

# NEEDS

## HR and Management Manual



Organizational Systems,  
Policies and procedures

**Version 01**

May 2010

Exist to Impact

NETWORK FOR ENTERPRISE ENHANCEMENT AND DEVELOPMENT SUPPORT  
(NEEDS)

Circular Road, B Deoghar, Jharkhand 814 112, India.  
Web site: [www.needsngo.in](http://www.needsngo.in)

Mail Id: [needspostmaster@gmail.com](mailto:needspostmaster@gmail.com)

# CONTENTS

	<b>Page number</b>
<b>1. Definitions</b>	<b>3</b>
<b>11. Administration</b>	<b>4</b>
1    APPOINTMENTS	5
2    OFFICE HOURS	45
3    INDUCTION POLICY	46
4    DIVERSITY POLICY	52
5    SEXUAL HARASSMENT POLICY	55
6    GRIEVANCE REDRESSAL POLICY	57
7    MISCONDUCT	62
8    MISCELLANEOUS	66
9    TRAVEL PROVISIONS	67
10    TRAVEL TIME PER DIEM	68
<b>111. HR</b>	
1    SALARY & ANNUAL INCREMENTS	71
2    BENEFITS	72
3    STAFF DUTIES AND DISCIPLINE	74
4    PERFORMANCE MANAGEMENT AND APPRAISAL	75
5    PROMOTION	90
6    STAFF MEETING	91
7    TRANSFERS	91
8    LEAVE POLICY	92
9    OTHERS	94
<b>1V. Appendices</b>	<b>96</b>

# 1. DEFINITIONS

- “Organization” or “Agency” means “Name of the Organization” (which is NEEDS).
- “Executive Director” means the Chief functionary of the Organization or any other officer exercising the power of the Executive Director.
- “Director” means the officer in charge of the state Office or any other Officer exercising all or any of the powers of the State Director.
- **“Employee”** means any person working with the organization full/part time and are in the pay roll or are paid a consolidated salary.
  - **“Probation Employee”** means any person working full time with a consolidated salary and is not confirmed.
  - **“Regular Employee”** means any person working full time on the pay roll of the organization and is a confirmed employee.
  - **“Contract Employee”** means any person working full/part time with a consolidated salary as per the contract terms and conditions.
  - **“Daily wage employee”** means any person working full time and getting the wages based on the number of days worked.
- **“Volunteer”** means any person, working part time or full time, without any expectation from the organization but may or may not be provided with honorarium/benefits (on sole discretion of the organization) for their services and are not in the pay roll or consolidated salary
  - **“Community based Volunteers”** means volunteers from the community and (community means the people residing in the area of operation of the organization) are not paid.
  - **“Project Based volunteers”** means any person who get honorarium for their services under projects
  - **“International/National level volunteers”** means any person from India or abroad who extend their services with or without any benefits
- **“Apprentice”** means any person who is undergoing on the job training during specific time duration as agreed by the person and the organization
- “Family” includes the employee’s wife/husband and legitimate children residing with and/or dependent upon him/her.
- “Month” means month according to the Gregorian calendar.
- “Habitual” means commission of an act of particular category more than three times within the period of twelve months.
- “Masculine” shall include the “Feminine” and vice-versa.
- “Singular shall include the “Plural” and vice versa.

# 11. Administration

**Page number**

1	APPOINTMENTS	<b>5</b>
1.1	Recruitment processes	5
1.2	Probationary employee	44
1.3	Regular employees	44
1.4	Programme officer apprenticeship	44
1.5	Field worker apprenticeship	45
2	OFFICE HOURS	<b>45</b>
3	INDUCTION POLICY	<b>46</b>
4	DIVERSITY POLICY	<b>52</b>
5	SEXUAL HARASSMENT POLICY	<b>55</b>
6	GRIEVANCE REDRESSAL POLICY	<b>57</b>
6.1	Grievance Process Flowchart	60
7	MISCONDUCT	62
7.1	Suspension	63
7.2	Enquiry	64
7.3	Disciplinary action	65
7.4	Termination and resignation	65
7.5	Abandonment of service	66
8	MISCELLANEOUS	<b>66</b>
8.1	Holidays	66
8.2	Vehicles	67
8.3	Telephones	67
8.4	Personal mail	67
9	TRAVEL	67
10	TRAVEL TIME PER DIEM	68

## 11.1 APPOINTMENTS

### 11.1.1 RECRUITMENT PROCESS

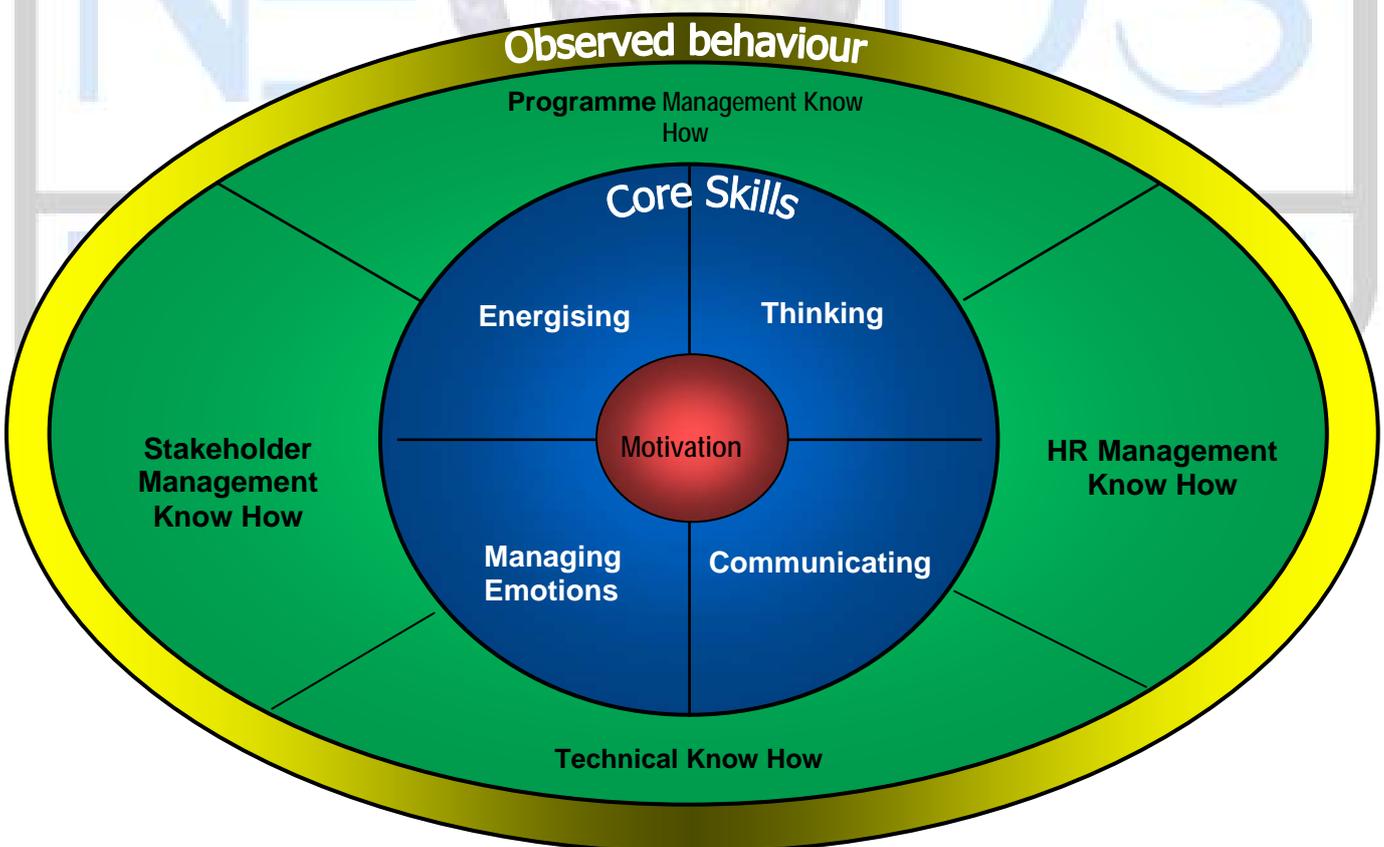
#### 11.1.1.1 Introduction

In order for NEEDS to be successful as an organisation, it needs to make sure that it recruits the right people, and does it in a fair and efficient way. Good recruitment practices will mean:

- Better use of management time; unsuitable candidates are identified early and when good candidates are selected, they can progress further, faster and need less supervision
- Higher retention rates; selecting people in the basis of good organisational fit will increase retention
- Increased programme impact; raising standards and bringing people who raise the overall capability level of the organisational will ultimately mean programmes are more efficient and impactful

#### 11.1.1.2 NEEDS' model of capability

The basic principle of good recruiting is to be specific about what capabilities you are looking for and have accurate and fair methods for assessing them. NEEDS has a model of capability that applies to all staff.



By specifying the demands of the role we are recruiting for and the capabilities they require, we can define the candidate specification.

Then, depending on what capabilities we are looking for we can select appropriate assessment methods.

### 11.1.1.3 Stages of the recruitment process

Stage	Description
<b>Role profiling</b> ↓	Defining the key demands of the role
<b>Candidate specification</b> ↓	Based on the role demands, defining the capability, experience and diversity criteria you will assess candidates against
<b>Assessment process design</b> ↓	Selecting and refining the assessment tools that you will use in the recruitment process
<b>Identifying and attracting candidates</b> ↓	Identifying as large a pool of potential candidates as possible and proactively working to attract applications
<b>Initial screening</b> ↓	Screening application on the basis of minimum criteria. Short-listing candidates where necessary.
<b>Motivation (and Know How) assessment</b> ↓	Assessing motivational fit for the organisation and the role. Assessing essential Know How
<b>Core Skills assessment</b> ↓	Using practical exercises to test Core Skills
<b>Selection decision</b> ↓	Combining all the information to make a considered judgement about the best candidate for the role
<b>Offer of employment</b> ↓	Completing the administrative tasks to finalise the offer of employment
<b>Induction</b>	Making the necessary arrangements for inducting the new recruit into the organization

**11.1.1.4 Role profiling**

Think about the role you are recruiting for and list down the answers to the questions in the box

<p><b>Responsibilities:</b> what are they accountable for? What decisions do they have to take independently?</p>	<p><b>Outcomes:</b> what outcomes are they trying to achieve? What are they measured on?</p>
<p><b>Activities:</b> what are the important tasks that they do regularly? What will they get satisfaction from?</p>	<p><b>Relationships:</b> who are the people they have to work with? Who do they have to influence to get things done?</p>

### 11.1.1.5 Candidate specification – motivation

There are some common motivation patterns that we all share to a greater or lesser extent. Each has positive aspects, but taken to extremes, can also have negative consequences. The four core areas of motivation are:

- **Achievement**; the need to improve personal performance and meet or exceed standards
- **Affiliation**; the need to maintain close and friendly relationships
- **Personalised power**; the need to be strong and have influence over others
- **Socialised power**; the need to help other people feel stronger and more capable

Based on the role profile, **select three to five key motivational traits** that someone needs to have to really enjoy the role

<b>Achievement – the role needs someone who likes:</b>	
To improve existing practices	
To accomplish something new	
To focus on delivering high quality work	
To constantly develop themselves and their skills	
To make sure that details are correct	
To is driven to meet/exceed objectives	
<b>Affiliation – the role needs someone who likes:</b>	
To participate in groups activities	
To ensure different groups work collaboratively	
Finding out about lots of different people	
To maintain a large network of contacts	
<b>Personalised power – the role needs someone who likes:</b>	
To be seen as a visible leader	
To control and influence people/groups	
To maintain a good reputation with important people	
To demonstrate their capabilities to others	
<b>Socialised power – the role needs someone who likes:</b>	
To persuade people and groups of a course of action	
To inspire others	
To support and develop others	
To focus on the needs of others	
To empower others to take the lead	

### 11.1.1.6 Candidate specification – Core Skills

Based on the role profile, define each the Core Skills needed to be effective in the role

	Core Skills	Role-specific description
Energising	<p>What does the role require someone to focus their energy on?</p> <p>What does the role require in terms of motivating and support others?</p>	Is able to:
Thinking	<p>What creative thinking abilities are required in the role?</p> <p>What analytical thinking abilities are required in the role?</p>	Is able to:
Communicating	<p>What assertiveness skills are required in the role?</p> <p>What influencing skills are required in the role?</p>	Is able to:
Managing Emotions	<p>What are the emotional demands that need to be managed in the role?</p> <p>What skills of understanding other people's emotions are required in the role?</p>	Is able to:

**11.1.1.7 Candidate specification – Know How**

Based on the role profile, select the Know How the candidates **MUST** have when they start the role. Do not specify areas of Know How that are not immediately required or that can be developed relatively quickly on-the-job.

Know How – it <u>essential</u> that the candidate:		
<b>Programme Management</b>	Knows how to mobilize the resources required for a development programme	
	Knows how to plan all the elements of a development programme	
	Knows how to organise the effective implementation of development programmes	
	Knows how to accurately monitor and evaluate a programme's status	
<b>HR Management</b>	Knows how to find and recruit good people into the organisation	
	Understands the process for managing talented people within the organisation	
	Knows how to coach people to improve their performance	
	Knows how to use an appraisal process to clearly align performance to the vision	
<b>Stakeholder Management</b>	Understands the internal governance process	
	Understands the government processes and policies that have an impact on development programmes	
	Understand the 'way of life' of the communities that the organisation works with	
	Understand the needs of the communities that the organisation works with	
<b>Technical</b>	Based on the role specification what are the areas of Technical Know How specific to the role? E.g. Knows how to develop irrigation systems etc.	

### 11.1.1.8 Candidate specification – minimum requirements and diversity

#### Minimum requirements

When defining requirements you should only specify the absolute minimum. That is, the skills, abilities or qualifications that it would be *impossible* to do the role without?

You should consider:

- Language skills (written, spoken)
- Mobility (ability to stay away from home, ability to travel using different forms of transport e.g. two-wheelers, willingness to work in basic conditions)
- Literacy (written, numerical, computer)
- Basic intellectual ability (educational level e.g. degree level)
- Experience in a relevant field

Do not:

- Specify a qualification in a particular subject unless expertise in that area is a core and major part of the role e.g. for the role of Counselling Psychologist you would expect relevant qualifications in psychology and counselling
- Specify any age range
- Specify length of experience as this is not as good an indicator of expertise as someone's Know How

#### Diversity

All candidate specifications should include a statement on diversity and positively encourage people from diverse backgrounds. Please refer to the diversity policy for guidance, working principles and targets for achieving an optimally diverse workforce.

