staff complete an exit checklist and submit it to HR as part of clearance procedures. Findings are aggregated anonymously and reviewed periodically by management to identify trends and corrective actions for organisational learning and future workforce planning effectively.

9. Conflict Management

a. Conflict Management

i. Conflict Resolution

Whenever a dispute arises among the YSD staff, it shall be resolved in a constructive manner, i.e. the solutions shall lead to positive changes. Employees who feel unfairly treated or who have complaints about a situation or about working conditions should notify the Secretary/CEO immediately.

ii. Staff Behavior

YSD expects its employees to adopt attitudes and behavior that maintain the good image of the organization. YSD employees shall display an exemplary level of professionalism and integrity. *(staff sign the Professional Code of Conduct)*

Furthermore, besides the usual rules every good employee needs to follow (respect, courtesy, punctuality), there are particular procedures of conduct for members of the organization which must be observed. *(staff sign the Employee Code of Conduct)*

a. Political Activities: Since YSD is a non-political organization, employees shall not participate in activities of a purely political nature on work premises or during working hours. It is also prohibited to use the organization's materials for these purposes.

b. Discrimination and Harassment: Under the principles established by YSD, no employee, man or woman, has the right to put pressure on another, make intimate advances, give preferential treatment or show sexual favoritism at work.

c. Conflict of Interest: To avoid putting themselves in a conflict of interest with the objectives and operations pursued by YSD, employees shall respect the following guidelines:

- It is prohibited to use YSD property for illegal or unauthorized purposes.
- It is prohibited for any YSD employee having confidential information to disclose it without express authorization beforehand.
- Employees cannot at any time accept a job from another employer if this job interferes with their work schedule and their duties and responsibilities.
- Employees shall avoid putting themselves in situations where they may gain profit or derive direct or indirect interest by influencing a contract award.
- Employees cannot solicit or accept tips, gifts, favors or other forms of gratuities for services rendered or required to be rendered in performing their duties within the organization.

10. Settling Grievance

a. Grievances

If an employee feels unfairly treated by circumstances that infringe on his/her rights or change his/her employment conditions, he/she should discuss the situation with his/her immediate supervisor. If, after the matter has been discussed and corrective measures taken, an employee feels it has not been satisfactorily settled, he/she can submit a grievance to the Secretary/CEO, who will discuss and provide appropriate solution. All grievances shall be handled internally because there is no recourse to external mediation or arbitration.

11. Key Result Areas (KRA)

KRAs (Key Result Areas) translate YSD's strategy into clear, measurable role outcomes and form an integral part of the HR policy. KRAs define expected deliverables, guide performance appraisals, and inform recruitment, onboarding, training, increments and promotions.

Development and Review: Managers and employees co-create SMART KRAs annually during performance planning. HR provides standard templates and facilitates a formal review cycle; KRAs may be updated mid-year with mutual agreement and documented justification.

Link to HR processes: KRAs directly influence appraisals, career progression, learning plans and improvement actions. HR ensures KRAs align with budget, grade and organisational values before approval.

Responsibilities

Line Managers: Managers draft SMART KRAs with each team member, set realistic targets aligned to budgets and priorities, and explain how KRAs connect to programme goals. They monitor progress through regular one-on-ones and monthly checkpoints, provide constructive

feedback, document evidence at appraisal, recommend learning actions, and escalate unresolved performance issues to HR.

Employees: Employees take ownership of agreed KRAs, integrate them into weekly workplans, and regularly report progress, challenges, and learning needs. They maintain evidence of deliverables, request support when necessary, act on appraisal feedback to improve performance, and suggest practical revisions to KRAs when operational realities change, demonstrating accountability and growth.

Human Resources Department: HR supplies standard KRA templates, guidance, and training for managers; verifies alignment with job grades, budgets, and strategy before approval. HR maintains a central KRA repository, tracks KPI trends, generates leadership reports, recommends targeted learning and retention measures, supports dispute resolution, and updates policy to ensure fair, consistent application.

