MUKTI
Human Resource Management Policy
Contents

Recruitment Policy-----------------------------3
Induction Policy-------------------------------4
Associates Terms And Conditions Policy-------5
Security Policy-------------------------------7
Leave Policy----------------------------------8
Growth And Development Policy----------------9
Training Policy-------------------------------10
Communication Policy------------------------11
Travel Allowances and Perdiem---------------12
Environment Policy--------------------------14
Anti Harassment Or Abuse Policy-------------14
Misconduct And Reprehension Policy---------16
Separation Policy---------------------------17
Recruitment Policy

Objective:
To identify and recruit line operators with the optimum skills and aptitude required for operations.

Operating authorities:
Recruitment board formed in the organization during recruitment period, senior supervisor/Coordinators, Program Manager, President/Secretary of Mukti.

Operating procedure:
MUKTI is an equal opportunity employer, and it reflects through it’s recruitment policy.
Given below are the procedures that will have to be followed while recruiting and all queries at variance with this policy are to be addressed to the President of Mukti.

- The supervisors/Coordinators as well as the Program Manager are to assess the human resource needs in the organization and the projects concerned to be authorized by the President and Secretary of Mukti and forward it to the respective Recruitment Board formed comprising program heads/project coordinators concerned, Mukti President and Secretary as well as the expert from outside on relevant fields to oversee the recruitment process.

- On receipt of the human resource needs the President, Program Head/Program Manager and Recruitment Board are to check if the job description and specification match with any of the positions e.g. Current Temporary Associates, Retrenched Workforce or Ex-associates.

Note: As per the recent amendment in April 2021, all employees are hereafter will be designated as associates.

- If suitable candidate(s) is unavailable within the organization then the vacancy is to be filled by advertising, associates referrals, walk in interviews, organizational recruitment or placement.

- All potential candidates should be over and above the age of 18+ years with the benchmarks of Indian nationality, required education credentials and skills and experiences as required in the positions vacant.
• The short listed candidates will have to go in for an interview test both written and viva. While calling for viva the candidates will be clearly informed of project/ program purposes, required competencies matching for best implementation of projects concerned. Apart from discussion on the viva test, the candidates will be called for a discussion about specific job description of concerned positions including TOR and salary fixation and after agreeing satisfactorily the candidate will be selected finally. On selection an appointment letter is to be issued to the finally selected candidates with giving a joining time-line.

In recruitment for a potential/core position, the candidates could be given several tests e.g. analytical test, dexterity test, computer test, presentation, writing and planning test and Mukti will collect referral information of promising candidates from other organizations if referred in their applications. After proving referral credentials the proven candidates will be called for discussion on remuneration and TOR and afterwards the selected candidates will be advised to join on stipulated date line.

Final approval of recruitment would come from board of trustee only.

Induction Policy

Objective:
To orient and align the inductee to the process and procedures in the organization.

Operating authorities:
Supervisor/ Coordinators/ Program Manager/ Secretary/ President of Mukti.

Operating procedure:
Given below are the processes and the procedures that will be followed while inducting a new incumbent and all queries at variance with this policy are to be addressed to the program heads and recruitment authorities/ board.

• The new incumbent(s) will be taken in as a trainee / probationers and will be provided with skills training of concerned projects/ programs as the project/ program team in Mukti. The training will be either in the organization (Mukti Training venue or outside the organization based on program/ project requirements).
• In case of an experienced and skilled staff, on successful completion of his / her training he / she is to be taken on 03-month probation and may be extended as per the performance.

For fresher, the induction will include the following:
• Completion of joining formalities.
• Orientation of the organization, program/projects, goal, objectives, strategies, outcomes and effectiveness of the project/programs.
• Overview and orientation of implementation processes.
• Orientation in the specific areas of work and the communities and program/project participants.
• The training duration will be defined accordingly the program/project needs.
• The trainee(s) will be put through training at the Training Division for a certain period. During this period they would be evaluated for their skills progress by the trainer/ training division and at the end of the training they will be graded based on their attained skills and abilities into Grades A, B, C or D.
• The training period could be extended for another days or terminated based on the performance of the individual.
• Confirmation of services of a probationer/newly incumbent shall be in writing and in absence of such written order the incumbent shall be deemed to continue on probation.
• Mukti management may terminate the period of probation at the end of the prescribed period; or may extend the period of probation, further up to a maximum of three (3) months, if in the opinion of the management the work or the conduct of any incumbent, during the period of probation is not satisfactory.
• If a permanent incumbent is employed as a probationer in a new post he/she may at any time, at the discretion of the management during the probationary period or extended probationary period or on expiry thereof, be reverted to his previous post.
• On successful completion of the probation period the probationer is employed on a permanent basis.