#### **NEEDS statement on diversity** (to be included in all job advertisements)

The organisation recognises, accepts, respects and promotes the uniqueness of each individual and community along the dimensions of religion and religious beliefs, ethnicity, gender, sexual orientation, age physical ability, socio-economic status, geographical location, political beliefs or other ideologies.

NEEDS has processes and procedures to maximise the accessibility of employment and promote equal opportunities. We will make reasonable adjustment to working practices and the work environment to enable people, particularly women and those living with disability, to make a valuable contribution to the organisation.

### 11.1.1.9 Assessment process design

Once we have the candidate specification in terms of Motivation, Core Skills, Know How, minimum requirements and diversity, we can select the assessment tools most appropriate for the role and the situation. The table below summarises the tools and the capabilities that they assess.

		Motivation interview	Community interaction exercise	Project planning exercise	Coaching exercise	Group exercise
Core Skills	Motivation	✓				
	Energising				✓	✓
	Thinking			✓		✓
	Communicating		✓	✓	✓	✓
	Managing Emotions	✓				✓
Know How	Programme Mgt. Know How	<b>Know How assessment interview</b>				
	HR Mgt. Know How					
	Stakeholder Mgt. Know How					
	Technical Know How					

#### Selecting the right tools

What tools you use will depend on the role that you are recruiting for and the resources you have available. As a guide, the principles for selecting assessment tools are:

- All candidates should be initially assessed for their motivational fit for the role. This is a fast and effective way of screening out unsuitable candidates
- If there is a requirement to assess Know How, it can be done at the same time as the motivation interview
- Core skills exercises can be selected depending upon their applicability for the role. For example:
  - For a programme officer role, all the exercises are relevant

- For a field executive, it may be appropriate to only use the community interaction exercise because their roles centres on that activity. The other exercises are likely to be too high level for this type of role
- For a finance manager, where there is a high need for strong thinking and influencing skills, you would use the project planning exercise, group exercise and possibly the coaching exercise if they had a people management responsibility

#### **11.1.1.10 Identifying and attracting candidates**

Create a job advertisement using the role analysis that you have done. It should include:

- A broad description of what NEEDS does and its Mission and Vision
- Key roles and responsibilities
- A realistic overview of the job including the potential downsides and difficulties of the role
- Key capabilities the role requires
- Minimum requirements
- Diversity statement
- Salary range
- The application and selection process

Create a simple application form that details the minimum requirements so these can be checked at the initial screening phase, and ask candidates to submit this together with a current CV.

#### **Identifying target populations**

Good resourcing practice is to proactively identify potential candidates for roles that you most commonly need to recruit for. This means actively forming networks with organisations and institutions that may be a source of potential candidates. This could include universities with development related courses, charitable organisations or other NGOs.

You should aim to identify as large a target population as possible. Then use as many communication channels as possible to attract people to apply. For large-scale recruitment e.g. apprentices this could mean visiting universities and organisations and setting up opportunities to talk about the opportunities in NEEDS.

#### **11.1.1.11 Initial screening**

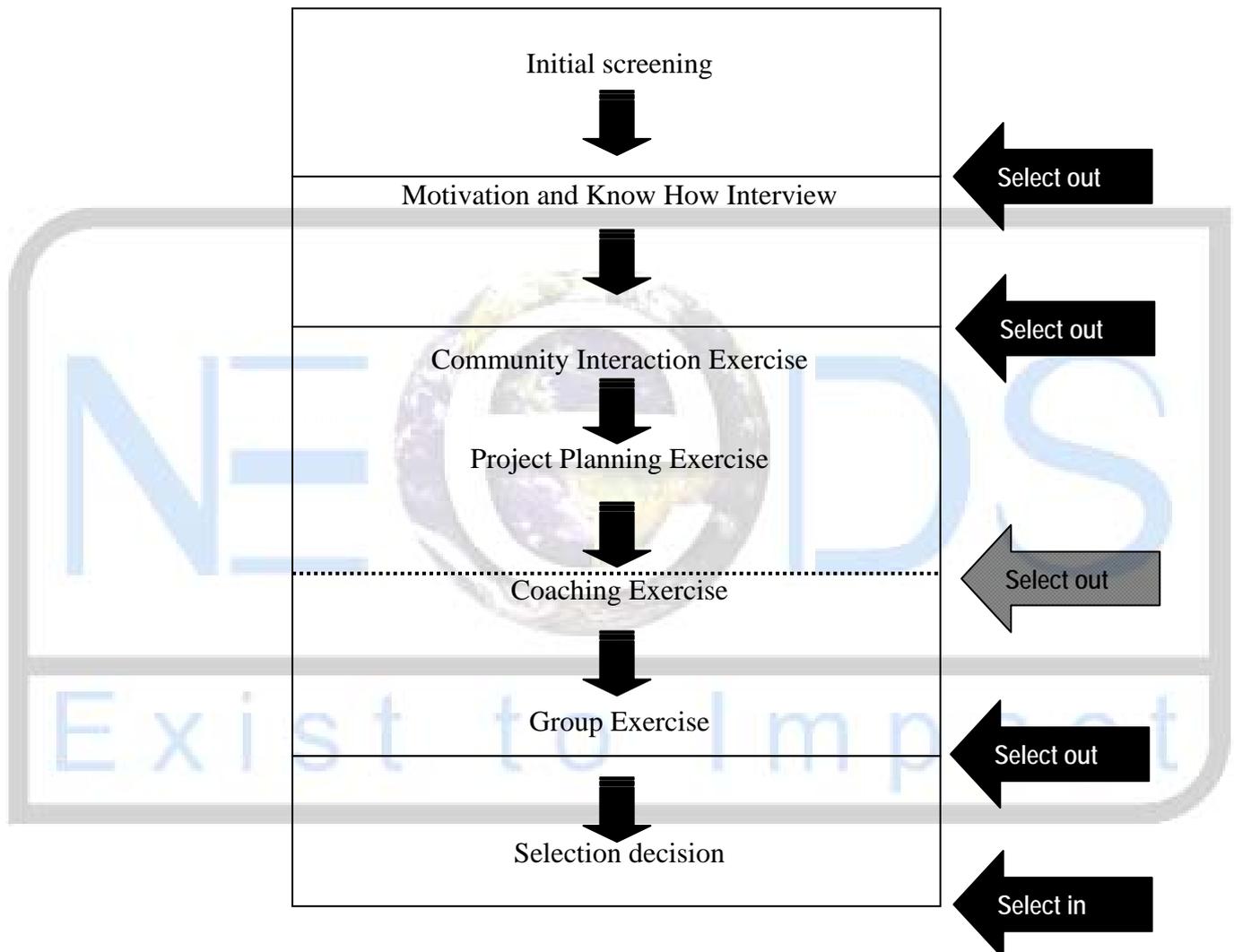
Initial screening is simply checking applications to see if the candidates reach the minimum requirements.

- Screen out any candidates that do not meet minimum requirements
- If necessary short list candidates based upon their career history and experience

### 11.1.1.12 Assessment process

All candidates that pass initial screening can be put through to the assessment phase of the recruitment process. For efficiency, candidates can be screened out after individual assessments if they do not meet minimum requirements.

The full assessment process is shown below, but the elements used will depend on the role.



### Assessment methodology

The assessment tools can be found in the appendix of this document.

### **11.1.1.13 Selection decision and offer of employment**

Use the selection decision rating form to make your final decision.

Before any offer of employment is made, the terms and conditions need to be approved by the Executive Director. The relevant documentation and letters can be found in the appendix.

### **11.1.1.14 Induction**

Once the offer of employment has been accepted and a start date finalised, it is the line manager's responsibility to ensure that the new employee is effectively inducted into the organisation.

#### **Prior to the start date**

Before the new employee starts the line manager should arrange the following:

- Work space and materials as required
- Any adjustments to workspace in order to accommodate special needs of the employee (e.g. accessibility for disabled people)
- Inform finance department to include the new person on payroll systems etc,
- Inform HR department to register a new employee file
- Plan an induction programme agenda and book time with the key people the new employee will need to meet

#### **The induction programme**

A basic induction programme should include the following:

##### **Initial orientation**

- Welcome and basic orientation: layout of work place/village, place of stay, food, travel, bank, shops, pos office, doctor, telephone, Internet, policies and procedures
- Induction programme overview
- Meeting the team
- Support structures
- Performance expectations and feedback processes
- Meeting key staff – Finance, Exec. Secretary, Sector Managers, IC&T
- Self-study: Information on NEEDS and the development programmes in the area
- Presentation and discussion with the Executive Director – Mission and Vision

##### **Programme orientation – possible options**

- Field visits with peers/line manager
- Introduction to community leaders in their target populations
- Village stay
- Feedback from their assessment process and development planning with line manager
- Performance coaching skills course
- Performance appraisal/objective setting course

# Appendices

## 11.1.1.15 Recruitment process – Programme Officer

### Standard candidate specification – Programme Officer

As the most common type of role that NEEDS recruits, we have developed a standard candidate specification for a Programme Officer role. This should be the basis of candidate specifications for such roles

#### **Minimum requirements and diversity**

- Educated to first degree level
- Ability and motivation to travel to (by 2-wheeler) and work in, rural areas
- Good written and spoken English
- We would particularly encourage candidates from minority groups such as women, disabled people and those living with HIV/AIDS to apply

#### **Motivation**

- Wants to be responsible for the delivery of project goals
- Likes applying their technical expertise to achieve tangible results
- Enjoys taking on new challenges and learning
- Enjoys working closely with communities to win their trust
- Gets satisfaction from making a difference to other people's lives
- Likes to be able to persuade groups to taken action
- Enjoys giving advice and support to help others learn and develop
- Gets satisfaction from enabling others to become self-sufficient

#### **Energising**

Is able to:

- Focus their energy to drive high standards
- Persevere when faced with obstacles and setbacks
- Channel their energy into motivating and supporting others

#### **Thinking**

Is able to:

- Analyse complex information to identify key issues
- Define clear objectives and outcomes
- Generate solutions to problems that fit with an overall vision
- Create a structured and prioritised plan for implementation
- Evaluate whether success criteria have been met
- Quickly adapt their thinking in response to new information

#### **Communicating**

Is able to:

- Quickly build rapport with different types of people
- Manage a conversation to effectively gain a good understanding of the situation and the other person's perspective
- Adapt their communication style and language to enable others to understand clearly
- Communicate persuasively to win others support and commitment
- Present information clearly and with confidence
- Collaborate effectively within a team to make decisions

## Managing Emotions

Is able to:

- Work flexibly with changing priorities
- Manage feelings of frustration when things take a long time to achieve through others
- Feel OK about handing over control to others even if they are technically less 'capable'
- Keep motivated when there is resistance or lack of commitment from those they are trying to help
- Be an expert, but manage how they use their knowledge to ensure they don't make others feel lesser than them

### Candidate specification – Programme Officer

In addition to the standard candidate specification, depending on the role, there may be the need to specify additional capabilities such as Know How and minimum requirements.

For example, if the vacancy was for a PO in the health sector, for a project that was ready to start, there may be the need for candidates to be able to quickly be effective. This means they would need some additional Know How and experience. Using the role specification, we can define the additional requirements:

### Example role specification – Programme Officer, Health

<p><b>Responsibilities:</b> what are they accountable for and what decisions do they have to take independently?</p> <ul style="list-style-type: none"> <li>▪ Managing all aspects of the health sanitation project in Area A</li> <li>▪ Deploying field executives to ensure smooth running of the project</li> <li>▪ To deliver project outcomes within time and budget</li> <li>▪ To manage the liaison with senior community members</li> <li>▪ Accurate and timely completion of project documentation: monitoring and evaluation</li> <li>▪ Ensure the project meets all financial and governance requirements</li> </ul>	<p><b>Outcomes:</b> what outcomes are they trying to achieve, what are they measured on?</p> <ul style="list-style-type: none"> <li>▪ Increase in good sanitation practices in target villages</li> <li>▪ Increased awareness in target population of health related risks due to poor sanitary practices</li> <li>▪ Establishing village health communities in each target village</li> <li>▪ Good relations with the communities in the target areas</li> <li>▪ Mobilized communities who are able to influence local government to demand their rights</li> <li>▪ Inclusion of marginalised people in decision making</li> </ul>
<p><b>Activities:</b> what are the important tasks that they do regularly, what will they get satisfaction from?</p> <ul style="list-style-type: none"> <li>▪ Creating project plans</li> <li>▪ Meeting with community members</li> <li>▪ Training health workers</li> <li>▪ Facilitating community health groups</li> <li>▪ Coaching and developing field executives</li> <li>▪ Tracking budget and programme impact</li> </ul>	<p><b>Relationships:</b> who are the people they have to work with? Who do they have to influence to get things done?</p> <ul style="list-style-type: none"> <li>▪ Field executives as their project team</li> <li>▪ Community leaders</li> <li>▪ Programme Manager as their line manager</li> <li>▪ Donor representatives</li> <li>▪ Other members of the health team</li> </ul>

