EFICOR HR Manual

EFICOR

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2.1.6.
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EFICOR STAFF SAFETY AND SECURITY POLICY

A. INTRODUCTION

EFICOR recognises that humanitarian work is often performed in extremely unstable and potentially dangerous environments and has therefore created this safety and security statement with a view to maintaining the safest possible working conditions.

EFICOR subscribes to the Principles of the People in Aid Code of Good Practice and believes that staff comprise the most important resource for the organisation and the communities it serves. Effective safety and security policies and procedures are designed to ensure that the work of EFICOR can continue even in challenging environments.

EFICOR believes that safety and security exist when staff are enabled to pursue their tasks without undue risk to health or life. Security is achieved when all staff are safe, and perceive themselves as being safe, relative to an assessment of the risks to staff and the organisation in any particular location.

B. COVERAGE OF THIS POLICY

This policy covers all staff members (both permanent and Contract (This will be defined based on change in Employment Policy) employed by EFICOR. For Volunteers and Project workers the respective guidelines will be applicable.

C. DEFINITION OF SAFETY AND SECURITY

Safety: the state of being safe; freedom from the occurrence or risk of injury, danger, or loss. The quality of averting and not causing injury, danger and loss. All means or mechanism is in place to prevent injury, loss or avert danger and designing an environment that promotes well-being for everyone at work.

Security: is achieved when all staff is safe, and perceive themselves as being safe, relative to an assessment of the risks to staff and the organisation in any particular location

D. AUTHORITY AND RESPONSIBILITY FOR SAFETY AND SECURITY

1. Individual

Staff members at all levels have the authority and responsibility to improve safety and security procedures wherever these are inadequate. All staff should comply with the EFICOR Security Code of conduct given as Annex and should not behave in any

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way that could present a risk to themselves, others or the organisation. Failure to follow security guidelines and procedures may be treated as a disciplinary matter. Irrespective of the organisation's judgement of risks in a particular situation, any staff member may decline to work in an insecure area, and may withdraw, having first informed their manager. However the threat will be assessed by the Management and if it finds the risk level is low the staff has to oblige to work in the area. If the staff refused to work then disciplinary actions will be taken as per EFICOR Employment Policy.

2. Managers

All managers are responsible for the security of the staff they manage, and are, in turn, under the responsibility of their line manager. The manager is responsible for managing staff security, including delegating security management tasks and briefing all new staff and visitors on the security situation and security measures. Security management is demanding and adequate time must be allocated to it.

3. Office of Security Management

Executive Director with HRD will manage the security of the staff and is responsible for updating and modifying this policy as required and get it approved from EFICOR Board.

E. POLICY REVIEW

The policy will be reviewed at least every five years or whenever directed by the Executive Director or EFICOR Board.

F. BUDGET

Funding for security and safety will come from a variety of sources. The Cost will be met by respective Units. HRD Unit will meet all costs associated with the Office of Security Management. All training costs will also be met from this budget. Project proposals will include line item requests for some costs associated with safety and security.

G. TRAINING

All staff will have access to personal security training. This training will be coordinated through the HRD Unit. All staff will attend the training and HRD will ensure that field based training occurs for all field staff.

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H. PERFORMANCE MANAGEMENT

Performance objectives and reviews should include management of security. This can be at the individual level, i.e. displaying awareness of personal security issues the impact of own actions on the security of self, others and agency. It can also be more formal in terms of the safety and security remit of the specific role that is being undertaken.

I. INSURANCE COVER

EFICOR will provide security insurance including cash, health, accident and life coverage for all staff up to Rs 400,000 (Four Lakh only).

However the recommendation the Management puts before the staff is that whether each staff will commit themselves to pay one day salary in case of death of the staff which will be paid to his immediate family.

J. RISK ASSESSMENT PROCESS

Risk, Threat and Vulnerability

It is helpful to distinguish between risk, threat and vulnerability by defining them as follows:

1. **Threat** is a potential act that may result in harm or injury

2. **Vulnerability** is the extent to which staff are exposed to a threat

3. **Risk** is the likelihood and impact of encountering a threat

For example, there may be a threat of theft. The vulnerability of the staff to that threat depends on various factors including what money or valuable property they possess; whether potential thieves know about it; whether the neighbours warn of the potential for theft in the area; whether the staff have good locks and safes; whether they have efficient guards; etc. The risk that they will suffer from the theft depends both on the level of threat, and the staff level of vulnerability to that threat.