Terms and Conditions

Objective:
To provide clear and transparent terms and conditions of employment in Mukti based in all legal requirements.

Operating authorities:
Mukti Board of Trustee, President and Secretary and Program Manager.

Operating procedures:
Given below are the terms and conditions of employment provided for associates. All queries at variance with this policy are to be addressed to the Mukti Board of Trustee, President and Secretary and Program Manager.

Classification of Associates:

All associates in Mukti and programs/projects will be classified under the following heads.

Engagement with MUKTI is generally as a consultant. MUKTI does not employ any staff in the organization. Persons engaged with MUKTI have an agreement with the organization and the Categories of agreement will be mainly:

1. **Consultancy Agreement** – Those who are under this agreement, have appropriate tax deduction under Govt. of India Income Tax Rule…..and any other applicable deduction from their fees. The Consultants may also be some time under probationary period.
2. **Volunteer Agreement** – Those who are under this agreement have applicable tax deduction from their stipend/fees. The nature of agreement depends upon the nature and expertise of work.

There is also another category of engagement under which comes the *Casual Workers or Mukti Sathis*. They are the ones who are engaged on a daily basis or piece rate basis of work, which is essentially occasional or casual in nature on day-to-day basis.

Proof of Nationality, Age, Address, Education and Experience:

Every associates at the time of his/her joining, is required to declare his age, nationality, address, education and experience in the application with enclosing the same credentials from previous organizations if having accordingly the requirements of the position advertised.

All associates shall provide proof of permanent and temporary address before joining and all written correspondence wherein there is need to be addressed to the associates’s residence shall be sent to the last address provided by the associates.

Associates(s) for this purpose shall provide any of the following documents for proof of address:

- Nationality certificate/ voter identity card.
- PAN Card
- Academic certificates.
- Experience certificates from the previous organizations if the associates ever involved in.
- Driving license if having and if required by the advertisement.
• No-objection certificate/clearance certificate from the previous employer.

Attendance:
• Every associates shall register his/her attendance at the time of entering and leaving the office premises and when such facilities are made available.

• Every associates shall be present at the place of his/her work in his or her respective departments/projects/programs at the start of the working time.

• A period of fifteen (15) minutes late coming after office start is provided for associates who are unable to come in time due to unavoidable circumstances.

• In any case the associates shall not come late more than (2) two such occasions in a month; and if in any case an associates(s) comes late more than twice (2), appropriate deductions from the salary shall be made.

• Associates’ coming late more than 15 minutes from scheduled time shall be liable for disciplinary action.

• Deductions from the wages/salary shall be in proportion with the time of late coming.

Fees & Stipend:
The fee & Stipend period is calculated on the calendar month basis. And all payments to associates shall be in this regard only.

Security Policy

Objective:
The fee & Stipend period is calculated on the calendar month basis. And all payments to associates shall be in this regard only.

Security Policy

Objective:
To protect and safeguard all associates, materials and processes within Mukti office and working communities during the working period.

Operating authorities:
Coordinators/Supervisors/ Program Managers/ Secretary/ President.

Mukti
Purba Shridharpur
Raidighi, 24 Pargs (south)
WB, India, 743383-:- 33-2462-5544
Operating procedures:
Given below are the procedures to be followed by all associates to ensure security. And all queries at variance with this policy are to be addressed to Program Manager, Mukti Secretary and President.

All associates are provided with an identity card (ID), which, contain associates particulars. This ID card is given for:

- Identification of the associates.
- Entry and exit from the organization premises.
- Attendance recording.
- Emergency contact.
- For enjoying facilities, concession and benefits available to him / her as an associates of the organization.

Visitors entering into the office must be first verified via the intercom to check if the person they wish to meet is available and where they are, then the visitor has to register at the entrance/reception of the office and obtain a visitors pass.

While leaving, the Visitor should sign in the visitors register again at the reception mentioning his time of exit and return the visitors pass duly signed by the person visited before leaving the organization premises.

