

SHAHEED BHAGAT SINGH SHIKSHAN SANSTHAN

Dangiyawas, Jodhpur, Rajasthan

Registered under Societies Registration Act | 12A & 80G Certified

HUMAN RESOURCE (HR) POLICY

Governing Framework for People, Conduct & Organizational Culture

1. Preamble & Introduction

Shaheed Bhagat Singh Shikshan Sansthan (hereinafter referred to as 'the Organization') firmly believes that its people — employees, volunteers, consultants, and board members — are its greatest asset. The quality of development work undertaken by the Organization is directly dependent on the competence, commitment, and integrity of its human resources.

This Human Resource (HR) Policy establishes the principles, systems, and procedures that govern the management of human resources across all levels of the Organization. It is designed to foster a professional, ethical, inclusive, and empowering workplace where every individual can contribute meaningfully to the Organization's mission of promoting education and community development.

1.1 Scope of this Policy

This policy applies to all categories of persons associated with the Organization:

- Full-time and part-time employees engaged on project or organizational roles
- Consultants and contractual staff engaged for specific assignments
- Volunteers contributing time and skills to organizational activities
- Board members, trustees, and office-bearers of the Organization
- Interns and fellows engaged for short-term learning placements

1.2 Policy Review

This HR Policy shall be reviewed every two years or earlier in response to significant changes in statutory requirements, organizational needs, or operational context. All revisions require approval from the Governing Body.

2. Objectives of the HR Policy

The Human Resource Policy of the Organization is guided by the following core objectives:

Core HR Objectives

Qualified Recruitment

Attract and recruit skilled, committed, and value-aligned personnel for

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	all roles
Equal Opportunity	Ensure non-discriminatory and inclusive practices across all HR processes
Capacity Building	Continuously invest in staff training, skill development, and professional growth
Ethical Culture	Maintain a professional, ethical, and respectful working environment at all times
Accountability	Ensure transparency and accountability in all HR decisions and organizational functioning
Community Connect	Prioritize personnel who understand and are committed to grassroots development work

3. Recruitment & Selection Policy

The Organization is committed to a fair, transparent, and merit-based recruitment process. All appointments are made strictly on the basis of organizational need, approved budget, and candidate suitability — without any bias or favoritism.

3.1 Principles of Recruitment

- All recruitment is initiated against an approved position and budget
- Vacancies are advertised through appropriate channels to reach a diverse pool of applicants
- Equal opportunity is provided to all applicants regardless of gender, caste, religion, language, or disability
- Local and community-rooted candidates are actively encouraged to apply, as familiarity with the local context is a valued asset
- No appointment shall be made based on personal or political recommendation

3.2 Recruitment Process

The following steps are followed for all recruitment:

1. Identification of need and approval of position by management/governing body
2. Preparation of Job Description (JD) outlining roles, responsibilities, qualifications, and experience required
3. Advertisement of vacancy through notice boards, local newspapers, social media, job portals, and network referrals
4. Written test and/or personal interview by a selection panel
5. Reference and background verification for shortlisted candidates
6. Offer letter issued to selected candidate with terms and conditions
7. Appointment letter issued upon acceptance and completion of joining formalities

3.3 Selection Criteria

Selection of staff is based on a comprehensive assessment of the following criteria:

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Staff Selection Criteria Framework		
Criteria	Description	Weightage
Educational Qualification	Relevant academic background for the role applied	Mandatory
Work Experience	Prior experience in development sector or relevant field	High Priority
Social Commitment	Demonstrated commitment toward social development and community work	High Priority
Community Understanding	Familiarity with rural/urban community needs and grassroots realities	Important
Communication Skills	Ability to communicate effectively in local language and with stakeholders	Important
Integrity & Values	Alignment with the Organization's values of transparency and service	Mandatory

3.4 Probation Period

All new employees are placed on a probation period of six (6) months from the date of joining. During this period:


- Performance and conduct are closely monitored by the immediate supervisor
- Feedback is provided at 2 months and 4 months into the probation period
- Upon satisfactory completion, the employee is confirmed in their role through a written communication
- The probation period may be extended by up to 3 months if performance is unsatisfactory
- The Organization reserves the right to terminate employment during probation with one week's notice

4. Roles & Responsibilities

The Organization follows a clear organizational structure with defined roles and responsibilities at every level. This ensures effective programme delivery, proper coordination, and accountability across teams.

