

HUMAN RESOURCE POLICY MANUAL

Parivartan Sanstha

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Parivartan Sanstha

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PREFACE

Parivartan Sanstha recognizes that human resources are the most important strength of the organization and that the quality, commitment, integrity, and wellbeing of its employees directly influence the quality of services delivered to communities.

As a development organization working closely with vulnerable and marginalized communities, the organization believes that its human resource systems should not merely function as administrative procedures but should reflect the values of dignity, participation, transparency, accountability, inclusion, equality, gender justice, safeguarding, and institutional professionalism.

This Human Resource Policy Manual has therefore been developed as a comprehensive framework to guide all matters related to recruitment, employment, compensation, workplace conduct, safeguarding, employee wellbeing, discipline, grievance management, professional development, and organizational accountability.

The purpose of this policy is:

- To establish clear and transparent HR systems
- To ensure fair and consistent treatment of employees
- To create a safe and inclusive workplace environment
- To strengthen institutional systems and accountability
- To promote professionalism and ethical conduct
- To clarify the rights, responsibilities, and obligations of employees and the organization
- To ensure compliance with applicable laws and donor expectations
- To support long-term institutional sustainability and organizational growth

All employees, consultants, interns, volunteers, project staff, community workers, and associates are expected to familiarize themselves with and comply with the provisions of this policy.

The Governing Board / Executive Committee reserves the right to revise, amend, modify, or update this policy from time to time depending upon legal requirements, organizational growth, operational needs, and donor compliance requirements.

1. Introduction

Parivartan Sanstha is committed to creating a professional, inclusive, safe, transparent, accountable, and value-based work environment for all individuals associated with the organization. The organization believes that human resources are its most valuable strength and that a motivated, respected, and ethically guided team is essential for achieving meaningful social transformation.

The Human Resource (HR) Policy Manual has been developed to establish clear systems, procedures, standards, and expectations related to employment, workplace conduct, staff welfare, safeguarding, organizational discipline, and professional development. The policy aims to ensure consistency, fairness, and transparency in all HR-related decisions and processes.

This policy manual serves as a guiding framework for all employees, consultants, interns, volunteers, project staff, community workers, and external associates engaged with the organization.

The policy also reflects the organization's commitment toward:

- Human dignity and equality
- Gender-sensitive workplaces
- Child protection and safeguarding
- Accountability and transparency
- Ethical and professional conduct
- Community-centered development approach
- Institutional strengthening and sustainability

2. Vision of Human Resource Management

The HR systems of Parivartan Sanstha aim to create a professional and compassionate organizational culture that promotes integrity, inclusion, participation, accountability, learning, and teamwork.

The specific objectives of HR management include:

- Building a skilled, motivated, and committed workforce
- Promoting ethical behavior and professional conduct
- Ensuring equal opportunities and non-discrimination
- Creating safe and gender-sensitive workplaces
- Encouraging leadership development and capacity building
- Strengthening institutional systems and accountability
- Supporting employee wellbeing and work-life balance
- Promoting transparency in organizational functioning
- Ensuring compliance with applicable labour laws and regulations

The organization recognizes that social sector work often involves emotionally demanding field situations, extensive travel, community engagement, and work in vulnerable areas. Therefore, HR systems should not only focus on productivity but also on employee wellbeing, empathy, emotional safety, and supportive leadership.

3. Applicability

This policy shall apply to all individuals associated with Parivartan Sanstha, irrespective of the nature, duration, or location of their engagement.

This includes:

- Permanent employees
- Temporary employees
- Contractual staff
- Consultants and advisors
- Interns and trainees
- Volunteers
- Community mobilizers
- Project-based staff
- Field coordinators
- Part-time staff
- Resource persons
- Vendors and external collaborators while engaged with organizational work

All individuals covered under this policy are expected to comply with the standards, values, procedures, and code of conduct prescribed in this manual.

4. Guiding Principles

The functioning of Parivartan Sanstha shall be guided by the following principles:

4.1 Equality and Non-Discrimination

No employee or stakeholder shall face discrimination on the basis of caste, religion, ethnicity, gender, disability, marital status, language, social background, political opinion, or economic condition.