Movement of vehicles:
- All personnel bringing their own vehicles should put the clearance stickers in a prominent place on the vehicles.
- The vehicles must be used only for program/project purposes.
- While using the vehicle for project purposes the logbook and mile meter must be kept and accordingly the kilometer run the travel cost/fuel bill will be paid to the staff.
- All non-personnel vehicles that come into the organization premises will be asked to park outside the organization premises.
Leave Policy

Objective
To communicate to the associates the types of leave available for them.

Operating authorities
Concerned Coordinators and Program Manager (for final approval)

Operating procedure
Given below are the procedures and classification of leave provided for associates. And all queries at variance with this policy are to be addressed to Program Manager and his / her decision is final.

All leave calculation is calculated on a calendar year basis.

Mukti leave (ML) for development
- Mukti leave entitlement is for 21 days per year and Leave is credited to the associates on 1st April of every year. Provided that they have worked for a minimum of 240 days falling during the previous year.
- The leave will be carried forward yearly if not utilized.
- Associates will have to apply 5 days in advance for prior approval of Mukti Program Manager to have their earned leave granted.

Mukti leave (ML) for teachers
- Teachers are entitled to get 12 days leave yearly as they get some extra leaves when schools are on holiday.
- The leave will be carried forward yearly if not utilized.
- Associates will have to apply 5 days in advance for prior approval of Mukti Program Manager to have their earned leave granted.

No leave will be allowed unless having approval of Program Manager. Unapproved leave will be treated as unauthorized absent and Mukti management will deduct amount from salary if ever the associates(s) undergo such unapproved leave or unauthorized absent.

Growth and Development Policy
Objective
To evaluate and improve the associates knowledge, skills and attitude and to facilitate their overall individual development.

Operating authorities
Coordinators/ Program Manager/ Secretary/ President.

Operating procedure
Given below are the procedures for growth and development. And all queries in difference with this policy are to be addressed to Program Manager, Secretary and President of Mukti.

Performance appraisal
At the beginning of financial year the associates and the supervisor/ Program Manager will be evaluated on their performance.

These results will be reviewed by the senior management (Secretary and President) and will provide a base for planning the growth and development of the associates.

Program Manager will set Individual Operating Plan (IOP) for each associates to line up individual performance.

Transfer
- In the interest of Mukti’s work process, any associates shall be liable to be transferred at the discretion of the management from one project to another or from one department to another.

- The associates will be governed by the terms and conditions of service applicable to his cadre or grade at the project/department to which he/she is transferred.

Training & Development Policy

Objective
To enhance individual associates skills and capabilities and ensure optimum potential.

Operating authorities
Operating procedure

Given below are the procedures for training for all associates. And all queries in difference with this policy is to be addressed to Program Manager/ President and his / her decision is final.

On identification of the training needs by Coordinators or Program Manager, associates will be put through the following training as required.

Technical Training

The associates who are below average in performance will be put through the skill enhancement program in-house to enable the associates to hone their skills sets and set higher standards in performances.

Associates who have attained optimum skills in particular project activities and have shown the potential for multi-skilling will be put through the Training Unit to upgrade their existing skills and to acquire new skill sets necessary for multi-skilling.

Behavioral Training

On identification of the Associates behavioral needs they will be given appropriate training. This training may be in-house or through outsourced professional faculty, as the need arises.

Given below is a concise list of in-house training that will be provided for associates:

- Team building
- Awareness building
- Learning styles
- Psychological Coping
- Mentoring
- Leadership
- Self esteem and self worth
- Supervision, Monitoring and Evaluation
- Management
- Accounts Keeping and Financial Management
- Revision analysis and Social Mobilization
- Need based behavioral training
- Environmental awareness
- Communication, networking and facilitation
- Advocacy facilitation
- Gender development and human rights
- Project know-how based training e.g. sustainable agriculture, climate change adaptation, right and governance, organic farming, rights to information etc.
- Institution development and capacity building
- Group management
- Strategic planning
- Reporting and documentation
- Women and child rights
- Income generation and IGA planning.

All associates who undergo trainings will be evaluated before and after their training to check the training modules and effectiveness. The details will be recorded in their respective personnel dossiers.

The associates are evaluated to ascertain their knowledge, implementation efficiency and their skill potential so that they can be graded based on their performance. If after the training period the associates has not yet met the minimum requirement to be on the program/project line but has potential to do so, then such associates will be given a further training for a certain days period. Once after the training the associates will be put on the program/project line after meeting the minimum requirements.