The staff may be able to do nothing about the level of threat around him/her, but he/she can probably do a great deal to reduce their level of vulnerability in two main ways:

a. Reducing the chances of an incident happening (e.g. choice of accommodation etc)

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b. Reducing the impact of an incident (e.g. by limiting the amount of cash he/she is carrying etc)

By reducing their vulnerability, he/she reduce the risk that the threat will become reality and have a serious impact on him/her. A major part of good security management is reducing vulnerability in every way possible.

K. Security Strategy – Acceptance, Protection or Deterrence

1. Acceptance

Traditionally, humanitarian organisations have relied for their security on the goodwill of the local population. This is still the favoured approach where possible. If the local population support the work that the humanitarian organisations are doing in their area, they will not threaten them but help them. This approach is often known as the "acceptance approach", since it depends on acceptance by the population.

Clearly, gaining the acceptance of a local community can take time. Therefore acceptance is often higher in a community development programme than a short-term relief intervention.
The acceptance approach is usually not enough on its own. Every society contains some people who resort to crime, and humanitarian staff and property may be targeted by criminals. The most frequent crime against them is probably theft, since they are sources of money and valuable goods in the midst of poverty. Sometimes they are the target of more serious threats such as assault, rape, kidnapping or even murder.

2. Protection

Therefore, even when there is wide local support for humanitarian organisations, they need at least some protection. Common protection measures include gates, guards, locks and safes. Other protection measures are decided on according to the threat in each specific context.

When there is not complete local support for the humanitarian organisations, a higher degree of protection is necessary if the work is to continue. In this case, managers will usually consider whether the work should stop, either temporarily or permanently.

There may be some threats to humanitarian organisations which do not arise from the local community at all. These may include natural hazards such as floods or attacks from terrorist groups. If so, protection measures will need to take these threats into account.

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3. Deterrence

Deterrence is a further security approach used by some organisations, notably the police and the military. They deter attack by threatening retaliation against anyone who attacks them. This is not an option available to humanitarian organisations, whose principles forbid them to attack anyone, or to threaten attack.

L. REPORTING INCIDENTS

All security incidents must be reported immediately to the line manager or immediate supervisor, who is required to report serious incidents to the respective Directors. Incident analysis must be undertaken, after the immediate event has been dealt with, to determine why the incident happened and how it could be prevented or managed more effectively in the future.

M. SERIOUS SECURITY INCIDENTS

Depending on the nature and severity of the incident, the respective unit or HR staff may assume ultimate decision making authority for managing the response. In addition, in the most serious cases, the decision may be taken to convene an organisational Incident Management Team (led by the Director of programmes Unit) to lead co-ordination, decision making and delegation of responsibilities.

N. INVOLVEMENT WITH ARMS

EFICOR staff must not carry or take up arms or weapons under any circumstance and must not use or hire armed personnel either directly or indirectly. Arms and armed personnel must not be allowed in EFICOR premises or vehicles, except if staff are threatened or coerced. Permission to use or hire armed personnel (either directly or indirectly) may only be granted by the Executive Director on a case by case basis.

Carrying weapons may also increase the risk of violence, since someone with a weapon can be seen by armed groups or individuals as a threat, and since a weapon may be taken from the staff and used against the staff. Remember that a cosh, machete or stick is also a weapon.

Staff should never handle a weapon, even if simply offered the chance to hold one for a few seconds. All kinds of firearms, guns, mines, grenades etc can fire or explode if not correctly handled by a trained person. A photograph of a staff member holding a weapon could be used to damage the reputation of EFICOR in the local community.

O. INVOLVEMENT WITH ARMED FORCES

EFICOR should only undertake work involving links with armed forces when it can be done without undermining our identity as an independent humanitarian actor.

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Guidance must be sought from the HRD Unit in specific cases of potential involvement, and a decision will be taken by the HR staff who will consult with the respective Director where this involves wider implications for the organization's identity.

P. HANDLING CASH

EFICOR staff should observe the following guidelines regarding carrying and using money in a relief situation:

1. Do not carry cash above Rs. 50,000 when travelling.

2. Large sums of money should be transferred to a local where this is possible.

3. Keep money etc. in a money-belt (or similar).

4. Keep a small amount of cash in your wallet/purse. This will save the staff having to access your money-belt in public. The staff should ensure that the money-belt is well hidden at all times.