4.2 Respect and Dignity

Every individual associated with the organization shall be treated with dignity, respect, and fairness irrespective of designation or role.

4.3 Transparency and Accountability

The organization shall ensure transparency in recruitment, financial management, reporting, decision-making, and grievance redressal.

4.4 Child Protection and Safeguarding

The organization is committed to protecting children and vulnerable individuals from abuse, neglect, exploitation, harassment, or violence.

4.5 Gender Sensitivity

The organization shall promote gender equality and maintain zero tolerance toward sexual harassment or gender-based discrimination.

4.6 Participation and Teamwork

The organization encourages collective decision-making, teamwork, mutual respect, and collaborative leadership.

4.7 Professionalism and Integrity

Employees are expected to maintain honesty, discipline, confidentiality, and professional ethics at all times.

5. Recruitment and Selection Policy

5.1 Objective of Recruitment Policy

The objective of the recruitment policy of Parivartan Sanstha is to ensure that the organization attracts, appoints, and retains competent, ethical, committed, and professionally qualified individuals who are aligned with the mission, vision, and values of the organization. The organization believes that transparent and merit-based recruitment systems contribute

significantly toward institutional credibility, programme quality, accountability, and long-term sustainability.

Recruitment within the organization shall therefore be guided by the principles of transparency, equal opportunity, non-discrimination, professionalism, gender sensitivity, and inclusion. The organization shall ensure that all recruitment decisions are made fairly and objectively without favoritism, bias, discrimination, or undue influence.

Parivartan Sanstha recognizes that human resources are the backbone of any development organization and therefore special emphasis shall be placed on selecting individuals who possess not only professional qualifications and technical competence but also sensitivity toward social issues, commitment toward community development, and the ability to work respectfully with vulnerable and marginalized communities.

5.2 Recruitment Principles

Recruitment within Parivartan Sanstha shall be carried out in a fair, transparent, and professional manner with the objective of selecting individuals who are best suited for the responsibilities and values of the organization. The organization strongly believes that an effective recruitment system strengthens institutional credibility, programme quality, and long-term sustainability.

All recruitment decisions shall be based on merit, competence, relevant experience, educational qualifications, commitment toward social development, and suitability for the role. The organization shall make all reasonable efforts to ensure equal opportunity and non-discrimination during the recruitment process.

Parivartan Sanstha shall not discriminate against any individual on the basis of caste, religion, ethnicity, gender, disability, language, marital status, social background, economic condition, or political belief. The organization also encourages participation from women, marginalized communities, persons with disabilities, and socially disadvantaged groups in order to promote diversity and inclusion within the workforce.

The organization may recruit employees through advertisements, professional references, campus outreach, networking platforms, consultant recommendations, online portals, or any other suitable method depending upon organizational needs and urgency of recruitment.

The recruitment process may include screening of applications, written assignments, interviews, reference checks, background verification, and final approval by the competent authority.

All selected candidates shall receive a formal appointment letter clearly specifying the terms and conditions of employment, designation, salary structure, reporting relationships, place of posting, responsibilities, probation period, leave entitlements, and other applicable conditions.

6. Joining and Induction

5.1 Recruitment Principles

Recruitment within the organization shall be based on merit, competence, commitment to social development, and alignment with organizational values.

The organization shall ensure:

- Equal opportunity in recruitment
- Fair and transparent selection procedures
- Non-discriminatory hiring practices
- Gender balance and inclusion
- Preference for qualified and committed candidates

Special efforts may be made to encourage participation from women, marginalized communities, persons with disabilities, and socially disadvantaged groups.

5.2 Recruitment Process

Depending upon the position and urgency of recruitment, the following process may be followed:

- Preparation of Job Description (JD)
- Advertisement through suitable platforms
- Collection and screening of applications
- Written test or assignment where required
- Personal interviews
- Reference verification
- Final approval by authorized authority

The organization reserves the right to use reference-based recruitment in exceptional circumstances where immediate staffing is required.