**Communication Policy**

**Objective**
To develop conscientious intra-personal relationships all through the organization, both vertical and horizontal; thereby having an unhindered channel of information flow.

**Operating authorities**
Coordinators, Program Manager, Secretary, President.

**Operating procedure**
Given below are the procedures to be followed by all associates for communication. And all queries at variance with this policy are to be addressed to Program Manager/ Secretary/ President and his/ her decision is final.

Communication process and policy are described hereunder.
• All communication from the management to the associates will be put up on the notice board kept in the office as early as possible by the management.

• In communication through email or telephone (voice and SMS), the associates shall use formal and gentle official languages. If any associates ever uses unhealthy, inappropriate and offensive, vulgar or bad-spelling words, it will be treated as an offence and thereby Mukti management may take disciplinary action against the associates (s).

• Violation of respective supervisor’s decision (over telephone or email) will also be treated as disciplinary action against the associates(s).

• Associates are not allowed to post anything on social media related to the organization without any prior approval from the concerned authorities.

• While visiting and staying outside (other districts, states, countries) for program/project purpose, the associates shall have to keep contact always with respective supervisor(s)/Program Manager to ensure that supervisor(s) are informed time to time by phone or email whatever is going on (context, activities, challenges, achievements etc.)

• After coming back from outside visit, the associates must attend the office on immediate working day (if the associates returns back before a day-off). Besides, the associates shall inform his/her supervisor(s)/Program Manager of his/her travel/departure time and reaching time by email or telephone. Otherwise, Mukti manager will not provide travel allowance and perdiem (meal, local conveyance) as perdiem is closely related on travel/departure time, total time consumption for travel (arrival time) and travel mode.

• If ever the associates fails to communicate with his/her supervisor/ Program Manager mentioning his arrival and departure as well as working context and results in outside programs, he/she will not avail opportunities e.g. anti-harassment, incidental compensation or allowance etc.

**Travel allowances and Perdiem**
Any travel made by any associates must have prior approval of Program Manager or respective supervisors (in case of community organizers/facilitators). The approval will be done at least 4-day before any official travel using “Mukti Travel Form” indicating travel mode (bus, train, rickshaw etc.), travel purposes and duration (staying outside, food, lodging etc.). In case of emergency official travel, associates shall inform his/her supervisor/ Program Manager over
phone or email for approval. Unless having approval, no travel will be allowed and thereby no allowance and perdiem will be paid to the associates.

- If needed starting before office-time i.e. 10:00 am, the associates can make his/her travel from residence, but this will be mentioned and approved in travel plan. Otherwise, official travel will be started from the office if occurred during office time (at 10:00 am or later). Here the associates shall mention his/her travel time, duration, purposes and places and tentative return time/date in the board kept in the office (both city office and field office) as mentioned in the “Travel Form”.

- In starting travel from residence to rail station or bus terminus, Mukti will pay reasonable allowances as follows.

- The residence must be of reasonable distances from the rail station or bus terminus (fare will be around Rs. 50 to Rs. 100 appreciably using local public transport e.g. bus, rickshaw, metro, local train etc.). In case of an occasional official travel for example, attending workshop, seminars at outside districts or states, Mukti may consider local travel allowances (if one needs to start travel from residence before office time for senior incumbents) above the range using rented car within a reasonable rent with justified car-rent-bill. However, as the non-profit making and development organization Mukti always appreciate using public transport for any local travel. The local travel allowances will be the same if any staff starts travelling from city of field office in Kolkata or Purba Shridharpur.

- In return from visit, associates shall attend in the office if he/she arrives before office-end (5 pm). If arriving after office time (after 5 pm), the associates may return back to his/her residence and inform supervisor/Program Manager over phone.

- If any associates works or visit or travel outside in the off day, he/she shall not be on compensatory leave (for the next day) after arriving at office or residence. Here the associates shall have to apply for compensatory leave to the supervisor/Program Manager if ever he/she has worked in the off days. And after approval, the associates could avail such leave on the favorable day(s) identified by both Supervisor and associates (leave seeker).

**Perdiem**

A. Associates will get perdiem allowances as follows for local travel.
Breakfast- Rs. 25 if an associate starts travel before 6:00 am, here the associates shall have travel approval from supervisor/ Program Manager mentioning starting time and travel mode, travel purpose and place.