Q. TRANSPORTATION AND VEHICLE MAINTENANCE

Road accidents remain a major cause of injury and death for humanitarian agency staff. At least half of all incidents occur during travel. The staff should do a check list on the points given below.

1. Vehicle choice: Which vehicle is essential for the journey?

2. Condition of vehicle: Is the vehicle safe and road-worthy? Is there at least one fully inflated spare wheel? Is all the essential equipment present?

3. Staff must always use a seatbelt – where they are fitted.

4. Before travelling, make sure the driver has all the documents required.

5. Ensure all drivers maintain safe driving speeds for the conditions.

6. Be confident to tell any driver to slow down or change pattern of driving.

7. Do not give lifts to strangers (unless forced to do so).

8. Consider if phones (or other communications) are required for long journeys.

9. Travelling by motorcycle increases the risk of an accident.

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110 058
hq@eficor.org
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10. Always wear a properly fitted crash helmet when using a motorbike.

11. When using public transport, factors to consider include;

   a. Where to put luggage during the journey.
   b. Vehicle condition.
   c. Local reputation of operators etc.

For further information and guidelines refer EFICOR Staff Security Code document.

R. KIDNAPPING

Humanitarian staff are unfortunately sometimes at risk of kidnap. They may be kidnapped for several reasons including:
1. To hold for ransom.
2. To cause a political effect or achieve publicity.
3. To be used as human shields.

EFICOR's policy is that ransom will not be paid in any circumstances in case of kidnap, nor will EFICOR engage in any political bargaining.

If kidnap occurs, Headquarters should immediately set up a crisis management team. Concern line Director has responsibility for managing the incident (Referred to in this section as the Incident Manager).

The Incident Manager should consider the following actions, depending on the circumstances and his or her assessment of the best course of action:

1. Inform the local police and other appropriate authorities.

2. All communication, including with the kidnappers, government authorities, or the media needs to be strictly coordinated with one person responsible for all communications.

3. Inform all relevant parties of the name and contact details of the Incident Manager.

4. Request that no action be taken in relation to the incident without prior agreement with him or her.

5. Decide whether to negotiate directly with the kidnappers or to use an intermediary and whether to call in specialist advice, either from the police or from a reputable company specialising in hostage negotiations.

6. Seek the assistance of the Indian Government (and other governments in the case of an expatriate being kidnapped). Through these diplomatic means, every reasonable attempt will be made to gain the release of the captive.

The Incident Manager should delegate responsibilities to colleagues as appropriate, e.g.:

1. Contacting Next of Kin. This should be a top and very urgent priority.

2. Answering enquiries from the press.

3. Keeping contact with all relevant staff and other agencies.

4. Providing 24-hour communications and logging all messages and events.

5. Responding to the emotional and practical needs of the victim's family.

6. Ensuring that the crisis management team has sufficient food, water and rest.

Ensure strict confidentiality from the onset of the crisis. Information should be shared only on a need to know basis.

After the kidnapped person is freed a full medical and psychological assessment should be arranged, with counselling if appropriate.

S. EVACUATION

Planning and preparation for evacuation is a key part of any security plan. Preparation should also be made for "hibernation" – when it is safer to stay in a location rather than to attempt to move. In an evacuation, EFICOR's aim is to return staff to their home base, or place of safety. Notwithstanding legal obligations, we endeavour to undertake, as far as reasonably practicable, to move all staff to a place of safety, if they are at risk directly as a consequence of their work with EFICOR. All staff should be made aware of their own and EFICOR's responsibilities in advance. Staff who are evacuated will, as far as practicable, be offered a formal debrief and counselling if deemed appropriate.

Authorisation to withdraw from an area, to suspend operations or to temporarily close an office for security reasons can be given by the Project-in-charge with immediate effect and is binding on all staff. Senior management may direct a team to withdraw, suspend or close an office and may override Project-in-charge's decision to stay, to continue the programme or for an office to remain open.
However, Senior Management will study the situation in consultation with the local Project-in-charge and staff to reopen or close the project. In case of conflict in decision making between the local staff and Senior Management the views of the

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Senior Management pertaining to the permanent closure or reopening of the project will prevail. The instruction from management will define the specific programme, office, location or staff that the ruling refers to. EFICOR staff have no right to remain in location, if they have been directed to withdraw by Senior Management.