5.3 Appointment Letter

Every selected employee shall receive an appointment letter clearly mentioning:

- Designation and reporting structure
- Roles and responsibilities
- Place of posting
- Salary and benefits
- Probation period
- Working conditions
- Leave entitlements
- Confidentiality requirements
- Termination conditions

Employees shall acknowledge acceptance of the terms and conditions in writing.

6. Joining and Induction

Every newly appointed employee shall undergo an induction process aimed at familiarizing them with organizational systems, values, programs, and responsibilities.

The induction process may include:

- Introduction to organizational history, vision, and mission
- Understanding organizational structure and reporting systems
- Orientation on HR policies and procedures
- Child safeguarding and POSH orientation
- Introduction to field realities and community engagement principles
- Reporting and documentation systems
- Financial and administrative procedures
- Travel and safety protocols

Employees may also be required to sign declarations related to:

- Confidentiality
- Ethical conduct
- POSH compliance
- Child safeguarding standards
- Non-disclosure of sensitive information

7. Probation Policy

All newly appointed employees shall ordinarily remain on probation for a period ranging from three to six months depending upon the role and organizational requirements.

During probation:

- Employee performance, discipline, and suitability shall be assessed
- Reporting officers shall provide periodic feedback
- Confirmation may be granted upon satisfactory performance
- Probation may be extended if required
- Employment may be discontinued in cases of unsatisfactory performance or misconduct

Confirmation of employment shall be communicated formally in writing.

8. Working Hours and Attendance

8.1 Purpose

The purpose of the working hours and attendance policy is to maintain organizational discipline, accountability, coordination, productivity, and effective programme implementation while also recognizing the flexible and field-based nature of development sector work. Employees are expected to maintain punctuality, professional discipline, regular attendance, and timely communication regarding leave, delay, travel, or absence.

At the same time, Parivartan Sanstha recognizes that NGO work frequently involves field visits, community meetings, awareness programmes, training sessions, emergency interventions, networking meetings, travel to remote locations, and programme implementation beyond normal office timings. Therefore, reasonable flexibility may be provided depending upon project requirements, field realities, and operational needs.

Employees are expected to balance flexibility with accountability and shall ensure that assigned responsibilities, reporting requirements, and programme commitments are fulfilled in a timely and professional manner.

8.2 Office Timings

The office timings of Parivartan Sanstha shall be determined by the organization depending upon programme requirements, operational needs, donor commitments, and field realities. Employees are expected to maintain punctuality, discipline, and regular attendance during official working hours.

However, considering the nature of development sector work, employees may often be required to participate in community meetings, field visits, training programmes, emergency interventions, awareness campaigns, travel assignments, or programme activities beyond standard office hours. In such situations, flexibility in working arrangements may be considered with the approval of the reporting authority.

Employees are expected to maintain proper communication with supervisors regarding field movement, delays, emergencies, remote work, or changes in schedule. Habitual late attendance, unauthorized absence, or negligence toward assigned responsibilities may invite disciplinary action.

Attendance shall be maintained through systems prescribed by the organization, including registers, digital attendance systems, field movement records, or reporting mechanisms.

Employees working in the field are expected to maintain proper documentation of travel, meetings, community interactions, and programme activities as part of organizational accountability and reporting requirements.

9. Leave Policy

8.1 Office Timings

Office working hours shall be determined by the organization based on operational and project requirements.

Employees are expected to maintain punctuality and professional discipline.

8.2 Attendance

Employees must:

- Mark attendance as prescribed by the organization
- Inform reporting authority in case of delay or absence
- Maintain discipline during working hours
- Avoid habitual late coming or absenteeism

Unauthorized absence without information may lead to disciplinary action.

8.3 Flexible and Field-Based Work

Considering the nature of NGO work:

- Employees may be required to travel extensively
- Work schedules may vary depending upon field conditions
- Flexible working arrangements may be permitted where appropriate
- Work-from-home may be allowed in exceptional situations with approval

Field staff are expected to maintain proper communication and reporting while travelling or working remotely.