### Example additional minimum requirements – Programme Officer, Health

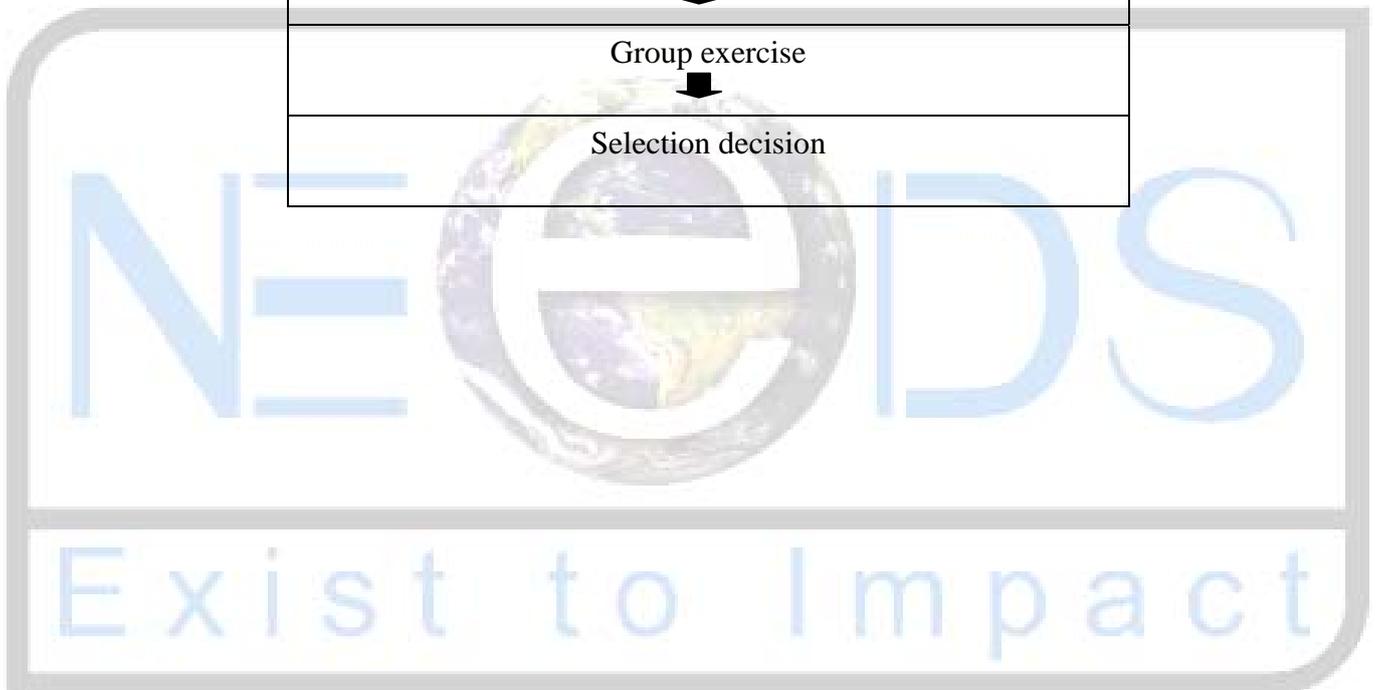
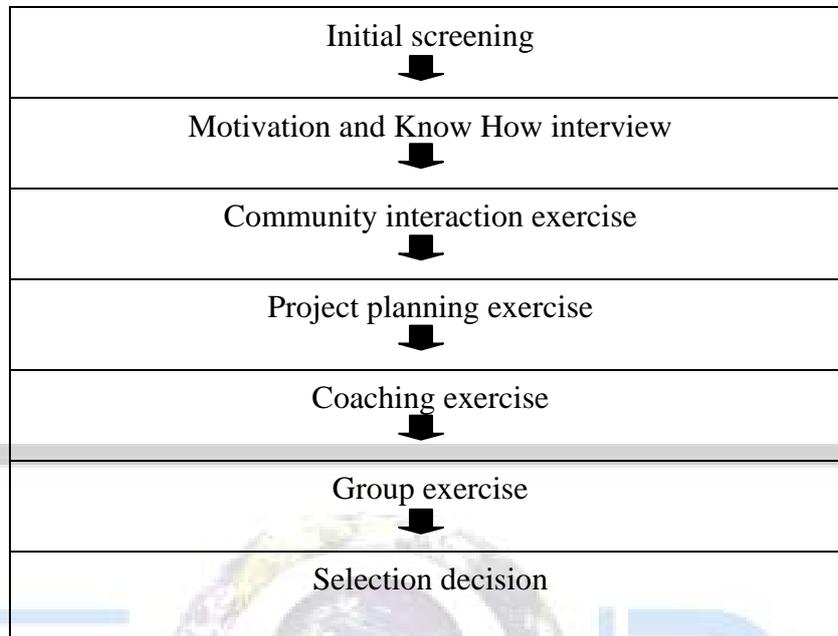
- Ability to travel extensively to rural areas (by two-wheeled transport where necessary)
- Some relevant experience working with, training or mobilizing communities
- Some relevant experience of working within the general area of rural healthcare development

**Example Know How specification – Programme Officer, Health**

Know How – it <u>essential</u> that the candidate:		
<b>Programme Management</b>	Knows how to mobilize the resources required for a development programme	
	Knows how to plan all the elements of a development programme	✓
	Knows how to organise the effective implementation of development programmes	✓
	Knows how to accurately monitor and evaluate a programme's status	✓
<b>HR Management</b>	Knows how to find and recruit good people into the organisation	
	Understands the process for managing talented people within the organisation	
	Knows how to coach people to improve their performance	
	Knows how to use an appraisal process to clearly align performance to the vision	
<b>Stakeholder Management</b>	Understands the internal governance process	
	Understands the government processes and policies that have an impact on development programmes	
	Understand the 'way of life' of the communities that the organisation works with	✓
	Understand the needs of the communities that the organisation works with	✓
<b>Technical</b>	Based on the role specification what are the areas of Technical Know How specific to the role? E.g. knows how to develop irrigation systems etc.	
	Knows how to design and deliver health education programmes	✓
	Understands the processes of water-borne diseases and sanitation	✓
	Knows how to mobilize community groups	✓

**Example assessment process – Programme Officer, Health**

In this case, the candidates would go through the full assessment process.



### 11.1.1.16 Example recruitment process – Technical Expert

If you were recruiting a technical expert, like a network engineer, the process is likely to be more simplified.

#### Example role profile – network engineer

<p><b>Responsibilities:</b> what are they accountable for and what decisions do they have to take independently?</p> <ul style="list-style-type: none"> <li>▪ Maintaining computer hardware</li> <li>▪ Ensuring computing systems are secure</li> <li>▪ Resolving network problems</li> <li>▪ Purchasing relevant software</li> </ul>	<p><b>Outcomes:</b> what outcomes are they trying to achieve, what are they measured on?</p> <ul style="list-style-type: none"> <li>▪ Smooth network operation</li> <li>▪ Quick resolution of problems</li> <li>▪ Ensuring people have the right software to complete their jobs</li> <li>▪ Data security</li> <li>▪ Compliance with computing governance</li> </ul>
<p><b>Activities:</b> what are the important tasks that they do regularly, what will they get satisfaction from?</p> <ul style="list-style-type: none"> <li>▪ Network back up</li> <li>▪ Software updates</li> <li>▪ Basic computer training for new staff</li> <li>▪ Database design and maintenance</li> <li>▪ Helping people resolve computing problems</li> </ul>	<p><b>Relationships:</b> who are the people they have to work with? Who do they have to influence to get things done?</p> <ul style="list-style-type: none"> <li>▪ Maintain good working relationships with staff</li> <li>▪ Line managed by ICT Manager</li> <li>▪ Network provider</li> </ul>

#### Candidate specification – computer engineer

Looking at the role profile, we can select the key motivational traits that the role requires:

<b>Achievement</b> – the role needs someone who likes:		
To improve existing practices		
To focus on delivering high quality work		
To make sure that details are correct		
<b>Socialised power</b> – the role needs someone who likes:		
To support and develop others		

For a highly technical role, the capabilities are likely to be centred on having the right qualifications and Know How, rather than Core Skills

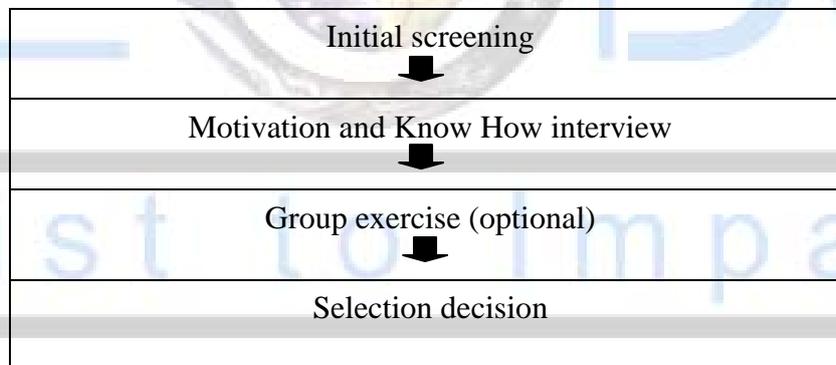
<b>Technical</b>	Knows how computer networks operate and are maintained	✓
	Knows how to design and maintain databases	✓
	Knows how to install and maintain software	✓
	Knows how to resolve common computer problems	✓
	Knows how to train people in basic computing skills	✓

### Minimum requirements

E.g.

- Accredited Microsoft network engineer
- Qualified in Visual Basic and Access programming

### Assessment process



### 11.1.1.17 Example recruitment process – Functional Manager

For a more senior role, like Finance Manager, it is likely that you would combine a range of the tools available to fit the role.

#### Example role profile – Finance Manager

<p><b>Responsibilities:</b> what are they accountable for and what decisions do they have to take independently?</p> <ul style="list-style-type: none"> <li>▪ Financial forecasting</li> <li>▪ Accurate payroll administration</li> <li>▪ Monitoring and controlling budgets</li> <li>▪ Accurate accounting</li> <li>▪ Allocating budget to programmes within defined limits</li> <li>▪ Managing a small accounts team</li> </ul>	<p><b>Outcomes:</b> what outcomes are they trying to achieve, what are they measured on?</p> <ul style="list-style-type: none"> <li>▪ Programmes run on budget</li> <li>▪ Financial management practices are adhered to</li> <li>▪ All governance requirements are met</li> <li>▪ Timely payroll administration</li> <li>▪ Highlighting problems with programme budgets and working with projects teams to resolve them</li> </ul>
<p><b>Activities:</b> what are the important tasks that they do regularly, what will they get satisfaction from?</p> <ul style="list-style-type: none"> <li>▪ Financial accounting</li> <li>▪ Financial problem solving</li> <li>▪ Creating new systems and processes to control financial activities</li> <li>▪ Working with project teams to control and monitor project spend</li> <li>▪ Coach and develop their team</li> </ul>	<p><b>Relationships:</b> who are the people they have to work with? Who do they have to influence to get things done?</p> <ul style="list-style-type: none"> <li>▪ Reports to ED</li> <li>▪ Needs to be on constant contact with Programme Managers</li> <li>▪ Needs to influence Programme Officers to work within agreed practices</li> </ul>

**Example candidate specification - Finance Manager**

<b>Achievement</b> – the role needs someone who likes:	
To improve existing practices	
To make sure that details are correct	
<b>Affiliation</b> – the role needs someone who likes:	
To ensure different groups work collaboratively	
<b>Personalised power</b> – the role needs someone who likes:	
To control and influence people/groups	
<b>Socialised power</b> – the role needs someone who likes:	
To support and develop others	

Core Skills		Role-specific description
Energising	What does the role require someone to focus their energy on? What does the role require in terms of motivating and support others?	Is able to: <ul style="list-style-type: none"> <li>Focus their energy to meet deadlines and ensure quality information</li> <li>To motivate others to improve and maintain standards</li> </ul>
Thinking	<b>What creative thinking abilities are required in the role?</b> What analytical thinking abilities are required in the role?	Is able to: <ul style="list-style-type: none"> <li>Devise new processes and systems</li> <li>Come up with innovative solutions to problems</li> <li>Identify issues in complex information</li> <li>Interpret patterns and themes in complex data</li> </ul>
Communicating	What assertiveness skills are required in the role? What influencing skills are required in the role?	Is able to: <ul style="list-style-type: none"> <li>Communicate with authority to ensure people adhere to governance</li> <li>Challenge inefficient processes and procedures</li> <li>Persuade people to work within budget constraints</li> </ul>
Managing Emotions	What are the emotional demands that need to be managed in the role? What skills of understanding other people's emotions are required in the role?	Is able to: <ul style="list-style-type: none"> <li>Remain calm under pressure to deliver monthly deadlines</li> <li>Control frustrations when others do not follow procedures</li> <li>Understand the problems that programme staff have and work productively to resolve them</li> </ul>

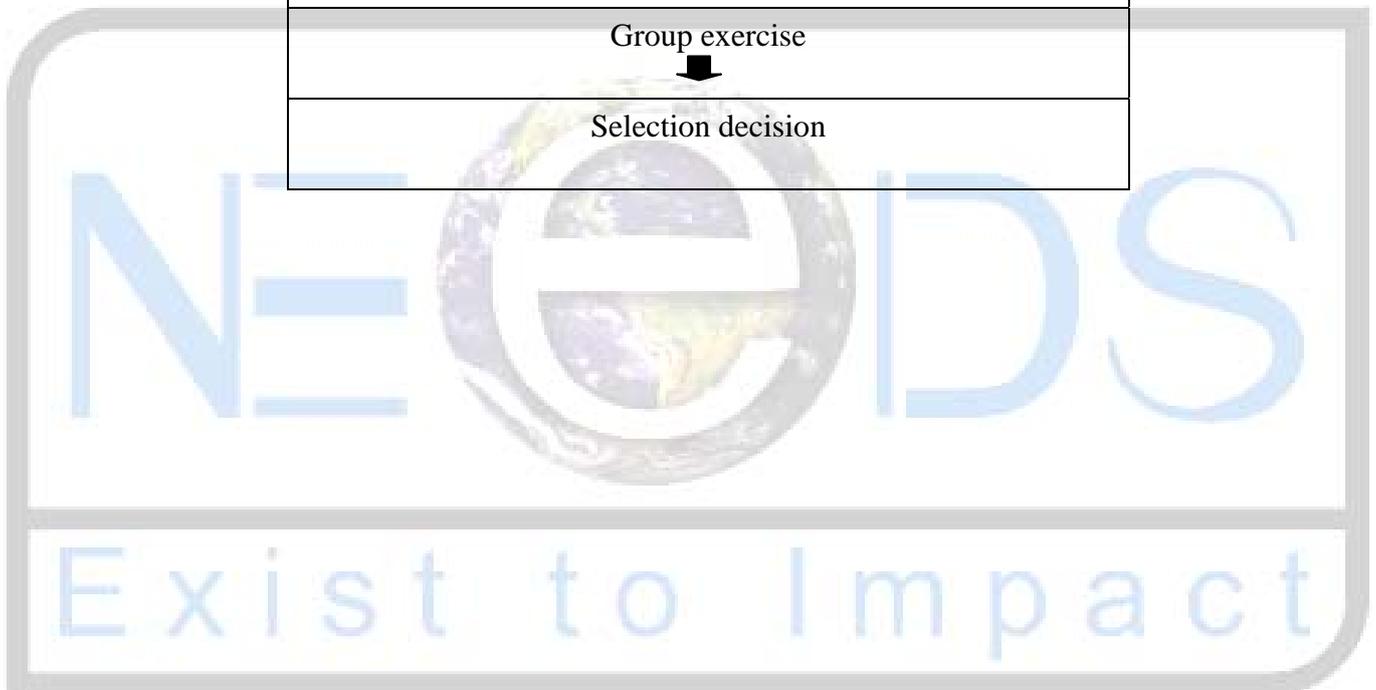
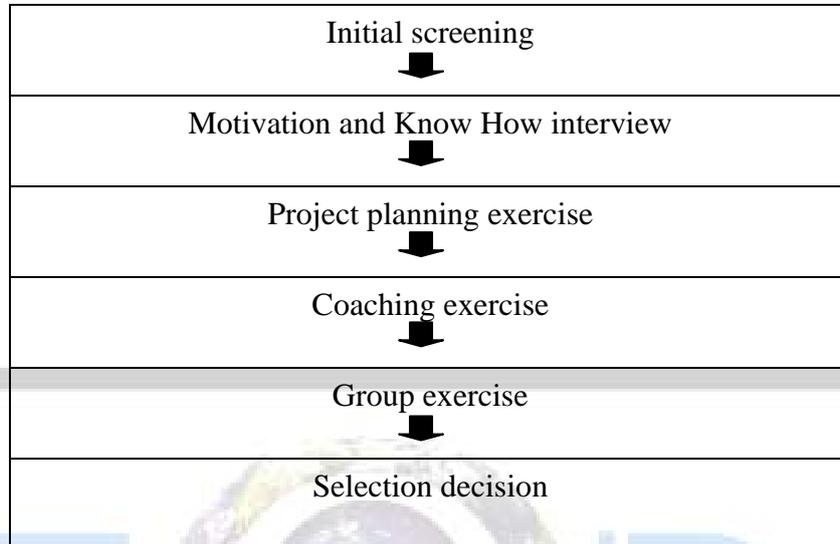
Know How – is it <u>essential</u> that the candidate:		
Programme Management	Knows how to mobilize the resources required for a development programme	
	Knows how to plan all the elements of a development programme	✓
	Knows how to organise the effective implementation of development programmes	
	Knows how to accurately monitor and evaluate a programme's status	✓
HR Management	Knows how to find and recruit good people into the organisation	
	Understands the process for managing talented people within the organisation	
	Knows how to coach people to improve their performance	✓
	Knows how to use an appraisal process to clearly align performance to the vision	
Stakeholder Management	Understands the internal governance process	✓
	Understands the government processes and policies that have an impact on development programmes	
	Understand the 'way of life' of the communities that the organisation works with	
	Understand the needs of the communities that the organisation works with	
Technical	Based on the role specification what are the areas of Technical Know How specific to the role? E.g. knows how to develop irrigation systems etc.	
	Knows how to operate and manage Tally	✓
	Knows how to effectively manage accounts	✓
	Knows how create financial processes and systems	✓
	Knows how to run a payroll system	✓
	Knows how to effectively report on financial information	✓