4.1 Organizational Structure

Organizational Levels & Responsibilities		
Level	Roles	Key Responsibilities
Governing Body / Board	Trustees, President, Secretary, Treasurer	Policy direction, strategic oversight, financial approval, statutory compliance


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Senior Management	Secretary, Programme Director, Finance Officer	Programme planning, team supervision, donor coordination, organizational management
Programme Team	Project Managers, Field Coordinators, Community Mobilizers	Project implementation, community engagement, data collection, field reporting
Support Staff	Accounts, Admin, Data Entry, Office Support	Financial documentation, office management, logistics, data management
Volunteers / Interns	Domain-specific volunteers and interns	Time-bound task support under supervision of programme staff

4.2 Job Descriptions

Every position in the Organization has a formal Job Description (JD) that outlines:

- Position title and grade
- Reporting relationships (supervisor and subordinates)
- Key objectives and deliverables
- Day-to-day tasks and responsibilities
- Required qualifications, skills, and experience
- Key performance indicators (KPIs) for evaluation

JDs are prepared at the time of recruitment and updated at least once every two years or whenever there is a significant change in the role.

5. Performance Evaluation

The Organization believes that regular performance feedback motivates staff, improves programme quality, and ensures that individuals grow professionally. A structured performance evaluation system is in place for all employees.

5.1 Performance Review Cycle

Performance Review Schedule	
Probation Review	At 2nd month, 4th month, and end of probation (6th month)
Mid-Year Review	In September/October — to assess progress and provide course correction
Annual Appraisal	In March — comprehensive review of full year's performance; linked to increment and role change
Project Completion Review	At the end of each project — project-specific performance assessment

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5.2 Performance Evaluation Parameters

Staff performance is assessed on the following parameters:

- Quality of work — accuracy, thoroughness, and impact of outputs produced
- Timely completion of project activities and deliverables as per work plan
- Community engagement — depth and effectiveness of community relationships built
- Reporting and documentation — regularity, accuracy, and quality of reports submitted
- Team collaboration — ability to work effectively with colleagues and partners
- Initiative and problem-solving — proactive approach to identifying and resolving challenges
- Adherence to the Code of Conduct and organizational values

5.3 Performance Improvement Plan (PIP)

If an employee's performance is assessed as below expectations:

8. A formal discussion is held with the employee to communicate concerns
9. A Performance Improvement Plan (PIP) is jointly developed with specific targets and a 60-day timeline
10. Regular check-ins are conducted during the PIP period
11. If performance improves, the PIP is closed and the employee continues normally
12. If performance remains unsatisfactory after the PIP period, appropriate HR action may be initiated

6. Training & Capacity Building

The Organization is committed to the continuous professional development of all staff. Capacity building is not a one-time event but an ongoing process integrated into the annual planning cycle.

6.1 Training Needs Assessment

At the beginning of each year, a Training Needs Assessment (TNA) is conducted in consultation with programme teams to identify:

- Skill gaps at individual and team levels
- New competencies required for upcoming projects
- Leadership and management development needs for senior staff

6.2 Types of Training & Learning Opportunities

Training & Capacity Building Activities

Induction Training	Mandatory orientation for all new joiners covering organizational policies, values, and programme overview
Technical Skills Training	Project implementation, data collection, M&E, community facilitation, and documentation skills
Financial Literacy	Basic financial management, voucher handling, and budget tracking for

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	programme staff
Leadership Development	Training for mid-level and senior staff in team management, planning, and communication
External Workshops	Participation in external seminars, conferences, and peer learning events in the development sector
Cross-Learning Visits	Field exposure visits to other organizations and best-practice sites
Online Learning	Access to online courses and certifications relevant to the staff member's role

6.3 Training Bond

Where the Organization sponsors significant external training (cost exceeding Rs. 10,000), the staff member may be required to sign a training bond committing to serve the Organization for a minimum period post-training. Terms of the bond are communicated before training nomination.