12. Performance Evaluation

a. Elements of the Performance Evaluation System

A performance evaluation system is composed of three main stages that generally take place over a period of a year:

(1) Performance planning: The performance planning stage enables employees and supervisors to come to an agreement on what is to be accomplished during the year and how it will be carried out. The following procedures and tools are used to facilitate this stage:

i. Job description or list of duties: Each employee must have an up-to-date job description defining the purpose of the work and the responsibilities involved.

ii. Setting of objectives: For each key responsibility associated with a position, at least one objective should be established for a particular period. The objectives should be clear and quantifiable, and the assessment criteria should be mentioned.

iii. Individual action plan: The individual action plan is a planning tool used to specify the steps to be taken to achieve the objectives set beforehand. The action plan should be prepared jointly with the immediate supervisor. It may also involve new initiatives facilitating improved productivity or personal capacity development.

(2) Performance Monitoring and Management

Staff performance and productivity should be managed on an on-going basis throughout the year. The following elements, among others, are involved:

i. On-going Supervision: This means taking the time to observe, examine sources of difficulty and seek solutions.

ii. Regular Communication: This involves regular exchanges so that employees can receive feedback about their performance and receive the necessary supervision.

iii. Periodic Evaluation: This involves formal, scheduled meetings between an employee and supervisor to discuss activities carried out, end results and the adjustment of the action plan and objectives, if necessary. A minimum of one meeting every three months is suggested to ensure satisfactory results.

3). Performance Evaluation

The performance evaluation system is a means by which YSD can increase its efficiency and that of its employees. The purpose of the system is for the organization to fulfill its mission by attaining its objectives and for employees to grow and feel fulfilled through proactive performance supervision.

The system enables, among other things, the harmonizing of individual employee objectives with those of the organization, the measuring of employee potential and work performance and the support of employee improvement by working with them on their development needs.

The Periodic/Annual performance evaluation seeks specifically to:

- promote communication between employees and their supervisors;
- clarify expectations concerning objectives and performance;
- improve employee performance through on-going monitoring and feedback;
- assess and reward individual performance;
- allow employees to express their career aspirations.

The performance evaluation focuses on the individual employee in relation to the tasks and responsibilities assigned to him. It is not necessarily a comparison of one employee's performance with that of another. Thus, the employee's work performance is to be assessed in relation to absolute procedures, that is, according to the evaluator's performance criteria and not according to relative procedures following the concerned "Performance Evaluation Form" (**Form No-6**).

The performance evaluation also allows YSD to assess the quality of human resources in their department or organization, note important information concerning expectations and needs and clarify decisions concerning transfers or work assignments

b. Annual Performance Evaluation

The annual performance evaluation is the analysis, based on documentation from previous stages of the process, of an employee's work record. The evaluation addresses two fundamental questions. The first relates to the past and involves verifying what was accomplished qualitatively and quantitatively during the year. The second relates to the future

and consists of identifying means to be considered to ensure the employee continues to grow and develop.

The performance evaluation form should include all the sections needed for the evaluation. This includes a section relating to performance evaluation in relation to the objectives established at the outset and in relation to the responsibilities of the position, a section that specifies or targets what is needed for the employee's development and finally a section allowing the employee and the evaluator to express their comments and affix their respective signatures. The form should also include a performance level classification and a definition of each of these levels.

The annual performance evaluation does not have any financial impact on salaries. It is first and foremost a tool to evaluate the employee's performance and take remedial action if necessary.

13. Training and Professional Development

Employees must continually update knowledge and skills to meet evolving programme and environmental needs. Learning opportunities increase confidence, efficiency and productivity, and create pathways for career growth. Employees who have completed four months of service are eligible for external training. An annual training budget is allocated per function or programme and reviewed each year.

This policy applies to all permanent full-time and part-time employees. Temporary staff, consultants, interns and volunteers may attend training at their manager's discretion. Employees, managers and HR will jointly build a culture of Continuous Professional Development: employees should proactively seek learning, managers should coach and identify development needs, and HR should facilitate training activities, scheduling and approvals.