Lunch- Rs.50 if an associate starts travel before 11:00 am and arrives/returns back at after 5:00 pm from travel place (Lunch allowance is calculated for 6 hours in outside travel (out of working areas) e.g. BDO office, public and private offices at Raidighi or outside where Mukti does not have working communities.

Evening Snacks – Rs. 25 if an associate is travelling back after 5:00 PM from field area.

Dinner- No dinner is allowed for local travel. Dinner is only allowed of Rs. 75 if there needs to stay in the night or if associates returns back after 10:00 pm. But a development organization discourages timing in the outside in the night as Mukti renders gender sensitivity and stress-less or hazardless/anti-harassment work environment.

Conveyance will be provided for associates making travel using local transport e.g. bus, train, scooter, flight etc depending upon the distance and urgency of the work. The prior approval is needed from Supervisor/ Program Manager in Travel Form.

B. Associates will get per diem allowances as follows for outside travel.

Breakfast- Rs. 45 if an associates starts travel before 6:00 am for outside districts or states by train or bus and that will end at 11:00 am or later.

Lunch-Rs.150, if any associate travels for outside districts or states by train or bus for program/project purposes (meeting, training, workshop, seminars, exchange visit etc.) started from 10:00 am or before and ended after 5:00 pm.

Dinner- Rs. 150, if an associates returns back after 10:00 pm or needs to stay outside districts/states for program purposes.

Local conveyance in outside districts or states Rs. 100 per day if necessary and justified and it will be earlier approved by supervisor/ Program Manager.

Hotel rent/Lodging- up to Rs.1000 for travelling outside districts or states with proving and submitting actual hotel bills.

Travel cost/ conveyance for outside travel- accordingly proving travel ticket e.g. train, bus etc. Mukti appreciates cost effective and safer public transport e.g. bus and train for making any
travel as a non-profit making organization. Mukti discourages renting car for travelling outside districts for security concern and cost effectiveness but it is permissible on case to case basis.

**Incidental cost-Rs. 50**, if any associates needs to stay outside of program purposes for above 3 (three) days, he/she will be entitled for incidental cost-Rs. 50 per day for incidental expenditures only e.g. medicine, portable water, washing/cleaning materials (soap, detergent etc.).

**Environment Policy**

**Objective**
To ensure all legal and mandatory requirements are met with regard to maintaining the environment within and the surrounding area of Mukti and working communities and reduce / eliminate the degradation of the environment.

**Operating authorities**
Coordinators/ Program Manager/ Secretary/ President.

**Operating procedure**
Given below are the procedures to be followed by all associates to maintain the environment at an optimum level. And all queries at variance with this policy are to be addressed to Program Manager/ Secretary/President and his / her decision is final.

**Anti Harassment Policy**

**Objective**
To create awareness and to protect all associates from physical and mental abuse or harassment, thereby protecting human rights.

**Operating authorities**
ICC (Internal Complaints Committee)

**Operating procedures**
Given below are the definitions and procedures of anti-harassment or abuse. And all queries at variance with this policy are to be addressed to ICC and their decision consider as final.

Given below are the circumstance defined as harassment if any associates insults the modesty of any other associates by:

Unwelcome sexually determined behavior, physical contact, advances, sexually coloured remarks, showing pornography, sexual demand, request for sexual favours or any other unwelcome conduct of sexual nature whether verbal, textual, physical, graphic or electronic or by any other actions, which may include, but is not limited to –

(i) implied or overt promise of preferential treatment in employment; or
(ii) implied or overt threat of detrimental treatment in employment; or Prevention of sexual harassment at workplace.
(iii) implied or overt threat about the present or future employment status;
(iv) conduct which interferes with work or creates an intimidating or offensive or hostile work environment; or
(v) Humiliating conduct constituting health and safety problems or any other act which may tantamount to sexual harassment.

Any associates who has faced such situations or has apprehensions that he/she will be exposed to such situations in the office premises or in working communities may immediately report it to the ICC. And after enquiry, appropriate disciplinary action will be taken.

In the event of a false accusation the associates clamming to be a victim and the witness(es) will be liable for disciplinary action.