7. Code of Conduct

All persons associated with the Organization — employees, volunteers, board members, consultants, and interns — are expected to uphold the highest standards of ethical behavior, integrity, and professionalism at all times.

7.1 Core Conduct Standards

- Treat all community members, colleagues, and stakeholders with dignity, respect, and fairness
- Maintain strict confidentiality of beneficiary data, donor information, and organizational records
- Avoid any conflict of interest between personal interests and organizational responsibilities
- Not accept gifts, gratification, or benefits from vendors, beneficiaries, or partners that could influence decisions
- Report any instance of financial irregularity, fraud, or misconduct to the Secretary or Governing Body immediately
- Not engage in any political activity in the name of or during working hours of the Organization
- Not make public statements or communicate with media on behalf of the Organization without prior authorization

7.2 Zero Tolerance Areas

The Organization maintains an absolute zero-tolerance stance on the following:

- Sexual harassment of any kind — in the field, office, or online (as per POSH Act, 2013)
- Discrimination based on gender, caste, religion, language, disability, or political affiliation
- Misappropriation, fraud, or theft of organizational or beneficiary funds
- Substance abuse during working hours or organizational events
- Child abuse, exploitation, or any behavior harmful to minors


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7.3 Prevention of Sexual Harassment (POSH) Policy

In compliance with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, the Organization has constituted an Internal Complaints Committee (ICC). Any complaint of sexual harassment shall be addressed as per the prescribed procedures under the Act with strict confidentiality and sensitivity.

7.4 Grievance Redressal

Any employee who has a grievance related to working conditions, conduct of colleagues, or HR decisions may raise the matter through the following process:

13. Informal resolution — discuss the concern directly with the immediate supervisor
14. Formal complaint — submit a written grievance to the Secretary
15. Governing Body review — if unresolved, the matter is escalated to the Governing Body for final decision

All grievances are addressed in a fair, timely, and confidential manner.

8. Remuneration & Expense Reimbursement Policy

IMPORTANT: Policy on Trustee / Board Member Remuneration

Trustees and Board Members serve on an entirely honorary and voluntary basis. No sitting fees, honorarium, salary, or remuneration of any kind is paid to any Trustee or Board Member.

8.1 Trustee & Board Member — Expense Reimbursement

While Trustees and Board Members do not receive any form of remuneration, the Organization acknowledges that they may incur out-of-pocket expenses while attending official meetings, site visits, or events on behalf of the Organization. Such actual expenses are reimbursed on a strictly as-incurred basis, subject to the following conditions:

Expense Reimbursement Rules for Trustees / Board Members

Basis of Reimbursement	Actual expenses incurred only — no lump sum, per diem, or fixed allowance
Supporting Documents	Original bills, receipts, tickets, and vouchers must be submitted for all claims
Travel	Actual fare for travel by bus, train (up to AC 2-Tier), or economy class air (if approved) — cab receipts accepted
Accommodation	Actual hotel bill — reimbursed at actuals for Organization-related visits with prior approval
Meals / Incidentals	Actual meal bills during official travel only; no reimbursement for personal meals

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Communication	Actual call or data costs if incurred for organizational business, with itemized bill
Claim Submission	Expense claims to be submitted within 15 days of the event/visit with all supporting bills
Approval Authority	Reimbursement claims by the Secretary or President require counter-signature by another authorized office-bearer

No retroactive or undocumented reimbursements shall be made. The Finance Officer is responsible for verifying all reimbursement claims before processing payment.