### Minimum requirements

- Accredited management accountant
- Accredited Tally operator

**Example assessment process – Finance Manager**

Because there are high demands in terms of Core Skills, close to those required by programme staff, we could use the Core Skills exercises that are relevant to the role. That is all but the community interaction exercise, as this is not a core aspect of the Finance Manager's role.



### 11.1.1.18 Recruitment administration – letters

#### **Invite (generic) to selection event – post successful shortlist**

Dear [Name]

Re: [Job reference]

I am pleased to invite you to attend an assessment centre for the role of [Job title]

This will take place on [Date], at [Location]. Please arrive in time to start at [Start time].

During the day we will be measuring your suitability for the role using a number of exercises:

- An review of your work history and expertise
- A motivation interview
- [Exercise 1 name]
- [Exercise 2 name]
- Etc.

You do not need to do any preparation prior to attending the assessment centre and further instructions and guidance will be provided on the day.

In the meantime, I would be most grateful if you would confirm your attendance to me by calling [Telephone number].

If you require any special provisions to be made for your interview, then please contact the recruitment co-ordinator on [Telephone number].

We look forward to meeting you.

With kind regards, on behalf of the NEEDS

**Generic rejection post attendance at selection event**

Dear [Name]

Re: [Job reference]

Thank you for attending the recent selection event for the above vacancy. Having reviewed your skills and experience, and those of any other candidates, against the requirements for the position, we have decided not to progress your application further. We appreciate this may be disappointing news and please understand that this decision reflects our current recruitment priorities and the nature of the skills we are seeking.

We would like to thank you for the interest you have shown in NEEDS and we very much appreciate the time you have invested in your application. If you would like to receive further feedback please do not hesitate to contact us.

This decision should not deter you from applying for other positions for which you feel you are suitably qualified.

We would like to take this opportunity to wish you every success with your future career.

With kind regards, on behalf of NEEDS



**Holding letter when job withdrawn**

Dear [Name]

Re: [Job reference]

We are writing to let you know that the Organisation has now decided not to proceed with recruitment for the above position and we apologise for any inconvenience this may cause. This is in no way a reflection of your application or ability for the position.

We appreciate the time you have invested in your application and we sincerely hope that you will consider applying to us again if a suitable position arises in the future.

We would like to take this opportunity to wish you every success with your future career.

With kind regards, on behalf of NEEDS



**Generic job offer letter**

Dear [Name]

Further to your recent interview(s), I now have great pleasure in offering you the position of [Job title] to commence on [Start date]. This offer is subject to satisfactory references and checks. In the event that such references or checks are not satisfactory, this offer may be withdrawn without notice.

Your terms and conditions of employment are as per the attached document. Please return your signed contract with the appropriate forms within 7 days in order that we can progress as quickly as possible. If this is not possible, or if you have further questions, please contact me. Enclosed:

- The contract of employment is enclosed. Please sign and return to me one copy of this document.

This offer is subject to the receipt of references and checks.

Once you have had a chance to read all the attached information you may have some further questions. If so, please don't hesitate to contact me on [Telephone number].

I look forward to hearing from you and to welcoming you to NEEDS.

Yours sincerely

[Name]

[Job Title]

Exist to Impact

### 11.1.1.19 Contractual agreement for the appointment of staff for limited period

This agreement executed in Deoghar on [Date] between (1) The Network for Enterprise Enhancement and Development Support (NEEDS), Circular Road, Deoghar and (2) [Name and address], has been formed with the object of carrying out various philanthropic and developmental/welfare scheme in rural areas. In pursuance of the above said objective, this agreement is with regard to the successful completion of [Project/Trust description].

The [Project/Trust] wishes to engage the aforesaid to serve the Trust in accordance with the terms and conditions hereafter described:

#### THIS AGREEMENT WITNESSED AS FOLLOWS

1. THE Trust hereby engages the [Job title] for a period of [Time period], commencing [Start date]
2. The Trust shall pay the [Job title] as long as he or she performs her duties/responsibilities to the agreed standard, an honorarium of Rs. [Monthly amount] per month
3. The [Job title] shall perform the duties and functions specifically to him/her from time to time by the Trust or by its offers under which the [Job title] is placed.
4. The [Job title] shall during the period of this agreement, may be transferred to or placed at any of its projects
5. The [Job title] shall be eligible to draw a daily allowance for any journey undertaken by him for official work beyond 8 km. from the place of his or her assignment at the standard rates. Any claim for such journey shall not be governed by the rules and regulations as may be framed from time by the Trust.
6. Except the honorarium and the allowance specified here in, the [Job title] shall not be entitled to claim any allowance or other benefit from Trust.
7. The [Job title] will submit him/herself to the order of the Trust and its officers and authorities to perform duties and functions relevant to a [Job title]. The [Job title] shall not engage directly or in directly in any trading business or occupations on his/her own account.
8. In the event of any miss-conduct on the part of the [Job tile] or any breach committed by the [Job title] of any of the terms and conditions here in specified it shall be lawful for the Trust to terminate the service of the [Job title] forthwith without any notice. The [Job title] shall however be liable or pay to the Trust any loss or damages as may be sustained by it on account of miss-conduct of breach on his part of the terms and conditions contained here in.
9. This agreement shall be enforce for period of one year from [Start date] to [End date]. On the expiry of this agreement, the engagement of the [Job title] shall be relieved and there shall be no claim whatsoever against the Trust.
10. The Trust may terminate the agreement at any time before the expiration of the aforesaid term of one year on giving or sending by registered post to the other party one-month notice in writing.
11. On determination of this agreement for any reason what so ever the [Job title] shall refund to the trust any money or advance received by him/herself from the Trust and shall also surrender to the Trust all stocks and materials entrusted here to have signed this agreement on the day month and year first mentioned above.
12. The [Job title] would not receive or keep any money from community/Self Help Group or individuals unless authorized by the trust in writing for such receiving what so ever unofficially for official or personal purpose, all such unauthorized act would be consider as breach of trust by the [Job title].

On behalf of Trust

The Executive Director

The Employee/ Volunteer

Signature of two witnesses

# Assessment tools

## 11.1.1.20 Programme staff – motivation assessment

### Motivational patterns

There are some common motivation patterns that we all share to a greater or lesser extent. Each has positive aspects, but taken to extremes, can also have negative consequences. The four core areas of motivation are:

- **Achievement;** the need to improve personal performance and meet or exceed standards
- **Affiliation;** the need to maintain close and friendly relationships
- **Personalised power;** the need to be strong and have influence over others
- **Socialised power;** the need to help other people feel stronger and more capable

E.g. someone with a very high achievement drive, may get easily frustrated by others lack of progress.

### What does someone need to be motivated by to succeed in NEEDS?

We need someone who:

#### **Achievement**

- Wants to be responsible for the delivery of project goals
- Likes applying their technical expertise to achieve tangible results
- Enjoys taking on new challenges and learning

#### **Affiliation**

- Enjoys working closely with communities to win their trust

#### **Socialised power**

- Gets satisfaction from making a difference to other people's lives
- Likes to be able to persuade groups to take action
- Enjoys giving advice and support to help others learn and develop
- Gets satisfaction from enabling others to become self-sufficient

### What are the emotional demands someone has to cope with working for NEEDS?

We need someone who is able to:

- Work flexibly within budget and resource constraints
- Manage feelings of frustration when things take a long time to achieve through others
- Feel OK about handing over control to others even if they are technically less 'capable'
- Keep motivated when there is resistance or lack of commitment from those they are trying to help
- Be an expert, but manage how they use their knowledge to ensure they don't make others feel lesser than them

**Interview questions – candidates with relevant experience**

- Tell me a bit about your background...what have been the key influences on you so far?
- Talk me through your work experience (use CV as a guide):
  - What were the key challenges in each role?
  - Why did you move on to the next role?

**[Ask Know How interview questions at this point if required]**

- What achievements are you most proud of?
- What would others highlight as your key strengths?
- What do you feel you need to improve on personally?
- What gives you most satisfaction in your work?
- What parts of the role do you enjoy least? Why?
- How would you describe your approach to working with the community? What are the frustrations?
- What gets you frustrated in general?
- What is your approach to persuading people?
- What type of people do you find it most difficult to influence? What makes them difficult?
- How do you get them to do what you want them to do?
- How would you describe yourself in general?
- How would your colleagues describe you?
- What type of activities do you enjoy most?
- What are the highlights of a typical week?
- What do you worry about?
- We all get stressed from time to time - what gets you stressed?
- What would I notice about your behaviour when you are stressed?
- What do you do to cope or to relieve stress?

**Interview questions – candidates without relevant experience**

- Tell me a bit about your background...what have been the key influences on you so far?
- Talk me through your education/career to date (use CV as a guide):
  - What were the key challenges?
  - What were the reasons for the choices you made?

**[Ask Know How interview questions at this point if required]**

- What achievements are you most proud of?
- What would others highlight as your key strengths?
- What do you feel you need to improve on personally?
- What would give you most satisfaction if you worked in development?
- What parts of the role would you enjoy least? Why?
- What would be your approach to working with the community? What do you see as the potential frustrations?
- What gets you frustrated in general?
- What is your approach to persuading people?
- What type of people do you find it most difficult to influence? What makes them difficult?
- How do you get them to do what you want them to do?
- How would you describe yourself in general?
- How would your peers/colleagues describe you?
- What type of activities do you enjoy most?
- What are the highlights of a typical week?
- What do you worry about?
- We all get stressed from time to time - what gets you stressed?
- What would I notice about your behaviour when you are stressed?
- What do you do to cope or to relieve stress?

11.1.1.21 Rating form: *tick one box in each row that best describes the person*

Contra-indicators		Other / mixed / no clear evidence	Positive-indicators	
<b>Focuses on personal goals rather than people</b>			<b>Has a strong sense of responsibility for delivering projects</b>	
Personal goals always come first; rarely mentions how their actions impact on others; very single minded with little thought about others' needs; doesn't consider the people perspective of tasks; very task focused			Strongly committed to deliver on their obligations; clear about achievements; has clear personal goals and ambitions; sets high standards; attributes success or failure to personal actions – doesn't blame others; concerned to be seen to achieve	
Evidence			Evidence	
<b>Wants to be in control of every detail of what is done and how it is done</b>			<b>Likes to apply their capabilities to achieve tangible results</b>	
Low tolerance of ambiguity; dislike of information not in familiar format; constantly searching for 100% clarity; reluctant to delegate; critical of others ability in relation to their own; perfectionist; very directive style; anxious about others letting them down; constantly needs to check on others			Likes practical application of knowledge; satisfaction from producing something; pragmatic; talks about how to make things work in reality; likes seeing the results of their work; not just theoretical puts ideas into practice	
Evidence			Evidence	
<b>Is impatient with those who are slower to learn</b>			<b>Is confident to take on new challenges and learning</b>	
Gets frustrated by those less capable; works at a fast pace and reluctant to slow down for others; little empathy for those who are less capable; drive to achieve overrides the need to spend time to help people understand the issues; inflexible communication style			History of taking very new of different challenges; very wide and diverse range of interests; likes learning; thirst for knowledge; good tolerance of ambiguity; sees the possibilities in new situations not problems; likes taking risks to try something new	
Evidence			Evidence	
<b>Uses relationships as a way to get what they want</b>			<b>Enjoys forming close, trusting relationships with different people</b>	
Relationships tend to be secondary to what is achieved by forming them; transactional – focused on resolving an issue rather than the person; few close personal relationships outside close friends/family; distant relationships with colleagues; closed, not open to emotion; protective about personal information; will generally tend towards people 'like them'			Puts time into building relationships; enjoys interactions in themselves; describes people using deep insight, emotive terms; concerned about damaging relationships through their actions; talks openly about themselves; generally warm and friendly demeanour	
Evidence			Evidence	