9. Leave Policy

9.1 Purpose of Leave Policy

Parivartan Sanstha recognizes that employees require adequate time for rest, recovery, health, family responsibilities, emergencies, emotional wellbeing, and personal commitments. The leave policy has therefore been designed to create a balance between employee wellbeing and organizational continuity.

The organization believes that employees who receive adequate opportunities for rest and personal care are more productive, motivated, emotionally stable, and professionally effective. Employees are encouraged to use leave responsibly and in a planned manner so that programme implementation and organizational functioning are not adversely affected.

The organization reserves the right to approve, postpone, or regulate leave depending upon programme priorities, staffing availability, emergency situations, and operational

requirements. Employees are expected to maintain proper communication and seek prior approval wherever possible.

9.2 Types of Leave

Parivartan Sanstha may provide different categories of leave to employees depending upon the nature of employment, organizational policies, and applicable labour regulations.

Casual Leave may be granted for personal work, urgent responsibilities, or short-duration requirements. Employees are encouraged to apply for such leave in advance wherever possible.

Sick Leave may be availed in cases of illness, injury, medical treatment, or health-related emergencies. Employees may be required to submit medical documents in cases involving prolonged illness or repeated absence.

Earned Leave may be accumulated and utilized as per organizational rules and approval procedures. The organization may regulate earned leave depending upon programme priorities and staffing requirements.

Maternity Leave may be granted to eligible women employees in accordance with applicable laws and organizational provisions. The organization recognizes the importance of maternal health, dignity, and family responsibilities and shall strive to support women employees during this period.

Paternity Leave may also be granted to eligible employees depending upon organizational policy and approval.

Compensatory Off may be considered for employees who are required to work during holidays, emergencies, or extended programme activities beyond normal working conditions.

Special Leave may be granted under exceptional situations such as bereavement, medical emergencies, natural disasters, or extraordinary personal circumstances.

All leave shall be subject to approval by the competent authority. Employees are expected to ensure proper work handover and communication before proceeding on leave.

Unauthorized absence without approval or information may be treated as misconduct and may result in salary deduction or disciplinary action.

10. Salary, Benefits and Employee Welfare

9.1 Purpose of Leave

The organization recognizes the importance of rest, health, emergencies, family responsibilities, and personal wellbeing. Employees shall therefore be entitled to leave as per organizational rules.

9.2 Types of Leave

Employees may avail:

- Casual Leave
- Sick Leave
- Earned Leave
- Maternity Leave
- Paternity Leave
- Compensatory Off
- Special Leave under exceptional circumstances

9.3 Leave Approval

- Leave applications should be submitted in advance wherever possible
- Emergency leave must be informed immediately to the reporting authority
- Approval of leave shall depend upon work requirements and management approval

Unauthorized absence or misuse of leave may result in disciplinary action.

10. Salary, Benefits and Employee Welfare

The organization shall determine compensation based on:

- Nature of work
- Qualification and experience
- Project budget provisions
- Organizational sustainability
- Role and responsibilities

Salary shall generally be disbursed through bank transfer on a fixed date decided by the organization.

The organization shall maintain transparency and confidentiality in salary administration.

Depending upon organizational policies, donor norms, and financial sustainability, employees may receive:

- Annual increments
- Project-based increments
- Performance-linked appreciation
- Reimbursement support
- Welfare assistance during emergencies

10.1 Salary Increment

Salary increment may be considered annually based on:

- Employee performance
- Organizational contribution
- Project budget availability
- Professional conduct
- Duration of service

The organization reserves the right to revise or withhold increments depending upon organizational and financial conditions.

10.2 Provident Fund and Statutory Benefits

Where applicable and financially feasible, the organization may extend statutory benefits such as:

- Provident Fund (PF)
- Employee insurance
- Gratuity
- ESIC or applicable labour welfare provisions

Such benefits shall be governed by prevailing laws and organizational policies.

10.3 Emergency and Medical Support

In cases of accidents, emergencies, or serious health conditions occurring during official work or field assignments, the organization may provide emergency assistance, reimbursement support, salary advance, or other reasonable support depending upon organizational capacity and case severity.

Employees are encouraged to immediately report any accident or emergency occurring during organizational work.