Authorisation to return to an area after evacuation or suspension can only be given by Senior Management. A systematic security review must be undertaken by the concerned Manager and a written report, including recommendations, submitted to the HRD Unit for decision-making. The systematic security review should re-consider and revise the existing context and risk analysis and the appropriateness of security strategies and security management plans. Particular emphasis should be placed on how the situation may have changed and what measures should be taken to reflect these changes.

The chart below details different security risk situations and the necessary response to such situations.

T. MEDICAL EMERGENCIES

In all locations where EFICOR staff work, the manager must formulate a Staff Health Protocol, which includes a procedure for medical emergencies.

EFICOR'S SECURITY CODE OF CONDUCT

A. FOR STAFF & VOLUNTEERS IN HEAD OFFICE AND FIELD:-

1. Should use a two/four wheeler having fitness certificate from the R.T.O.

2. Two/Four Wheeler should have valid up to date Pollution under Control Certificate from Transport Department.

3. Two/Four Wheeler should have valid Comprehensive Insurance Policy.

4. Person driving the vehicle should hold valid driving licence.

5. Maximum two adults can travel on a bike.

6. Both the person driver as well as the pillion riders should wear helmets.

7. Both two/four wheeler vehicle should have regular service from authorised service centre as far as practicable and wherever possible.

8. Person driving four-wheeler should fasten seat belt.

9. Should not talk in the mobile phone while driving/riding.

10. Speed limit as per the law.

B. STAFF WORKING IN NAXAL PRONE /RIOT AFFECTED AREA:-

1. Staff should study and acquire up dated knowledge in and around his/her working area.

2. Staff should have each and every minute information prior to go to the field.

3. Staff should travel in protected mode of conveyance preferably in a four wheeler.

4. Staff should always travel in a group.

5. Staff should inform in advance positively to his immediate boss about his travel plans, so that in case of any crisis possible help can be rendered to the affected team.

6. Staff going to field should equip with mobile phone for quick and regular communication.

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7. Area Police Commissioner should know well in advance about the activities of the organisation operating in the area, moreover he should be appraised time to time.

8. He/She should be back from his working area to home before sunset or as per the context.

C. STAFF WORKING IN WILDLIFE AREAS

1. Staff should study and acquire up dated knowledge in and around his/her working area.

2. Staff should have each and every minute information on the wild animals' movements prior to going to the field.

3. Stay in a house which protects them from wild animals attack.

4. Staff should travel in protected mode of conveyance and use four wheeler, if necessary.

5. Staff should always travel in a group.

6. Staff should inform in advance positively to his immediate boss about his travel plans, so that in case of any crisis possible help can be rendered to the affected team.

7. Staff going to field should equip with mobile phone for quick and regular communication.

D. STAFF WORKING IN COASTAL AREA AND IN HAZARD SITUATION

1. Stay in a house which is Cyclone resistant and move to safer location when Cyclone or Tsunami warning issued.

2. Avoid collapsed or deteriorated houses, bridges and roads, downed power lines.

3. Avoid using mobile phone while raining.

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E. STAFF WORKING IN FLOOD PRONE AREA AND IN FLOOD SITUATION

1. Stay in a house which is in an elevated place.

2. Never walk or drive through rushing floodwaters. Even six inches of moving water is dangerous.

3. Avoid rising waters, storm drains and sewers. Move to higher ground.

4. Avoid entering buildings surrounded by floodwaters.

5. Stay away from downed power lines and electrical wires.

6. Use life jackets during rescue or relief operation.

7. Avoid using country boats during relief/flood operation.

8. Divers should always accompany the relief team to meet any eventuality.

F. STAFF WORKING IN EARTHQUAKE PRONE AREA AND IN RELIEF OPERATION AFTER AN EARTHQUAKE:

1. Preferably stay in a house/room which is earthquake resistant.

2. Wear helmets while involved in rescue or relief operation.

3. Avoid collapsed or deteriorated houses, bridges and roads, downed power lines.

G. STAFF WORKING IN A MOUNTAINOUS TERRAIN

1. Prefer to stay in a house which is safe from landslides.

H. FIRST AID

1. All two/four wheelers should have first aid facilities.

I. WHILE INVOLVED IN RESCUE OR RELIEF OPERATION

1. Avoid entering an area or location which is on fire or affected by any other hazards without proper protection gears (such as fire and cold resistant gears).