	<b>Becomes easily de-motivated when they meet resistance or lack of commitment from others</b>		<b>Gets satisfaction from making a difference to other people's lives</b>	
	Inconsistent drive to achieve – energetic only about the things that really interest them; tends to move from one thing to another without completing it; affected by others lack of enthusiasm – takes on the mood of others rather than using their energy to overcome it; avoids dealing with difficult people		Talks about satisfaction from having a real impact on others lives; desire to do something meaningful; shows concern for the troubles other people face; talks enthusiastically about how they can personally make a difference	
	Evidence		Evidence	
	<b>Forces or manipulates groups to get them to do what they want</b>		<b>Likes working closely with groups to persuade them</b>	
	Uses positional power to get people to do what they want; very forceful or overly assertive; no patience to explain to others; expect others just to do what they are told; takes the quickest route to getting things done, but at the expense of involving people in the process		Collaborative approach; likes to include others; enjoys working on groups; values a wide variety of opinions; sees the potential in others; likes building consensus; sees the power in groups unifying; likes being able to bring people with them – takes time to explain and work through objections	
	Evidence		Evidence	
	<b>Needs to be recognised as impressive and important</b>		<b>Enjoys giving advice or support to help others learn and develop</b>	
	High ego needs; arrogant; seems themselves as superior; sees themselves as better than others; always talks from their perspective - rarely gives credibility to others' viewpoints; emphasises their achievements as better or best; high need to be publicly recognised		Nurturing approach; puts time into others' development; likes seeing others reach their full potential; likes being recognised as someone people think is helpful and they can learn from; likes teaching/training; likes being able to mentor others; enjoys being able to inspire others to be ambitious	
	Evidence		Evidence	
	<b>Seeks to maintain their position of power or status</b>		<b>Enjoys working through others to enable people to become self-sufficient</b>	
	Makes reference to visible status symbols; important to them that others know they are successful and high status; needs to be respected as the expert – to have the last word; motivated by the status that comes with a role		Gets satisfaction from passing on expertise; likes seeing people make idea their own; gets vicarious satisfaction from other people achieving in the long term; happy to take a back seat when others are enthused by an idea	
	Evidence		Evidence	
	<b>Total contra-indicators</b>	<b>Total other</b>	<b>Total positive-indicators</b>	
<b>Overall rating – work from left to right (tick one box)</b>				
3 or more contra-indicators: Poor fit		Less than 5 positive indicators: Moderate fit		5 or more positive indicators: Good fit

### 11.1.1.22 General motivation assessment

There are some common motivation patterns that we all share to a greater or lesser extent. Each has positive aspects, but taken to extremes, can also have negative consequences. The four core areas of motivation are:

- **Achievement;** the need to improve personal performance and meet or exceed standards
- **Affiliation;** the need to maintain close and friendly relationships
- **Personalised power;** the need to be strong and have influence over others
- **Socialised power;** the need to help other people feel stronger and more capable

Based on the role profile, **select three to five key motivational traits** that someone needs to have to really enjoy the role

<b>Achievement – the role needs someone who likes:</b>		
To improve existing practices		
To accomplish something new		
To focus on delivering high quality work		
To constantly develop themselves and their skills		
To make sure that details are correct		
To is driven to meet/exceed objectives		
<b>Affiliation – the role needs someone who likes:</b>		
To participate in groups activities		
To ensure different groups work collaboratively		
Finding out about lots of different people		
To maintain a large network of contacts		
<b>Personalised power – the role needs someone who likes:</b>		
To be seen as a visible leader		
To control and influence people/groups		
To maintain a good reputation with important people		
To demonstrate their capabilities to others		
<b>Socialised power – the role needs someone who likes:</b>		
To persuade people and groups of a course of action		
To inspire others		
To support and develop others		
To focus on the needs of others		
To empower others to take the lead		
Managing Emotions	What are the emotional demands that need to be managed in the role?	Is able to:

**General motivation assessment - interview questions**

- Tell me a bit about your background...what have been the key influences on you so far?
- Talk me through your work experience (use CV as a guide):
  - What were the key challenges in each role?
  - Why did you move on to the next role?

**[Ask Know How interview questions at this point if required]**

- What achievements are you most proud of?
- What would others highlight as your key strengths?
- What do you feel you need to improve on personally?
- What gives you most satisfaction in your work?
- What parts of your work do you enjoy least? Why?
- How would you describe your approach to working within NEEDS as a development organisation? What do you think the potential frustrations will be?
- What gets you frustrated in general?
- What is your approach to persuading people?
- What type of people do you find it most difficult to influence? What makes them difficult?
- How do you get them to do what you want them to do?
- How would you describe yourself in general?
- How would your colleagues describe you?
- What type of activities do you enjoy most?
- What are the highlights of a typical week?
- What do you worry about?
- We all get stressed from time to time - what gets you stressed?
- What would I notice about your behaviour when you are stressed?
- What do you do to cope or to relieve stress?





**Know How assessment – interview**

If you are conducting the Know How interview, you should do it after reviewing the candidates CV as part of the Motivation interview

Using the interview format, for each area of Know How required for the role, write in the specific capability that is required and ask the set of three questions relating to it.

E.g. knows how to plan all elements of a development programme

- What is your understanding of how to plan a development programme?
- What experience have you had of planning development programmes?
- Can you give me some examples of how you have applied that experience in different contexts?



Know How interview	
Know How description: Knows how to...	Notes
What is your understanding of...?	
What experience do you have of...?	
Can you give me examples of how you have applied that knowledge / experience in different contexts?	
Know How description: Knows how to...	Notes
What is your understanding of...?	
What experience do you have of...?	
Can you give me examples of how you have applied that knowledge / experience in different contexts?	

### 11.1.1.24 Know How assessment – rating form

Write in the technical Know How for the role. The rate each required Know How area

- **Not well developed:** limited understanding, superficial descriptions, limited application experience
- **Moderately well developed:** broad understanding, has applied in some contexts
- **Very well developed:** sophisticated understanding (broad and deep), has applied in multiple contexts

	Know How – is it <u>essential</u> that the candidate:	Required YES/NO	Rating		
			Not well developed	Moderately well developed	Very well developed
Programme Management	Knows how to mobilize the resources required for a development programme				
	Knows how to plan all the elements of a development programme				
	Knows how to organise the effective implementation of development programmes				
	Knows how to accurately monitor and evaluate a programme's status				
HR Management	Knows how to find and recruit good people into the organisation				
	Understands the process for managing talented people within the organisation				
	Knows how to coach people to improve their performance				
	Knows how to use an appraisal process to clearly align performance to the vision				
Stakeholder Management	Understands the internal governance process				
	Understands the government processes and policies that have an impact on development programmes				
	Understand the 'way of life' of the communities that the organisation works with				
	Understand the needs of the communities that the organisation works with				
Technical	Based on the role specification what are the areas of Technical Know How specific to the role? E.g. Knows how to develop irrigation systems etc.				

#### Overall Know How rating

- If there are two or more areas of Know How that are 'not well developed', and are critical to the success in the role, rate the Know How as **under developed**
- If Know How is generally moderately well developed, or mixed (some high some low), rate the Know How as **moderately well developed**
- If Know How is generally well developed, with no areas that not well developed, rate Know How as **very well developed**

### 11.1.1.25 Selection decision – summary sheet

Once you have made all you assessments, you need to look at all the data and make a selection decision.

Assessment	Rating				
<u>Initial screening</u>	Fail	Meets minimum requirements			
Motivation assessment	Poor fit	Moderate fit	Good fit		
Know How assessment	Under-developed	Moderately well developed	Well developed		
Core Skills exercises	1. Unsuitable	2	3. Good	4	5. Excellent
Community interaction exercise					
Project planning exercise					
Coaching exercise					
Group exercise					

- Discount any candidates you have rated in the left hand column
- Take each remaining candidate in turn summarise their strengths and development areas
- Using the candidate specification discuss the relative merits of the other candidates ***in terms of their potential to be an effective in the specified role i.e. a holistic analysis***
  - Think about what is really important in the role
  - Assess how easy it would be to fill any development areas
- Based on your holistic analysis rank the candidates
- Select in candidate the top ranked candidate

### 11.1.2 PROBATIONARY EMPLOYEE

At the time of application for any position the applicant shall submit the following information:

- Completed application form
- Educational Certificates
- Proof of date of birth
- Two passport size photograph
- Medical certificate of physical fitness. In addition, the Organization may require, at its own expense, a chest X-Ray.
- Any other documents as required by the Organization.

The employee will be provided with a copy of the organizational manual for policy and regulation awareness of the organization.

Every initial appointment shall be made on probation for a period of six months. The Executive Director may extend this period and a written notification to this effect will be given to the employee. Unless confirmed in writing the period of probation shall be deemed to have extended. Organization shall judge the suitability of the employee on probation for confirmation of his/her employment.

During the period of probation a consolidated salary shall be paid. Sick or casual Leave will accrue at the rate of one day per month. Annual leave will also be earned at the rate of one day per month during the probationary period. Medical Assistance as provided for in this manual will be available on pro-rata basis. No other benefits will be applicable during the probationary period.

The services of an employee on probation may be terminated by either the employee or by Organization by giving one-month notice or in lieu of notice payment of salary for one month. No show-cause need to be given for termination during the probationary period and the decision of the Executive Director in this regard will stand as full and final.

### 11.1.3 REGULAR EMPLOYEE

On successful completion of probation a letter of confirmation will be given which will specify the duties, grade and pay scale of the employee. The grade is determined by the position to which the person is appointed. The step in the grade is decided by qualifications and experience and based on the performance during the probation period. The salary placement will be guided by the organizational salary structure. However, Executive Director can decide on special salary package in case of special reasons/conditions. The employee will be entitled to all benefits and privileges of regular employees as listed in this manual under Benefits and Leave.

### 11.1.4 PROGRAMME OFFICER APPRENTICESHIP

In order to achieve the flexibility and responsiveness required in its leadership population, NEEDS has a talent selection and development process aimed at developing talented programme officers. Selected candidates will undertake a 40-week intensive training programme. At the end of the programme, if the candidates achieve the required pass mark, they will be considered for programme officer roles, depending on the availability of roles and funding. There is no guarantee of being placed on the payroll.

An overview of the selection and development programme can be found in the 'Apprenticeship training programme' document.

### 11.1.5 FIELD WORKER APPRENTICESHIP

Skilled or unskilled field workers should be appointed on three years apprenticeship. On successful completion Executive Director will decide whether the employee may be placed in the present payroll and shall be entitled to all benefits and privileges of regular employees as listed in this manual under Benefits and Leave.

The employee may be given any other appointment or transferred to any office of the Organization whether existing or may be set up in future, without detriment to salary.

Occasionally, due to the nature of the work, Organization requires temporary or part time employees. Such employees are engaged for a limited period or for work of a temporary nature and therefore are not regular employees of Organization. Such employees are paid a consolidated monthly salary and shall be entitled to one casual/sick leave day per month. Annual leave will also be provided at the same rate of one day per month. No other leave benefits will be available. Medical assistance, as stipulated in this manual will be available on a pro rata basis.

Other benefits applicable to regular staff members do not apply to temporary or part time employees.

An employee must notify immediately any change in his/her address, otherwise communication forwarded to his/her last address shall be regarded as sufficient compliance for the purpose of giving notice.

### 11.2 OFFICE HOURS

All organization staff are required to observe a 48 hours work week.

The actual working hours of each/office category of employees shall be determined by the Governing body of the organization for their respective offices and will be notified from to time.

The organization Head quarters and all State Offices will observe the following office hours, Monday through Saturday:

0930 hours to 1300 hours

1300 hours to 1330 hours lunch

1330 to 1730 hours

**Office Time:** Occasionally the nature of the work of organization requires work outside of the normal working hours. Under these circumstances, the services rendered by the employees will be voluntary and organization is not liable to pay any type of benefits/compensation against the work done beyond the normal working hours.

***Flexi working hours:***

*Flexi working hours will be provided to Employees in special cases but on the condition that it does not affect the official work. For this written permission has to be taken by the Executive Director and the approved copy is to be forwarded to attendance desk/reception and accounts section. (Special cases means if an employee is pursuing course which may contribute for the development of organization, examination, have problem with new born, ramzan)*

Any variation of these timing will require the written approval of the Executive Director.

Occasionally the nature of the work of organization grade 2 staffs (positions below field Executives) requires work outside of the normal working hours in which case payment shall be made according to the provisions laid down from time to time.

All employees shall comply with the orders issued by their superiors relating to working hours, attendance and other matters.

Employees are required to sign in and out on the attendance sheets provided by organization at the time of their arrival and departure. This must reflect the actual working hours each day including the time taken out for lunch or other breaks.

The working hours as well as the hours of work may be revised from time to time to meet the needs of organization.

All employees shall be at work at the time and place assigned to them. Employees, who after recording their attendance, absent themselves from work without permission, may be treated as absent and subject to a salary deduction and other appropriate disciplinary action.

All employees shall report to the higher authority at the time of departure and arrival for field. He/she shall report in the office immediately after arrival from field visits and then he/she shall take break / leave.

All employees are required to report for duty at the time notified. Those who come late beyond 30 minutes will be liable to be marked absent for half day. Late arrival for over 30 minutes for more than 3 times in a month will be considered as habitual latecomer.

### 11.3 INDUCTION POLICY

**INDUCTION** is the first step in building a two-way relationship between the organization and a new employee since this is the formal entry into an organization or to a new position. It is the process by which a new employee learns about the organization, and becomes part of it.

New employees need to be informed about our policies and practices and they should also be advised of the standards we expect of them and what they can expect from us. This is in addition to the training in skills and tasks required for their specific jobs.

In NEEDS Induction takes place at both Corporate and Sectoral level. New employees receive both a Corporate and a Sectoral Induction while employees changing jobs between Sectors may only require a Sectoral Induction.

Induction is designed to give employees a clear understanding of:

- the NEED's organisational structure, the services it provides and the community and stakeholders it serves;
- information on policies, procedures and working practices;
- the training and development they can expect to do their job;
- the part they will be expected to play towards the goals and objectives their team/sector, and those of the organization;
- the Performance Plan , Individual Objective Setting , Action Planning and Performance Feedback process.

## RESPONSIBILITIES

### 1. Program Managers and Program Officers

Program Managers and Program Officers are responsible for ensuring that Induction is delivered for all new employees in their sector and employees who are transferred to another sector whether on a temporary or permanent basis.

- preparing and carrying out a suitable Sector Induction within the specified timescales. The Induction process should normally be completed within two (2) weeks of the employee starting work;
- ensuring that new employees attend a half-day Corporate Induction event as scheduled by HR and Admin Office
- should confirm attendance verbally, by email or by mobile messaging.