10.4 Employee Welfare

The organization recognizes the importance of employee wellbeing and morale. Subject to available resources, the organization may support:

- Staff welfare initiatives
- Team building activities
- Mental and emotional wellbeing support
- Learning and development opportunities
- Emergency support systems

Additional benefits may include:

- Travel reimbursement
- Mobile/internet reimbursement where applicable

- Insurance support where feasible
- Capacity building opportunities
- Professional development support

The organization may revise compensation structures depending upon funding availability and organizational requirements.

11. Travel and Field Work Policy

Field engagement is an integral component of NGO work. Employees involved in fieldwork are expected to maintain professionalism, safety, sensitivity, and accountability.

Employees shall:

- Respect local culture and community practices
- Maintain appropriate behavior with community members
- Ensure accurate reporting and documentation
- Avoid misuse of organizational resources
- Prioritize safety during travel

Travel reimbursements shall be processed based on approved travel and submission of supporting documents.

The organization shall make reasonable efforts to ensure:

- Safe accommodation arrangements
 - Appropriate transportation support
 - Safety measures for women employees
 - Emergency support during field visits
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12. Code of Conduct

12.1 Purpose

The Code of Conduct establishes the standards of professional behavior, ethics, accountability, integrity, discipline, and workplace conduct expected from all individuals associated with Parivartan Sanstha. As a development organization working with vulnerable and marginalized communities, the organization expects its employees and associates to maintain the highest standards of professionalism, respect, sensitivity, and ethical behavior both within and outside the workplace.

The conduct of employees should strengthen public trust, organizational credibility, community confidence, donor confidence, and institutional integrity. Employees are expected

to perform their duties honestly, responsibly, and respectfully while maintaining transparency, accountability, and confidentiality in all professional matters.

All employees are expected to maintain positive relationships with colleagues, community members, beneficiaries, government officials, donors, consultants, volunteers, and stakeholders associated with the organization. Any behavior that damages the dignity of individuals, organizational reputation, or institutional values shall be treated seriously.

12.2 Standards of Conduct

All employees and associates of Parivartan Sanstha are expected to maintain honesty, integrity, discipline, professionalism, and respect in all official interactions and responsibilities. Employees shall conduct themselves in a manner that upholds the dignity, credibility, and reputation of the organization.

Employees are expected to maintain respectful relationships with colleagues, beneficiaries, community members, government officials, donors, consultants, volunteers, vendors, and all stakeholders associated with the organization. Any form of abusive, discriminatory, insulting, threatening, exploitative, or inappropriate behavior shall be treated seriously.

Employees shall use organizational resources responsibly and shall avoid misuse of funds, vehicles, office equipment, communication systems, records, or organizational property for unauthorized or personal purposes.

Employees are expected to maintain confidentiality regarding organizational documents, beneficiary information, donor communication, financial records, internal discussions, and programme-related information.

Employees shall avoid conflicts of interest and shall not engage in activities that compromise organizational integrity, transparency, neutrality, or professional credibility.

The organization strictly prohibits:

- Sexual harassment
- Corruption and bribery
- Substance abuse during working hours
- Physical or verbal violence
- Financial misconduct
- Misuse of authority
- Child abuse or exploitation
- Discrimination on any grounds
- Falsification of records or reports

Violation of the code of conduct may result in disciplinary action including warning, suspension, recovery of losses, or termination of employment depending upon the seriousness of the matter.

13. Prevention of Sexual Harassment (POSH)

All employees are expected to maintain high standards of professionalism, integrity, ethics, and discipline.

Employees shall:

- Respect colleagues, communities, and stakeholders
- Maintain honesty and transparency
- Avoid conflicts of interest
- Protect organizational reputation
- Use organizational resources responsibly
- Maintain confidentiality
- Follow organizational systems and procedures

The following acts are strictly prohibited:

- Sexual harassment
- Discrimination and abusive behavior
- Corruption and bribery
- Physical or verbal violence
- Misappropriation of organizational funds
- Substance abuse during working hours
- Falsification of records
- Misuse of authority

Violation of the code of conduct may lead to disciplinary action.