8.2 Project Staff Remuneration

Project staff are compensated in accordance with their roles, responsibilities, qualifications, and experience. The following principles govern staff remuneration:

- All staff salaries are defined in approved project budgets and organizational pay scales
- Remuneration is commensurate with the nature of work, skill requirements, and prevailing market norms in the development sector
- Salaries are disbursed on or before the 7th of each month via bank transfer to the employee's designated account
- Payslips are issued to all employees each month documenting gross pay, deductions, and net pay
- Statutory deductions (TDS, PF, ESI as applicable) are made and deposited as per legal requirements

8.3 Staff Allowances & Benefits

Staff Allowances & Benefits	
Travel Allowance	Actual travel costs for field visits reimbursed with supporting bills/tickets
Daily Allowance (DA)	Fixed daily allowance for field visits and outstation stays as per organizational grade
Mobile Allowance	Applicable to field staff roles requiring regular communication — as per organizational grade
Medical Support	Reimbursement of actual medical expenses up to Rs. 5,000 per year on submission of bills
Festival Advance	One-month salary advance (interest-free) permissible once per financial year; recovered in 3 EMIs
Maternity Leave	As per Maternity Benefit Act — 26 weeks of paid maternity leave for eligible women employees
Annual Increment	Performance-linked increment of 5%–15% of basic salary, subject to satisfactory annual appraisal

9. Leave Policy


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The Organization provides reasonable leave entitlements to ensure staff well-being and work-life balance, while ensuring programme continuity.

Leave Entitlement Schedule		
Leave Type	Entitlement	Conditions
Casual Leave (CL)	12 days per year	Maximum 3 days at a stretch; prior intimation required
Sick Leave (SL)	12 days per year	Medical certificate required for absence beyond 2 consecutive days
Earned / Annual Leave	12 days per year	Accumulated up to 30 days; encashable at the time of separation
Maternity Leave	26 weeks (paid)	As per Maternity Benefit Act for eligible women employees
Paternity Leave	5 working days	To be availed within 30 days of childbirth
Public Holidays	As per State Govt. list	Approximately 14 days per year as per Rajasthan Govt. holiday calendar
Compensatory Off	As earned	Applicable when staff work on declared holidays; must be availed within 30 days

Leave without pay may be granted in exceptional circumstances at the discretion of the Secretary. Unauthorized absence for more than 5 consecutive days may be treated as voluntary abandonment of service.

10. Separation & Exit Policy

The Organization follows a fair and dignified separation process to ensure smooth transitions for both departing staff and the Organization.

10.1 Types of Separation

- Resignation — voluntary separation by the employee with requisite notice period
- End of contract — separation upon completion of a project-specific employment contract
- Termination for cause — separation due to serious misconduct or persistent poor performance
- Superannuation — retirement upon reaching the Organization's notified retirement age

10.2 Notice Period

Notice Period Requirements

During Probation	One (1) week's notice by either party
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Confirmed Staff (below Manager level)	One (1) month's notice or salary in lieu thereof
Manager level and above	Two (2) months' notice or salary in lieu thereof
Termination for Cause	May be immediate, subject to Governing Body approval and due process

10.3 Exit Process

16. Submission of resignation letter / intimation of contract end
17. Completion of exit interview with HR/Secretary
18. Handover of all files, assets, and pending responsibilities to successor or supervisor
19. No-Dues Certificate obtained from Finance, Admin, and Programme teams
20. Full and final settlement processed within 30 days of last working day

11. Authorization & Adoption

This Human Resource Policy has been duly reviewed and formally adopted by the Governing Body of Shaheed Bhagat Singh Shikshan Sansthan.

Details	Information
Organization Name	Shaheed Bhagat Singh Shikshan Sansthan
Place	Jodhpur, Rajasthan
Date	_____

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