2. Dress appropriately as required by the weather or the situation.

3. Carry emergency kits as appropriate.

J. GENERAL RULE

1. In case of any emergency, contact your respective line Manager or Director for help and suggestions.

2. In case of insurance assistance contact HRD.

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Field Office Security Guidelines

Security level	Actions necessary	Authorisa-tion level	Reporting required
Level 1 **Normal operation** No specific threats are identified	• Normal procedures apply • Staff should be informed and trained in the programme security guidelines • Provisions should be made to ensure security guidelines can be adequately implemented.	Project Manager or Field Rep	Minimum fortnightly
Level 2 **Precautionary** • There is an established threat to security, or information is received on new/specific threats • Forthcoming events are likely to increase tension and likelihood of incidents • Security moni-toring indicates a general rise in ten-sion or increase in number or severity of incidents • But none of these suggest that measures greater than precautionary ones are necessary.	**1.** One person is appointed to monitor and log security information each day and before each journey **2.** Identify what belongings, including documents need to be taken in the event of an evacuation **3.** Identify possible areas to assemble staff in the event of any evacuation **4.** Identify who may need to be evacuated **5.** Keep updated list of staff and visitors **6.** Check the validity of identity cards and passports **7.** Identify possible evacuation routes and check these forfeasibility under emergency/conflict conditions **8.** Check supplies of food, water, vehicle fuel, torches, batteries, candles, matches, first aid kit, and extra cash.	Program Manager or Field Rep	Minimum weekly to Director

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Security level	Actions necessary	Authorisation level	Reporting required
	9. Ensure adequate communications equipment is available and correctly used for road travel **10.** ensure all staff and visitors are aware of potential risks and evacuation procedures		
Level 3 Restricted movement and evacuation of non-essential staff • The level of tension of number and severity of incidents is such that normal operating procedures are no longer appropriate • The situation deteriorates at a speed which suggests that program suspension or evacuation will soon be necessary	Continue program work, but **1.** Do not travel unless necessary **2.** Non-essential staff and dependants should leave and non-essential visits should be cancelled **3.** Back-up important files **4.** Carry personal documents and a small bag of personal belongings in case of evacuation **5.** Identify any equipment to be evacuated **6.** Make an inventory of equipment and check it is up to date **7.** Ensure vehicles are ready to leave – use a checklist to make sure nothing is forgotten **8.** Discuss possible evacuation with partners and communities as appropriate and make arrangements for support in the event of a full evacuation	Director	Minimum twice weekly
Level 4 Hibernation The level of vio-lence is such that	**1.** Retreat to safest location; homes, office or , if necessary, with an other NGO **2.** Inform HQ of the new location		

Security level	Actions necessary	Authorisation level	Reporting required
it is no longer safe to carry out program activities or to move outside the house or office or evacuation has been agreed but it is not safe to move about outside.	and contact details **3.** Ensure access to 15 days of food and water per person **4.** Ensure access to communications equipment **5.** Ensure instructions and training in use of radios (if used), is current **6.** Prepare for Level 5 Evacuation procedures	E.D.	Minimum 2-3 times daily
Level 5 Evacuation It is no longer safe for staff to remain in the area, or the risks outweigh the value of remaining. Recent and anticipated incidents suggest that little or no useful activity will be possible in the foreseeable future because of security constraints.	**1.** Notify other agencies, coordinating bodies and local authorities as appropriate, that you are leaving **2.** Coordinate evacuation with others if necessary **3.** Pay salaries to local staff remaining, with payment in advance as appropriate. Ensure roles and responsibilities for staff remaining are clearly understood and establish a means to stay in touch for the period of evacuation **4.** Prepare office/house for possibility of looting **5.** Move evacuating staff to assembly point for evacuation **6.** Proceed with the safest mode of travel	E.D.	Minimum 2-3 times daily

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Working towards a just,
responsible & compassionate society

DECLARATION OF COMMITMENT

I declare that:

1. I have **read** and **understood** *EFICOR's Safety & Security Policy* which
2. I will **work within the procedure** as laid out in *EFICOR Safety & Security Policy.*

Name : _____

Signature : _____

Date   : _____

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