Training access is nondiscriminatory and subject to organisational cost, time and business priorities. Managers must evaluate training effectiveness, maintain records, and support application of new skills on the job. HR will assess training needs, maintain budgets and schedules, promote corporate programmes, offer guidance and track learning KPIs to inform continuous improvement and future investments.

Skill Training, Sponsored Studies and Bond

YSD will prioritise skill training that addresses needs identified during performance evaluations and programme planning, subject to available funds. Training choices must be relevant, evidence-based and aimed at strengthening individual and organisational capacity. Where participation requires travel or extended study, HR will assess budget, relevance and coverage arrangements before approval.

When YSD fully or partially sponsors advanced training or further study—domestic or international—the designated staff member must sign a bond committing to complete a specified period of service with the organisation. The bond terms (duration, cost recovery schedule, exceptions) will be clearly documented, agreed in writing and proportionate to the sponsorship provided. Failure to fulfil the bond may require reimbursement as per the signed agreement.

All sponsored training, bond agreements and related approvals will be recorded in personnel files. HR will monitor compliance, support reintegration of returning staff into relevant roles, and use outcomes to shape future training priorities and retention strategies.

14. Organizing Health and Safety

Health and Safety Measures

The health and safety of staff during work and official travel are a priority at YSD. Employees must use appropriate protective gear when travelling on personal vehicles; wearing helmets and using seat belts is mandatory. Line managers should be informed of travel plans and employees must carry an emergency contact number for timely support.

Late-night travel is discouraged, particularly for women staff, to reduce security risks; trips should be scheduled to avoid or minimise late arrivals and departures. When unavoidable, managers should ensure safe transport arrangements and clear communication of estimated arrival times. Organisational approval and coordination are required for any after-hours movements.

For trainings and events, YSD will secure hygienic accommodation and safe venues; first aid kits will be available at offices and event locations. All staff will receive orientation on safe use of equipment to prevent electric shock and other hazards. Workplaces will provide well-ventilated spaces, ergonomic seating, restrooms and drinking water to maintain staff wellbeing.

Smoking, alcohol consumption and drug use are strictly prohibited on office premises and at all YSD events or venues. Any safety incidents or near misses must be reported immediately to the line manager and HR so prompt action, investigation and remedial measures can follow. Regular reviews of health and safety practices will be conducted to continuously improve protective measures.

15. Guidelines on Use of Organisation's Facilities

The organisation provides equipment and facilities to employees and consultants strictly for official use. Issued devices such as laptops and desktops remain the custodian's responsibility; loss, negligence or damage may lead to cost recovery or disciplinary action.

Office internet, printers, scanners and stationery are intended for work purposes and must be used judiciously. Shared equipment should be kept in good condition by all users and consumables conserved to minimize waste.

For work-related communication outside the office, a fixed monthly allowance may be provided; otherwise staff and consultants must arrange their own connectivity. Pantry amenities (water filter, microwave, fridge) are available for communal use and must be handled with care.

Requests for new equipment, repairs or replacements should be routed through the line manager to the admin/HR team. Misuse or unauthorised use of facilities may result in withdrawal of privileges and financial or disciplinary consequences.

16. General Administration

The Youth for Social Development (YSD) office operates from the registered address 9th Govinda Vihar, Near Ruby Eye Hospital, Lochapada, Berhampur-760001, Ganjam, Odisha. Staff may be required to work from alternative locations as agreed with the organisation; such assignments will be communicated in advance and coordinated with line managers.

17. Annexure

- Form No-1: Internship Application Form
 - Form No-2: Candidate Evaluation Criteria
 - Form No-3: Travelling Allowance Bill Form
 - Form No-4: Vehicle Use Log Sheet
 - Form No-5: Leave Application Form
 - Form No-6: Employees Performance Appraisal Form
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*General Personnel Policy Approved by: **Governing Body***

*Date of Approval: **Meeting Number 02/YSD/2025-26 Dated 13 June, 2025***