13. Prevention of Sexual Harassment (POSH)

Parivartan Sanstha is committed to maintaining a workplace free from sexual harassment and gender-based discrimination.

The organization follows the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

The organization shall:

- Maintain zero tolerance toward sexual harassment
- Constitute Internal Complaints Committee (ICC)
- Conduct regular awareness and sensitization programmes
- Ensure confidential complaint handling mechanisms
- Protect complainants against retaliation or victimization
- Ensure fair and time-bound inquiry processes

The POSH policy shall apply to:

- Employees
- Consultants
- Interns
- Volunteers
- Visitors
- Vendors
- Community workers
- External collaborators

All employees are expected to cooperate in creating a safe and respectful work environment.

14. Child Protection and Safeguarding Policy

The organization recognizes its responsibility toward protecting children and vulnerable individuals from abuse, neglect, exploitation, harassment, and violence.

Employees and associates shall:

- Respect child rights and dignity
- Avoid inappropriate conduct with children
- Report safeguarding concerns immediately
- Ensure safe interactions during fieldwork and programmes
- Maintain confidentiality regarding child-related information

Background verification may be conducted for employees directly working with children.

Violation of safeguarding standards shall invite strict disciplinary action.

15. Grievance Redressal Mechanism

The organization believes that employees should have access to fair and confidential mechanisms for addressing workplace concerns.

Employees may raise grievances related to:

- Workplace behavior
- Discrimination
- Harassment
- Workload and work conditions
- Salary and benefits

- Reporting relationships
- Administrative decisions

The organization shall ensure:

- Fair hearing of grievances
- Confidentiality during proceedings
- Timely response and resolution
- Protection from retaliation

Employees are encouraged to resolve issues through dialogue and professional communication wherever possible.

16. Performance Management

The organization shall periodically review employee performance to improve efficiency, accountability, and professional growth.

Performance assessment may include:

- Quality of work
- Timely completion of tasks
- Community engagement
- Documentation and reporting
- Teamwork and leadership
- Initiative and innovation
- Professional conduct

Performance review outcomes may influence:

- Confirmation of employment
- Salary increments
- Promotions
- Training opportunities
- Contract renewals

Constructive feedback and supportive supervision shall form an important part of the performance management system.

17. Capacity Building and Training

Parivartan Sanstha encourages continuous learning and professional development.

Employees may receive training related to:

- Programme implementation
- Community mobilization
- Leadership and management
- POSH and safeguarding
- Documentation and reporting
- Financial systems
- Monitoring and evaluation
- Digital communication tools

The organization may also encourage employees to participate in workshops, seminars, conferences, and external training programmes.

18. Use of Organizational Assets

Employees are expected to use organizational assets responsibly and solely for authorized purposes.

Organizational assets may include:

- Computers and laptops
- Mobile phones
- Internet facilities
- Vehicles
- Office equipment
- Documents and records

Employees shall ensure proper care, maintenance, and safe handling of organizational property.

Any misuse, negligence, or unauthorized use may result in disciplinary or financial action.

19. Confidentiality Policy

Employees shall maintain confidentiality regarding all sensitive organizational information.

Confidential information may include:

- Beneficiary information
- Financial records
- Donor communications
- Internal reports
- Personnel information
- Strategic documents
- Community case information

Employees shall not disclose confidential information without authorization during or after employment.

Breach of confidentiality may invite disciplinary action.

20. Documentation and Reporting

Proper documentation and reporting are essential for organizational accountability, donor compliance, and programme effectiveness.

Employees are expected to maintain:

- Attendance records
- Field visit reports
- Activity reports
- Financial records
- Monitoring and evaluation data
- Case documentation
- Meeting minutes where required

Reports must be submitted within prescribed timelines.

Intentional manipulation or falsification of records shall be treated as misconduct.

21. Conflict Resolution and Grievance Management

Parivartan Sanstha encourages constructive dialogue, mutual respect, and peaceful conflict resolution.

Whenever disagreements or conflicts arise among employees, efforts should first be made to resolve the matter through professional discussion, understanding, and organizational mediation.