Given below are the circumstances defined as physical abuse of a male associates by another male associates:

- Being physically overpowered by one or more associates or outsiders within the organization and working areas in the field.
- Physically beat another associates by hand, leg or with any objects
- Physically molested
- Request or force any sexual favors
- Force any form of consumption

Any male associates who has faced such situations or has apprehensions that he will be exposed to such situations in the organization premise and also in the field may immediately report it to ICC, And after enquiry appropriate disciplinary action will be taken.
In the event of a false accusation the male associates clamming to be a victim and the witness (es) will be liable for disciplinary action. Victim can anytime write down to mukti.hr@muktiweb.org And can call on 6290589664

Anti Discriminations
There will be absolutely no discrimination between associates based on sex, caste, creed, religion or race, and employment, promotions, transfers or other increments or growth of the associates will be solely based on individual abilities and capabilities.

Any associates who has faced or has apprehensions that he / she will be exposed to such discrimination in office premises or in the fields may immediately report it to Program Manager/ Secretary/ President and after enquiry appropriate action will be taken.
In the event of a false accusation the associates clamming to be a victim of discrimination will be liable for disciplinary action.

Misconduct and Reprehension Policy

Objective
To provide guidelines and procedures, within which the associates have freedom to operate, and provide transparency in attitude, skill and behavior requirements.

Operating authorities
Coordinators/ Program Managers, Secretary/ President.

Operating procedure
- Theft, fraud or dishonesty in connection with the organization’s/project’s property.
- Habitual absence or leave without permission or overstaying of sanctioned leave without sufficient cause.
- Late attendance on more than two occasions within a month
- Leaving the workplace earlier than the appointed time.
- Unauthorized absenteeism from work or delayed presence in the office will be treated as loss of pay.
- Gambling, smoking, consumption of alcohol or drugs within the organization premises or in possession of it.
- Loitering or sleeping during office time within the organization both city office and field office or even in the field.
- Engaging in other employment while still in the service without prior written permission of the management.
- Willful insubordination and instigation.

An associates involved in any kind of misconduct will be warned verbally by the immediate Supervisor /Program Manager against repeated occurrences. In spite of the stern warning, if the associates repeats the misconduct the matter will be brought to the notice of Mukti Management for disciplinary action.

Mukti management/ Program Manager in turn will investigate the matter and issue written warnings with regard to the misconduct. Based on the magnitude of the misconduct and the previous records of the associates Mukti Management would at its discretion gives the associates a chance to apologies in writing to the management for his / her misconduct.

In case of a chronic misconduct or the refusal of the associates to furnish an apology letter, a show cause notice is to be issued to the associates or Mukti will take disciplinary action.

**Separation Policy**

**Objective**
To provide unbiased and equitable treatment to all associates who are leaving and providing them with necessary requirement for a smooth separation

**Operating authorities**
Program Managers, Secretary, President.

**Operating procedure**
Given below are the procedures to be followed by all associates while separating from Mukti or its projects. And all queries at variance with this policy are to be addressed to Program Manager/ Secretary/ President and their decision is final.

The concise of reasons for separation is given below:

- Any harmful event occurred by associates that jeopardizes Mukti’s values, goal and strategies.
- Continuous malpractices by the associates or any offense occurred or ill-full delinquency occurred by associates.
- Negative attitudes of the associates that hampers project or program.
• Convicted for ill works inside and outside the organization that affect badly to project stakeholders.
• Financial misappropriation or financial grumbling or misappropriation of Mukti resources occurred by associates.
• Inefficiency or incapability of the associates that could not be matched with his/her responsibility.
• Insanity, physical infirmity, contagious / infectious disease, continued ill health, medical unfitness for employment as declared by a certified medical officer.
• Insolvency or ending project fund of Mukti.
• Closing project timeline and ending contract with the associates.
• Convictions by any ordinary court on any criminal proceedings involving moral turpitude.
• Engaging in any vocation outside that of the organization without written permission of the manager or found to have been working elsewhere during the period of leave of duty.
• Loss of confidence by the organization in an associates holding a position of trust or confidence and any other reasonable cause.

Leaving of Service/ Termination
Any permanent associates desirous of leaving the service shall provide one-month notice or one month’s wages/salary in lieu of notice to Mukti Management in written.

Mukti will also provide one-month notice to the associates(s) for termination conveying him/her appropriate reasons. By this time (notice period) associates shall officially hand over resources e.g. information, documentations, vehicles, funds etc. (if any) as assigned to the associates.

Mukti Management is to conduct an exit interview with the separating associates to ascertain feedback on the organization’s operations and its management.

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