### 2. Employees

Employees are responsible for:

- taking part in the Learning process;
- familiarizing themselves with the main HR and Management policies, Finance issues and General Administrative issues identified in the Induction process;
- recording their progress through the Induction process on an 'Employee Induction Record' (see Appendix 2);

### 3. HR and Administration Office

- HR and Administration Office are responsible for managing and delivering the Corporate Induction events.
- Making employees aware of specific employment policies / workplace rules, procedures and any health and safety responsibilities they will be responsible for
- Providing new employees with an 'Employee Induction Record' to note their progress through the process (see Appendix 2);
- Ensure that Sectoral Induction is carried out within the specified timescales in coordination with Program Managers and/ or Program Officers

### 4. PRE-EMPLOYMENT

The Executive Director has the authority to confirm the appointment of new employees. This confirms their appointment to the post, their start date, remuneration and to where/who they should report.

Where, on their first day, a new employee is to report to a third party (i.e. a receptionist), managers should give the third party advance notice of when to expect the employee.

When employing someone with a disability, the Program Manager must discuss and agree any special needs with the employee prior to him/her taking up post. As far as is practical, the manager must have any reasonable adjustments or necessary aids in place before the employee starts.

## 5. Office Equipments (PCs/Laptops)

Where an employee needs a PC and workstation, the Program Manager should coordinate with the Administration Officer and make sure that the equipment, and access to e-mail (and Internet if required) are available on the first day of employment.

## 6. Working Hours

Managers and Administration Officer should also make sure that the employee's name is entered into the Daily Attendance Time Sheet on their first day.

### TYPES AND PROCEDURES OF INDUCTION:

#### 1. CORPORATE INDUCTION - FOR NEW EMPLOYEES

The HR and Administration Office runs a half-day Corporate Induction event to which new employees are scheduled to attend.

##### Scheduling Procedure

The HR and Administration Office will schedule new employees to attend this event. Managers are responsible for confirming attendance. Employees are responsible for attending the event.

Administration Office will record and monitor attendance. Managers will be informed of non-attendance within one week of the missed session. If an employee fails to attend on two scheduled occasions, the manager will be asked to investigate the reason for non-attendance. Every effort will be made to rearrange a suitable date.

#### 2. SECTORAL INDUCTION

Sectoral level induction focuses on:

- employees' working arrangements;
- introducing employees to immediate team and fellow work colleagues;
- individual and team objectives;
- preparation of Annual Performance Plan and Action Planning and compliance to 15-day Performance Feedback

##### Attachments:

1. Induction Checklist - Appendix 1
2. Sample of Corporate Induction Event / Program – Appendix 2

## APPENDIX 1

## INDUCTION CHECKLIST

This is a guide to the type of information that Sectors might wish to include in the Induction Checklist, and the stages at which it would be appropriate to introduce that information  
The content should be tailored to meet individual Sector needs

Employee's Name:	
Post Title:	
Start Date:	

## ACTIVITIES

	Person -in- charge	✓ as comple ted
<b>Pre-employment Stage</b>		
<b>Employee's data form</b> for submission to Human Resources	Admin	
<b>Attendance Time Sheet</b> for employee's first working day (where appropriate)- applicable to Office Employees; for RTP, Palajori ,Pakur and other place of assignments – to also use the same format	Admin	
<b>Receptionist/third party</b> advised when to expect new start	Admin	
<b>ID Card</b> – Admin Office prepare and issue identification card	Admin	
<b>Disabled employee</b> - reasonable physical adjustments/aids in place (where appropriate)	Admin	
Equipment - ensure employee is provided with the necessary 'tools for the job' e.g.: • a PC and suitable workstation; allow access to Internet/E-mail (if appropriate) • mobile phone (where appropriate)	Admin	
<b>Prepare an Induction programme</b> - tailor to the nature and seniority of the post, and to suit the needs of the particular individual. Where employee works across different sites, the programme must cover all site-specific procedures.	PM/ PO (Sector)	
<b>Half-day Corporate Induction Event</b> – HR/Admin Office will schedule new employees to the event and PMs/POs should confirm attendance verbally or by telephoning/ message texting.	HR	

## DAY 1

Bio data is submitted to Human Resources	Admin	
Welcome and introductions to immediate work colleagues/team	Admin	
Tour of workplace & facilities (i.e. location of toilets/ drinking area/kitchen facilities/waiting area / locker room- if applicable)	Admin	
General Health and Safety matters • location of fire exits / evacuation procedures • First Aid facilities and First Aiders • Location of market, ,transportation ( station locations of all available vehicles types), bank, shops, post office, hospital, doctor, etc.	Admin	

Advise employee of telephone procedures and contact numbers	Admin	
Advise employee of Leave of Absence procedures HR and Management Policies ( major concerns)	HR	
<b>By End of Week 1</b>		
NEEDS HR Policies and Procedures - the main ones employees must be advised of are: <ul style="list-style-type: none"> <li>• Organogram / Performance Management and Appraisal ( Monthly Action Plans &amp; Performance Result Report )</li> <li>• Annual Performance Plan, Action Planning and 15-day Performance Feedback</li> <li>• Misconduct</li> <li>• Leave Policy</li> <li>• Diversity Policy / Sexual Harassment Policy / Grievance Redressal Policy</li> <li>• Leave Policy</li> </ul> All can be found on HR / Management Policies	HR	
<b>General Admin Issues</b>		
• How to report building/ office and/or equipment defects	Admin	
• Internet & E-mail (if appropriate) & Office Equipments		
• Issue some NEEDS brochures for self-study		
• ID Badge issued ( not available )		
• Mobile telephone (where appropriate)		
• Time-sheet(s)		
<b>Finance Issues</b>		Finance
• General Accounting Procedures		
• Planning / Budgeting / Monitoring Process		
• Key Accounting Records		
• Subsidiary Records & Register ( including formats ) (monthly indent / advance requisition / Monthly Indent / Advance requisition/Outstation tour requisition / Stationery requisition / Procurement of goods / Travel claim / Vehicle log book )		
<b>By End of Week 2</b>		PM / PO
<b>Information specific to own Sector Area</b>		
• Introduction to other staff or extended team		
• Issue an individual Workplan		
• Outline of individual / team responsibilities		
• Sector plan / structure		
• Tour of work / village(s) assignment Visit field with PS/Line managers + Introduction to community leaders / SHGs		
• Individual Job Duties and Responsibilities discussion with PM /PO		
• Outline of individual/team responsibilities <ul style="list-style-type: none"> <li>- Annual Performance Plan</li> <li>- Individual Objective Setting</li> <li>- Monthly Action Plan &amp; submission of monthly accomplishment report</li> </ul>		

- 15-day Performance Feedback

**Completion of Induction Programme****Signatures:**

Employee:	Date:
Manager:	Date:

**APPENDIX 2****CORPORATE INDUCTION EVENT – SAMPLE FORMAT**

09:15am	Registration and Tea	Person –in - Charge
09:30am	Welcome and Introductions ▪Aims and Objectives ▪Agenda	HR or Admin
09:50am	Overview of NEEDS •The organization's structure (organogram), functions, services and aims	HR or Admin
10:20am	•Organisational Best Practice c/o Program Manager/ Program Officer	Program Manager / Program Officer
11:00am	Break	
11:10am	Health and Safety • Health and Safety practice at work	Admin
11:30am	What We Can Do To Help You • Human Resources • Finance • MIS	HR / Finance / MIS
12: 00pm	Learning and Development PRPDP (Performance, Review, Personal Development Planning)	Program Manager / Program Officer
Flexible Date & Time	Presentation & discussion with ED – Mission/Vision ( date/time shall be scheduled according to availability of Executive Director)	Executive Director

## 11.4 DIVERSITY POLICY

**NEEDS' Vision:** Value-based communities of dignified and informed citizens

**NEED Mission:** Sustained food and nutritional security of vulnerable populace, especially women and children, through environmentally sound interventions, whilst facilitating equity, justice and human rights

### NEEDS' Values that underpin the diversity policy

- **Democracy and participation;** the organisation will promote the rights of its stakeholders to be fully informed and participate in all decisions that affect their lives
- **Respect for Human Rights;** the organisation will respect, promote and defend the human rights of individuals and communities to live in safety, security and dignity
- **Respect for diversity;** the organisation recognises, accepts, respects and promotes the uniqueness of each individual and community along the dimensions of religion and religious beliefs, ethnicity, gender, sexual orientation, age physical ability, socio-economic status, geographical location, political beliefs or other ideologies
- **Social justice and gender justice;** the organisation will promote fairness, impartiality and equity in all its activities, practices and dealings with all stakeholders and will not discriminate on the basis of caste, class, religion, age, colour, nationality, ability, disease or sexual orientation. The organisation will adopt affirmative policies and practices that facilitate equal opportunities for women and groups facing discrimination and exclusion

### Statement on diversity

NEEDS is more effective in achieving the vision with staff that understand and respect the values of the communities they work with.

NEEDS is more effective in its mission by clearly demonstrating a commitment to equality, justice and human rights *within* the organisation.

Capable staff that reflect the diversity of the communities they work with are more able to understand and respect community values. Their inclusion within NEEDS serves as a very practical example for others to follow of promoting equity.

### Principles

The following principles underpin NEEDS' policy on diversity:

- NEEDS is a more effective organisation when it has a diverse workforce. Therefore, we *proactively* seek to attract, recruit and retain those who will ensure that the workforce reflects the communities we work with e.g. in terms of gender mix, people with disabilities and those living with HIV/AIDS
- It is common practice to include diversity targets and budget allocation, where required, in all programme plans i.e. project managers should specify the diversity profile of programme staff to be recruited and anticipate any costs associated with this activity such as transport or making reasonable adjustments

- Every employee is treated with respect and given the opportunity to reach their full potential to the benefit of the NEEDS and themselves
- A person's diversity characteristics alone are not sufficient to make them a suitable candidate. They must also have a minimum level of capability e.g. we are looking for people who can empathise and relate to disabled people in the community. A candidate who is disabled may be more likely to be able to do this due to their personal experience, but this capability needs to be demonstrated through an objective assessment process
- However, it is recognised that there are barriers to recruitment of minority groups. NEEDS has processes and procedures to maximise the accessibility of employment and promote equal opportunities e.g. recruitment criteria and process that allow the broadest range of candidates to apply or making reasonable adjustments to the work environment to enable people to be effective

### Diversity targets

The long-term aspiration of the organisation is to have a diversity mix as stated in the table below:

	<b>Women</b>	<b>Disabled people</b>	<b>People living with HIV/AIDS</b>
<b>Office</b>	Not less than 50%	3 including at least 1 in a programme role (PM, PO)	An organisation that is sensitised and fully informed to be able to work productively with people living with HIV/AIDS
<b>Field</b>	Greater than 50%	An equal percentage to that of disabled people in the community	

Short-term targets for diversity are stated in the organisational objectives found in the annual Performance Plan.

### Processes to support diversity

#### Proactive identification of potential candidates

- Programme Managers and Programme Officers are responsible for proactively identifying potential candidates to meet diversity targets. Each will have diversity targets that will be part of their annual objectives
- As a rule of thumb, Programme Managers should have an active 'pipeline' of at least 3 people who they have identified as having potential and the diversity characteristics likely to be required for future programmes

#### Programme planning and reporting

- Diversity targets should be specified, monitored and reported against throughout the programme planning process i.e. from needs assessment and writing the project proposal through to specifying budget
- The Executive Director is responsible for approving programme proposals including the diversity targets specified
- Programme reviews should routinely report on recruited diversity versus target and qualitative outcomes that result from hiring people from minority groups
- The organisation will routinely and transparently report its diversity profile

### Recruitment and selection for progression

- It is the hiring manager's responsibility to **proactively** seek out candidates to meet diversity targets
- Recruitment criteria should be carefully defined to ensure that wherever possible the candidate pool can include as wide a range of people as possible. This can be done by:
  - Removing unnecessary experience criteria that can be easily trained on-the-job
  - Including motivation and attitude criteria as a key indicator of future success
  - Focusing on core, transferable skills rather than experience
- Recruitment advertisements should **explicitly** state the organisation's positive approach towards employing people from minority groups and the flexibility that it can offer to attract diverse talent, such as our willingness to consider:
  - Flexible working patterns
  - Making reasonable adjustments to the workplace
- The hiring manager is responsible for scoping out the impact of including flexibility in the role and getting approval from the Executive Director before any formal offer of employment is made

### Individual behaviour

- Respect for diversity is a core value of the organisation and as such, all employees are expected to behave in a way that is concordant with it
- It is each individual's responsibility to uphold NEEDS' reputation with regard to diversity and challenge any behaviour they feel is discriminatory
- Any formal complaints should be made firstly to line managers and may be referred to the Executive Director if further action is required

### Examples

#### Flexible working patterns:

	<b>Considerations</b>
<b>Part-time working</b>	<ul style="list-style-type: none"> <li>▪ Can the role and responsibilities be divided such that someone working part-time can achieve them?</li> <li>▪ How much flexibility is required (given suitable notice) from the individual to make changes to the days/times that they work?</li> <li>▪ Are there any days or specific times that the individual must be available?</li> <li>▪ Is there flexibility to change start and finish times to accommodate an individual's responsibilities outside work?</li> </ul>
<b>Job sharing</b>	<ul style="list-style-type: none"> <li>▪ Is there the possibility for a full-time position to be divided amongst two people?</li> <li>▪ What would be the benefits of having two people to bring different ideas and perspectives?</li> <li>▪ How will the individuals ensure that there is organisational continuity (e.g. at least one day per week where they are at work together)</li> <li>▪ Who will line manage the individuals involved and how can this be organised efficiently?</li> </ul>
<b>Flexible location</b>	<ul style="list-style-type: none"> <li>▪ Can the role be performed for all or part of the time from a remote location?</li> <li>▪ Are there potential benefits of having someone stationed closer to the communities we work with?</li> <li>▪ How can we ensure continuity of communication with the line manager and the rest of the team?</li> <li>▪ How can we ensure that the individual integrates successfully with the rest of the organisation?</li> </ul>

## Reasonable adjustments

Examples of reasonable adjustments include:

- Enabling computer software such as speech recognition programmes or audio commentary programmes
- Access ramps, single level workspaces and wide pathways for wheelchair access
- Provision of four-wheel transport to gain access to the field
- Adjusted office furniture
- Provision of a remote internet connection

Each adjustment would normally bear a cost and this must be assessed and approved by the hiring manager and the Executive Director before any formal offer of employment is made.