Employees who feel unfairly treated or who face workplace-related concerns may approach:

- Immediate supervisor
- HR representative
- Executive leadership
- Internal committees where applicable

The organization shall ensure:

- Neutral hearing
- Respectful treatment
- Confidentiality
- Fair resolution process

Retaliation against employees raising genuine concerns shall not be permitted.

22. Disciplinary Action

Disciplinary action may be initiated against employees in cases involving:

- Misconduct
- Harassment
- Financial irregularities
- Breach of confidentiality
- Absenteeism
- Insubordination
- Non-performance
- Violation of organizational policies

Depending upon the severity of misconduct, disciplinary action may include:

- Verbal warning
- Written warning
- Suspension
- Recovery of losses
- Demotion
- Termination of employment

Employees shall be provided reasonable opportunity to explain their position before final action is taken.

23. Staff Transfers, Promotion and Internal Movement

Depending upon project requirements and organizational needs, employees may be transferred temporarily or permanently to different locations, projects, or responsibilities.

Such transfers may occur due to:

- Programme expansion
- Operational requirements
- Employee development

- Promotions
- Administrative restructuring

Employees shall normally be informed in advance regarding major transfers.

23.1 Promotions

Promotions may be considered based on:

- Performance
- Leadership qualities
- Experience
- Organizational requirement
- Availability of position and budget

Employees promoted to new roles may undergo a review or trial period before final confirmation.

24. Resignation and Termination

22.1 Resignation

Employees resigning from service shall provide written notice as specified in the appointment letter.

Employees are expected to:

- Complete pending assignments
- Handover responsibilities properly
- Submit organizational assets
- Clear advances and liabilities

22.2 Termination

The organization reserves the right to terminate employment in cases involving:

- Serious misconduct
- Fraud or corruption
- Harassment
- Breach of confidentiality
- Repeated non-performance
- Violation of organizational values

Termination procedures shall be carried out fairly and professionally.

25. Prohibition on Outside Employment and Conflict of Interest

Full-time employees are expected to devote their professional time and energy to organizational responsibilities.

Employees shall not engage in outside employment, consultancy, or business activities that:

- Conflict with organizational interests
- Affect work performance
- Create conflict of interest
- Damage organizational reputation

Employees shall not:

- Use organizational property for personal or unauthorized purposes
- Accept gifts, favors, or financial benefits influencing official duties
- Share confidential information without authorization
- Influence contracts or decisions for personal benefit

Any potential conflict of interest must be disclosed to the organization.

26. Volunteer and Intern Policy

Volunteers and interns play an important role in supporting organizational programmes and initiatives.

All volunteers and interns shall:

- Follow organizational policies and procedures
- Maintain discipline and professionalism
- Respect communities and beneficiaries
- Maintain confidentiality
- Follow safeguarding and POSH norms

The organization may provide orientation, supervision, and mentorship support to interns and volunteers.

24. Equal Opportunity Policy

Parivartan Sanstha is committed to equal opportunity and inclusive employment practices.

No individual shall face discrimination on the basis of:

- Gender
- Religion
- Caste
- Ethnicity
- Disability
- Marital status
- Language
- Economic background

The organization encourages diversity and inclusion at all levels.

25. Health, Safety and Wellbeing

The organization shall strive to provide safe, healthy, and supportive working conditions.

This may include:

- Safe office environment
- Emergency support during fieldwork
- Safe travel arrangements where feasible
- Emotional support and sensitivity
- Encouragement of healthy work practices

Employees are expected to follow safety protocols and immediately report risks, accidents, or unsafe conditions.

26. Communication Protocol

Professional and respectful communication is essential for maintaining a healthy workplace culture.

Employees shall:

- Follow reporting hierarchy
- Use official communication channels for formal matters
- Maintain respectful communication with colleagues and stakeholders
- Avoid spreading misinformation or defamatory remarks
- Respond professionally during conflicts and disagreements

The organization encourages transparent and constructive communication.

30. Retirement, Death and Separation Benefits

30.1 Retirement

Employees reaching retirement age as per applicable laws or organizational policy may retire from service.