## 11.5 SEXUAL HARASSMENT POLICY

### Office Memorandum On Sexual Harassment Of Women Staff based On The Supreme Court Judgment:

With regard to the definition of 'human rights' in Section 2(d) of the Protection of Human Rights Act, 1993 and taking note of the fact that the present civil and penal laws in India do not adequately provide for specific protection of women from sexual harassment in work place and that enactment of such legislation will take considerable time, it is necessary and for employers in work places as well as other responsible persons or institutions to observe certain guidelines to ensure the prevention of sexual harassment of women:

#### Duty of the employer or other responsible persons in work places or other institutions:

It shall be the duty of the employer or other responsible persons in work places or other institutions to prevent or deter the commission of acts of sexual harassment and to provide the procedures for the resolution, settlement or prosecution of acts of sexual harassment by taking all steps required.

#### Definitions:

For this purpose, sexual harassment includes such unwelcome sexually determined behavior (whether directly or by implication) as:

- Physical contact and advances
- A demand or request for sexual favors
- Sexually colored remarks
- Showing pornography
- Any other unwelcome physical, verbal or non-verbal conduct of sexual nature.

Where any of the acts is committed in circumstances where-under the victim of such conduct has a reasonable apprehension that in relation to the victims employment or work whether she is drawing salary, or honorarium or voluntary. Whether in government, public or private enterprise such conduct can be humiliating and may constitute a health and safety problem. It is discriminatory for instance when the woman has reasonable grounds to believe that her objection with her employment or work including recruiting or promotion or when it creates a hostile work environment. Adverse consequences might be visited if the victim does not consent to the conduct in question or raises any objection thereto.

#### Preventive steps:

All employers or persons in charge of work place whether in public or private sector should take appropriate steps to prevent sexual harassment. Without prejudice to the generality of this obligation they should take the following steps:

- (a) Express prohibition of sexual harassment as defined above at the work place should be notified, published and circulated in appropriate ways.
- (b) The rules / Regulations of Government and Public Sector bodies relating to conduct and discipline should include rules/regulations prohibiting sexual harassment and provide for appropriate penalties in such rules against the offender.
- (c) As regards private employers steps should be taken to include the aforesaid prohibitions in the standing orders under the Industrial Employment (Standing Orders) Act 1946.
- (d) Appropriate work conditions should be provided in respect of work, leisure, health and hygiene to further ensure that there is no hostile environment towards women at work places and no employee women should have reasonable grounds to believe that she is disadvantaged in connection with her employment.

### **Criminal proceedings:**

Where such conduct amounts to a specific offence under the Indian Penal Code or under any other law, the employer shall initiate appropriate action in accordance with law by making a complaint with the appropriate authority.

In particular, it should ensure that victims or witnesses are not victimized or discriminated against while dealing with complaints of sexual harassment. The victims of sexual harassment should have the option to seek transfer of the perpetrator or their own transfer.

### **Disciplinary actions:**

Where such conduct amounts to misconduct in employment as defined by the relevant service rules, the employer in accordance with those rules should initiate appropriate disciplinary action.

### **Complaint mechanism:**

Whether or not such conduct constitutes an offence under law or a breach of the service rules, an appropriate complaint mechanism should be created in the employer's organization for redress of the complaint made by the victim. Such complaint mechanism should ensure time bound treatment complaints.

### **Complaints committee:**

The complaint mechanism, referred to in (6) above, should be adequate to provide, where necessary, a complaints committee, a special counselor or other support service, including the maintenance of confidentiality.

A women representative with two male representatives heads the complaints committee formed. Further to prevent the possibility of any undue pressure or influence from senior levels, this complaints committee can involve a third party, other NGO or other body who is familiar with the issue of sexual harassment.

The complaints committee will make an annual report to the Government department concerned of the complaints and action taken by them.

The employers and person in charge will also report on the compliance with the aforesaid guidelines including on the reports of the complaints committee to the Government department.

The Committee members are:

- Ms. Binita Chatterjee
- Mr. S.P. Yadav
- Mr. Niladri Mukherjee

#### **Workers initiative:**

Employees are allowed to raise issues of sexual harassment at workers meeting and in other appropriate forum and it should be affirmatively discussed in Employer-Employee Meetings.

#### **Awareness:**

Awareness of the rights of female employees in this regard should be created in particular by prominently notifying the guidelines (and appropriate legislation when enacted on the subject) in a suitable manner.

#### **Third party harassment:**

Where sexual harassment occurs as a result of an act or omission by any third party or outsider, the employer and person in charge will take all steps necessary and reasonable to assist the affected person in terms of support and preventive action.

The Central/State Government are requested to consider adopting suitable measures including legislation to ensure that the guidelines laid down by this order are also observed by the employers in Private Sector.

These guidelines will not prejudice any rights available under the Protection of Human Rights Act, 1993.

### **11.6 GRIEVANCE REDRESSAL POLICY**

EFFECTIVE DATE: 15<sup>th</sup> November 2009

#### **PURPOSE:**

Grievance in NEEDS means expressing of problem caused due to uneasiness/dissatisfaction which got created within the work environment, due to internal factors, which affects the efficiency and effectiveness of employee/s and values of organization, therefore, it has been agreed to form a Grievance Redressal Committee to settle grievances according to formal procedures.

#### **Scope :**

This policy applies to all contractual, probationary and regular employees of NEEDS.

**Selection of GRC member:**

A Grievance Redressal Committee (GRC) of 4 members will be formed which shall be comprised of 2 male and 2 female members who will be elected from two (2) groups.

Group 1 will come from Administrative, PO and PM level employees and Group 2 will come from grade P to grade T employees (from Education Guide, Block Community Mobilizer, PA and FE level employees).

The 2 staff (1 male and 1 female) who gets the highest # of votes in Group 1 and the 2 staff (1 male and 1 female) who gets the higher # of votes in Group 2 shall be declared winner.

The members of the GRC will be elected in a democratic way. All covered employees will have the right to nominate their candidates and vote/pick their own choice from the nominated candidates by secret ballot which will be facilitated by HR Office or any appointed body by ED.

In the event that any of the elected 4 members shall be separated from the organization, election shall be immediately conducted to replace and his or her term shall be co-terminus with the 2 year membership of the other members.

HR will be facilitative person in arranging meeting of GRC, documentation and monitoring.

The committee will be headed by the person (President) who gets the maximum number of votes.

Tenure of GRC membership shall be for 2 - year period and election thereafter shall be conducted on the month of January.

**Grievance Process :**

The employees will share their problem/complaint verbally to the GRC President. If the committee feels there is valid cause for complaint and written complaint is necessary, will require the complainant to submit his/her problem/complaint in writing.

The GRC President will call up GRC meeting & inform HR regarding the meeting. The meeting will be held in the presence of the person who is having the grievance, in which the complainant will have to share their complaint/problem.

The committee will decide whether the grievance raised, needs redressal or should be ended there itself.

If the GRC agrees to redress the grievance, in that case the committee will have a discussion with both the parties i.e. Employee with Grievance and the cause of grievance .

If the grievance can be solved through arbitration then the GRC will facilitate the arbitration process and solve the issue then and there.

In the case where the grievance cannot be solved through arbitration the GRC will recommend in writing the recommended solution to the ED. GRC will give copy to HR and inform the complainant.

The ED will convey its decision to the committee after his review

Upon receipt of ED's decision, GRC immediately calls a meeting with the complainant to inform of final action/ decision .

**Duration:**

All complaints/grievances/problems should be solved within 10 days by the committee from the day of receipt of complaint (subjected to availability demonstrated of ED, in the case where he/she is required)

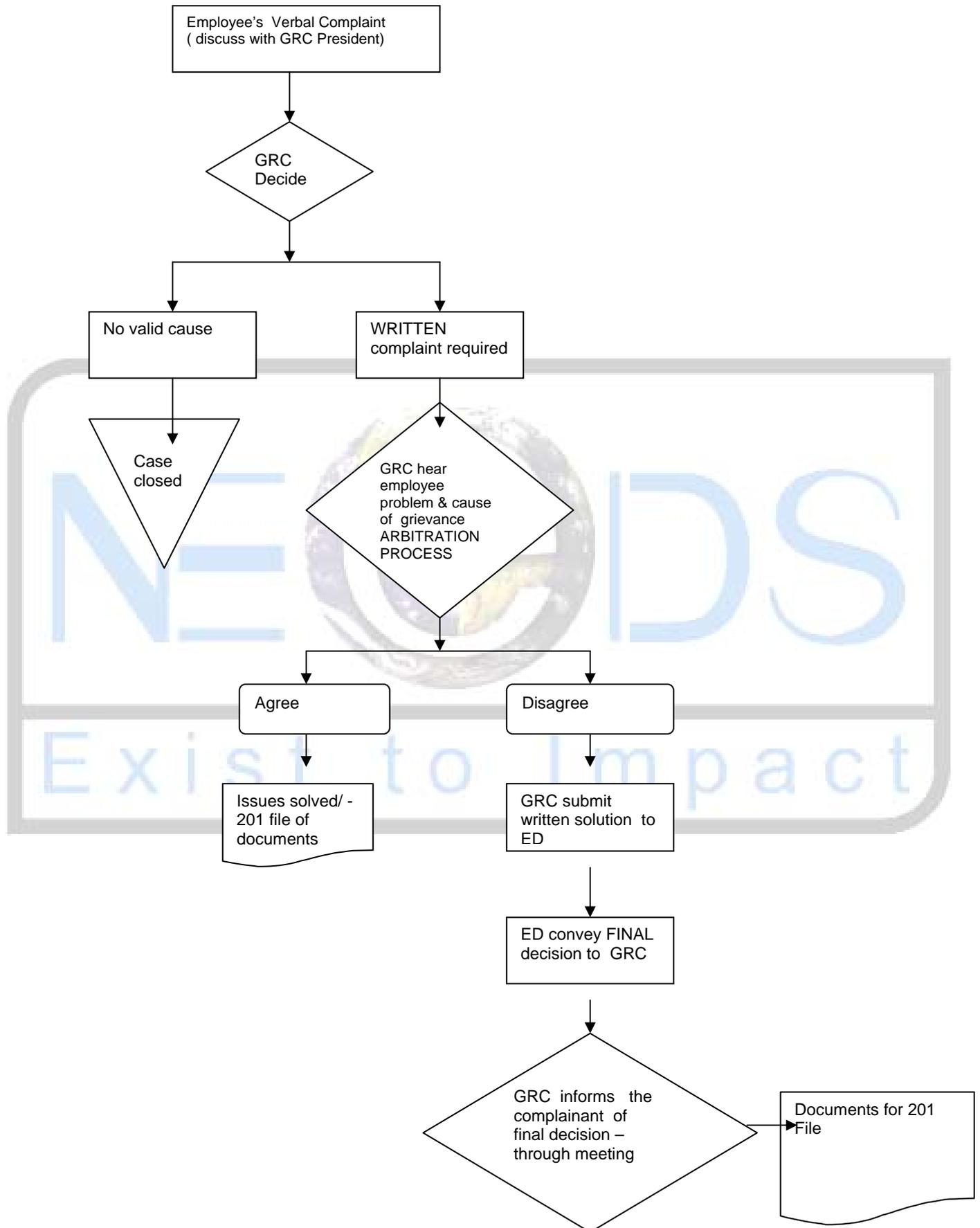
**Attachments:**

1. Grievance Process Flowchart
2. GRC Timeline



### 11.6.1 GRIEVANCE PROCESS FLOWCHART

Duration : Ten (10) days upon receipt of verbal complaint



**GRIEVANCE REDRESSAL PROCESS - TIMELINE**

(Duration : Ten (10) days upon receipt of verbal complaint)

Day 1	Employee's Verbal Complaint ( discuss with GRC President)
Day 2	GRC Decide No valid cause ↓ Case closed ; or ↓ WRITTEN complaint required
Day 3	GRC hear employee problem & cause of grievance ARBITRATION PROCESS  Agree ; Issues solved/ - 201 file of documents; or ↓ Disagree
Day 4	If disagree - GRC shall submit written solution to ED
Between Day 5 to Day 9	ED convey FINAL decision to GRC
Day 10	GRC informs the complainant of final decision – through meeting ; Documents for 201 File

**NOTE:**

1. Holidays and Sundays are excluded from counting the 10-day duration
2. GRC quorum -
  - Attendance of 3 GRC members shall be considered a quorum ; Valid reasons of GRC member to be absent from meeting shall be : on official leave of absence and due to sickness
  - On non-availability of one member due to staff or office meetings, then GRC meeting shall arrange a schedule that all members are already available or after attending staff/ office meeting .

## 11.7 MISCONDUCT

Any breach of the manual shall be deemed to constitute misconduct punishable as provided hereinafter. Without prejudice to the generality of the term "misconduct" it shall be deemed to include the following:

- Impertinence willful insubordination or disobedience, whether willful or otherwise whether alone or in combination with others, or refusal to carry out any lawful or reasonable order of the superior or commission of any act subversive of discipline or of good behavior.
- Participation in any strike for which no notice had been given to the Agency or abetting inciting, instigating or acting in furtherance thereof. Willful slowing down in performance of work, malingering or abetment, or instigation there of interference with the work of other employees.
- Theft fraud or dishonesty in connection with the business or property of the Agency or of the Agency, or of the property entrusted to the Agency or of another employee or of guests within the premises of the Agency.
- Demanding taking or giving of bribes or illegal gratification.
- Acceptance of gifts from subordinate employees or from any person having dealings with or intending to have dealings with the Agency.
- Absent without leaves or over staying the sanctioned leave.
- Habitual absenting without leave.
- Absence from the employees appointed place of work without permission or sufficient cause.
- Irregular or habitual late attendance.
- Lending to or borrowing money from subordinate employees.
- Breach of any law, rules regulations or orders applicable to the establishment.
- Habitual indiscipline.
- Possession of any lethal weapon or instrument on the Agency's premises.
- Speculation/or gambling within the premises of the Agency.
- Insolvency
- Carrying on money lending or engaging in any business or trade within the premises of the establishment.
- Drunkenness, riotous disorderly or indecent behavior extortion on the premises of the Agency or at the place of work.
- Habitual drunkenness, which affects an employee's competency capacity or efficiency in performing his/her duties.
- Submitting false reports.
- Habitual negligence or neglect of work.
- Organizing attending or holding any meeting or taking processions inside the premises of the establishment without previous permission of the Executive Director or State Directors.
- Conviction in any court of law for any criminal offense involving moral turpitude.
- Distribution or exhibition of any newspapers handbills, pamphlets or posters on the premises of the Agency or at the work place without the previous sanction of the Executive Director or State Directors.
- Furnishing at the time of employment or during employment wrong or incomplete information or suppressing any information regarding age, qualification, previous service or experience, conviction in a court of law dismissal removal or compulsory retirement by the previous employers or any other material information.