The organization shall process:

- Pending salary
- Applicable statutory benefits
- Provident Fund or gratuity where applicable
- Clearance procedures

30.2 Death During Service

In the unfortunate event of death of an employee during service, the organization shall extend reasonable support and process pending dues and benefits to legal heirs as per applicable rules.

31. Performance Evaluation System

31.1 Purpose of Performance Evaluation

Parivartan Sanstha believes that performance evaluation is a constructive and developmental process aimed at improving organizational effectiveness, employee growth, accountability, communication, and institutional learning. The purpose of performance evaluation is not merely to identify shortcomings but to support employees in improving their skills, strengthening their professional capacity, and enhancing the overall quality of programme implementation.

The organization recognizes that NGO work is often carried out in difficult field situations involving vulnerable communities, limited resources, travel, emergencies, and emotionally demanding circumstances. Therefore, performance assessments shall be conducted in a fair, participatory, transparent, and supportive manner while taking into account field realities and operational challenges.

Performance evaluation also serves as an important tool for improving communication between supervisors and employees, clarifying expectations, identifying capacity-building needs, strengthening teamwork, and aligning individual responsibilities with organizational goals and programme priorities.

The findings of the performance evaluation process may be used for confirmation of employment, contract renewal, promotions, training opportunities, salary increments, role expansion, or other professional development decisions.

31.2 Performance Planning

At the beginning of the performance review cycle, employees and supervisors may jointly discuss roles, responsibilities, expected outputs, timelines, reporting requirements, programme objectives, and professional development needs. Such discussions are intended to ensure clarity of expectations and improve coordination between employees and supervisors.

Performance monitoring shall be a continuous process and may include regular review meetings, feedback sessions, field observations, documentation review, and discussions regarding programme progress and challenges.

Supervisors are expected to provide constructive guidance, mentoring, technical support, and problem-solving assistance to employees in order to strengthen performance and professional confidence.

The annual or periodic performance review may assess factors such as quality of work, timeliness, community engagement, teamwork, leadership, communication, initiative, discipline, reporting quality, innovation, and commitment toward organizational values.

Employees shall also be encouraged to share their own reflections regarding achievements, challenges, training needs, work environment concerns, and professional aspirations.

The findings of performance evaluations may be used for:

- Confirmation of employment
- Salary increment decisions
- Promotions or role expansion
- Contract renewal
- Training and capacity building
- Performance improvement planning

The organization shall strive to ensure that the evaluation process remains fair, respectful, objective, and development-oriented.

32. Amendment of Policy

The organization believes that performance evaluation is not merely a monitoring mechanism but also a process of employee growth, motivation, accountability, and institutional strengthening.

The objectives of performance evaluation include:

- Improving quality of work
- Supporting professional development
- Clarifying expectations and responsibilities
- Encouraging communication between supervisors and employees
- Identifying strengths and capacity gaps
- Strengthening organizational effectiveness

31.1 Performance Planning

At the beginning of the review period, employees and supervisors may jointly discuss:

- Roles and responsibilities
- Work objectives
- Expected outputs
- Reporting requirements
- Capacity building needs

31.2 Performance Monitoring

Supervisors shall regularly guide employees through:

- Feedback meetings
- Review discussions
- Problem-solving support
- Mentoring and supervision

31.3 Annual Performance Review

Performance review may assess:

- Quality and timeliness of work
- Initiative and innovation
- Community engagement
- Teamwork and professionalism
- Documentation and reporting
- Leadership and communication

The review process may help determine:

- Confirmation of employment
 - Promotions
 - Salary increments
 - Contract renewal
 - Training needs
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32. Amendment of Policy

Parivartan Sanstha reserves the right to amend, revise, modify, or update this HR Policy Manual from time to time based on:

- Organizational requirements
- Legal and regulatory changes
- Donor compliance requirements
- Operational experiences
- Institutional growth and restructuring

Any amendments shall be communicated appropriately.

28. Effective Date

This Human Resource Policy Manual shall come into effect from the date approved by the competent authority of Parivartan Sanstha.

29. Approval

Approved by:

Secretary / Governing Body Parivartan Sanstha