- Willfully making statements, which are, or which are known to be false or misrepresentation of facts
- Interfering or tempering with the official records, attendance documents etc. pertaining to himself or any other employee.
- Wearing unauthorized badges and uniforms.
- Refusal to wear uniforms provided by the Agency whilst on duty.
- Refusal to work on a job to which the employee is posted provided there is no change in the service conditions.
- Spreading false rumors or giving false information which tends to disrupt the Agency's or its employees or spreading panic among the employees.
- Refusing to work overtime and refusal to report for duty on a scheduled holiday or weekly off, when so required by the immediate supervisor and other senior executives
- Abetment of or attempt to commit any of the acts misconduct.
- Refusal to do any work assigned.
- Refusal to accept any official communication.
- Writing of any anonymous letters to or leveling false allegations any official of the Agency orally or in writing.
- Writing to any external organizations without authorization by the Executive Director.
- Taking leave under false pretensions.
- Threatening or intimidating or quarrelling or fighting with any employee of the Agency within the premises of the Agency or outside in connection with any matter having any bearing on the discipline of the Agency.
- Inciting, instigating and participating in any strike.
- Willful damage or damage of any property of the Agency or co-employee due to negligence or carelessness in work.
- Not keeping the allotted machine equipment instrument etc. and /or work place clean and tidy.
- Sleeping while on duty.
- Any act subversive of good behavior or discipline
- Any act prejudicial to the interest of the Agency.
- Breach of the standing orders breach of the provisions of the Personnel Manual.
- Sexual harassment of women

### 11.7.1 SUSPENSION

If there are allegations of the commission of misconduct against any employee, The Executive Director may place such an employee at any time under suspension.

Suspension may also be ordered pending an enquiry.

If the enquiry being held is internal the employee will be entitled to 50% of his total monthly emoluments for the period under suspension.

If the enquiry being held is one by an outside Agency the employee will be paid as follows irrespective of punishment:

- For the first 90 days 50% of the total monthly emoluments.
- For the next 90 days 75% of the total monthly emoluments provided the enquiry is not prolonged through his own fault. If the enquiry were prolonged through his/her own fault,

only 25% of the total monthly emoluments will be paid. The payment of this subsistence will be subject to the condition of the employee not taking up any employment during the period of suspension.

- If the charge is not proved against, he/she will be re-instated and paid his full salary for the period of suspension, less the subsistence allowance already drawn. The suspension period will then be treated as if the employee were on duty, only to such extent and for the purpose as the Executive Director decides. If the employee so desires, the Executive Director may permit the period of absence from duty being converted into leave due and admissible to the employee.
- If the charge is proved the employee will not be entitled to any payment for the period of suspension, other than the subsistence allowance.

In all cases of suspension the order of suspension shall be given in writing and shall be followed as soon as possible by a charge sheet, which clearly states the alleged misconduct against the employee, unless his services are being terminated.

During the period of suspension the employee may be required to report daily at the specified time. For the days that he does not report as directed he will not be entitled to the suspension allowance.

### **11.7.2 ENQUIRY**

When an inquiry is to be held into the alleged misconduct of any employee, as far as possible the following procedure shall be followed:

**INVESTIGATION:** when the State Director receives any information or a report indicating that an employee has committed misconduct, he/she may if so desire may conduct an investigation as to whether there is case for further action.

**CHARGE SHEET:** if the State Director is satisfied that a case for further action exists for taking action against an employee the latter should be served with a written charge sheet clearly stating the misconduct alleged against him. The employee charged should be given 48 hours to submit a written explanation. This time may be extended if the Executive Director thinks fit.

If the employee admits in writing the charges against him Director may take any disciplinary action he may deem fit.

If however the charge sheeted employee doesn't submit his explanation, or an explanation submitted by him is found to be unsatisfactory the Executive Director shall appoint an enquiry Officer for the purpose of enquiring into the alleged charges against the employee.

The enquiry Officer may or may not be an employee of the organization.

The Enquiry should inform the charge-sheeted employee in writing of the date and time when the Enquiry will be held and be asked to attend. He/she should also be informed that at the enquiry he should be entitled to be defended by an employee in the department in which he works.

The employee charged along with the person permitted to defend him, will be entitled to be present during the hearing of witness. If the person charged fail to attend the Enquiry, or take part in it, the enquiry Officer would be competent to precede ex-prate.

The Enquiry Officer shall follow such procedure as he deems fit. The charged –sheeted employee shall be given a chance to cross-examine the management’s witness as well adducing evidence in his defense.

After the Enquiry is over the Enquiry Officer will as soon as possible submit his report to the Executive Director indicating clearly whether the charge(s) has/have not been proven against the employee.

The Executive Director on receiving the report of the Enquiry Officer shall satisfy himself as to the correctness of the finding by giving his independent attention to the evidence both for and against the charges. Where the Executive Director agrees with the Enquiry Officer, it is not necessary for him to give reasons for accepting it. Should he not agree with the report, he shall record the reasons for such disagreement. The Executive Director shall then issue an order of punishment, which should be in writing. In awarding punishment, he shall take into consideration the extent and gravity of the misconduct previous service record of the person charged and any extenuating or aggravating circumstances of the case.

### **11.7.3 DISCIPLINARY ACTION**

The Executive Director on any employee of the organization may impose any one or more of the following disciplinary actions, based on good and sufficient reasons.

- Warning
- Show cause
- Recovery from the pay of the whole or part of any loss caused to the Agency by the employee’s negligence, default or breach of any regulations or orders.
- Suspension on loss of pays and allowances up to a maximum period of 7 days.
- Withholding of increment.
- Demotion to a lower step within the same grade of pay.
- Removal from responsibilities.
- Dismissal from service.

### **11.7.4 TERMINATION AND RESIGNATION**

An employee’s services may be terminated by way of resignation discharge on medical ground, or disciplinary grounds.

Resignation and discharge will carry full terminal benefits.

The notice given by the employee would be effective only if the Executive Director accepts it. The employee cannot withdraw the notice of resignation and / or resignation once accepted.

The agency may terminate the services of any employee by giving one months notice in writing or payment of one months salary in lieu, or wages equivalent to the days by which he is relieved earlier, due to such reasons as re organization, rationalization, re-adjustment of work, reduction in the Agency’s program, continued illness for more than six months or frequent intermittent illness, physical or mental disability, conviction by a criminal court for an offense involving moral turpitude, giving of wrong declaration at the time of seeking employment , or if a decrease in

staff is other wise found necessary. Dismissal on disciplinary grounds will not carry the benefits of one months notice in writing or payment of salary in lieu.

An employee may resign by giving one months notice in writing or forfeiture of one month's salary in lieu of notice. Should he wish to be relieved earlier, he shall surrender wages in lieu thereof. Earned leave available will not be adjusted against the notice period.

Regular employee will normally be retired on reaching the age of 58 years. Extensions beyond this age will be on an annual basis and will require the approval of the State Director after being duly recommended by the Executive Director, whose recommendation shall reach the Governing Body at least 3 months before the employee's 55<sup>th</sup> birthday.

A certificate of service will be given to an employee on termination. A certificate of appreciation may or may not be given. All such certificates will be given only by the State Director / Executive Director.

Annual leave available will not be counted towards the one months notice of resignation and such leave will not be granted during the last month of service.

On termination, payment will be made for any accrued annual leave.

Copies of the letters of acceptance of resignation or letters of termination or dismissal of employees in State offices will be sent to the State Director for approval before issue.

Payment of dues on termination should have the Executive Director's approval.

A "No Claim" certificate will be signed by the employee and will be submitted to the respective State Offices at the time of drawing final dues. Headquarters will require two copies, one each to be given to the to the finance Officer. Please refer to *Appendix T* for a copy of this certificate.

#### **11.7.5 ABANDONMENT OF SERVICE**

An employee remaining absent without sanctioned leave or over – staying the sanctioned leave, as the case may be, for a continuous period exceeding 5 days including Sundays and holidays, shall be deemed to have abandoned employment and left service without notice.

### **11.8 MISCELLANEOUS**

#### **11.8.1 HOLIDAYS**

Sixteen ( 16) holidays will be observed each year in addition to Sundays. The Deoghar Office will close on the second and fourth Saturday of each month. The Ranchi Office will remain close on each Saturdays and Sundays. However, on urgency, office will remain open on notice during ordinary close days.

Organization will publish the approved holiday list for the year on the 3<sup>rd</sup> week of December. Once NEEDS have more than one State Offices, the state director would prepare their holiday list and obtain HQ approvals on the 1<sup>st</sup> week of December. Should any change be required during the course of the year, the approval of the director will be required

## 11.8.2 VEHICLES

The use of vehicles will be restricted to official duty.

Drivers will be members in possession of valid driving licenses, whose duties so require, may be authorized to drive a organization vehicle by the State Director

Vehicles will not be garaged at the residence of staff.

For each vehicle the driver will maintain an individual Vehicle Utilization Log as per *Appendix A*. In addition a Vehicle Log Book as given in *Appendix B* will be retained with vehicle and will be signed by the person using the vehicle on its release.

Drivers / person driving will carry their valid vehicle driving license when driving organization vehicles. Each driver must ensure that his driving license is valid.

Only persons concerned with the official purpose of the trip are to be considered authorized passengers in the organization vehicle.

Any expenses incurred for the vehicle or running of it, must be substantiated by a cash memo/receipt by the person incurring the expense along with the logbook details.

## 11.8.3 TELEPHONES

Only the Receptionist/Typist allocated this duty will normally operate the telephones or the person assigned this duty in case of his/her absence.

Personal calls will not be made without the prior permission of the State Director.

Outgoing and incoming personal calls will be of the minimum duration and in no case exceed 3 minutes.

The Receptionist will maintain a register of all incoming and outgoing calls.

## 11.8.4 PERSONAL MAIL

Staff members may receive their mail c/o organization; such mail however may be opened by mistake, as it is not always possible to determine from the cover whether the contents are "Personal" or "Official".

The organization accepts no responsibility if such mail is lost or misplaced.

## 11.9 TRAVEL PROVISIONS (AMENDMENTS) w.e.f. 01/5/2004

**11.9.1** A tour schedule to be prepared against monthly tour plan by the respective staff member. Tour schedule should be submitted a week in advance to facilitate bookings, whenever required in form as given in *Appendix P*.

**11.9.2** Monthly tour plans need to be prepared in advance and get approved by the immediate supervisor.

**11.9.3** Staff members are entitled to travel in Sleeper Class and avail public conveyance unless authorized by ED on special circumstances, till further notice

**11.9.4** Women traveling over 24 hours by train for official assignments will be permitted 3AC, unless or otherwise provisions for reimbursements are stated in case of reimbursements by

other organization. In such cases travel should be ruled by the provision made/stated by them for lower or higher classes

**11.9.5** Travel Expense Vouchers (TEV) should be submitted immediately upon return and absolutely within 48 hours of the return of the employee to his position, in the form as given in *Appendix Q*. Failure to submit TEV in stipulated time frame may result in rejection of expenses claims at the discretion of the immediate authority.

**11.9.6** All TEV should be enclosed with tour report in the form given in *Appendix R* as an essential requirement for TEV approval.

### 11.10 TRAVEL TIME PER DIEM

Staff members who are assigned on tour are eligible to claim lodging and boarding expenses at the following:

CITIES	Hotel Limits	Meals
Mumbai, Delhi, Kolkata, Madras, Bangalore, Hyderabad, Pune & Ahmedabad	800.00	300.00
Corporation Cities	400.00	125.00
Hill Station /State Capitals	350.00	150.00
Municipal Town	250.00	90.00
Rural Areas (other than the duty station)* conditions apply-in a separate sheet	150.00	60.00

Receipts will be required for all hotel/lodging expenses. As a general rule, hospitality should not be accepted from the visiting organizations. In case where there is no other alternative, visiting organizations should be informed to send bills to NEEDS, who will pay them directly for the lodging & boarding expenses on behalf of the visiting staff. In such case an employee will be entitled to claim 50% of the per diem according to the place visited.

Per Diem is meant to meals and incidental expenses. Receipts are not required for food & local conveyance. Transportation, telephone charges will be paid separately.

In case where NEEDS provides/arranges official visits, the full actual costs of lodging & boarding will be covered and no employee will be entitled for travel time per diem. Training programs, exposures, conventions, etc which are sponsored by other organizations, where meals/lodging, travel etc are reimbursed by the organizing agency, no per diem will be paid to the staff members.

For sponsored events, if the employee is not provided food expenses/incidentals during travel, in that case they will be entitled to get Rs. 150 for 24 hrs travel time per diem for meals/incidentals. Receipts are not required for expenses incurred in this case.

**Timings:** Per Diem should be claimed on a 24 hours basis - departure to arrival (from & to home station). 100% Per Diem is admissible for the journey beyond 12 hrs. Journeys

between 6 to 12 hrs are admissible for 50% Per Diem for. No travel time Per Diem is admissible for below journeys less than 6 hrs.

### Travel of GB members:

Travel form of GB members is in yellow color and they can avail AC and AIR routs on occasions that demand such travel under following norms. However, in each case the consent of the secretary is essential in order to ensure the financial provisions

1. Travel beyond 24 hours can be on AIR in commercial class. However, prior to undertake each of such travels should be planned and consent should be taken from the Secretary of the organization in order to ensure/make financial provisions
2. 3AC can be availed, in case of absence of 3 AC, 2 AC is also permissible.
3. Rajdhani express is permissible in case of the travel beyond 1000 km travel at single stretch
4. GB members who are also the office bearers shall have the choice of the above for travels
5. Accommodations of GB members and GB/office bearers is on actual basis within the limitation of 1000 per day including boarding and lodging for metros, state capitals and cosmopolitans

#### \* Per Diem for Rural Areas

- The staff members having salary above Rs.6000 per month are not entitled for day – Per Diem for the traveling in project area; however for consecutive two days and two-night stay the -Per Diem is allowed @75 per day on 24 hours basis.
- Traveling within the project area for male members should be by two wheelers or public transports. In no case four-wheeler is allowed without prior approval of chief functionary.
- For female staff members, organized field visits by two wheelers are encouraged; however in case of importance/urgency of work four wheelers can be used on requisition.
- Visit of team on occasional needs i.e. youth camps, training programs etc when one vehicle can reduce number of two wheelers movements can be considered.
- A four wheeler can be made available when it is productively used (10 days in a month)

#### \* Special provisions:

Project specific travel rules are permissible based on budget provisions under the special permission of the Executive Director in writing

## 111. HR

1	SALARY & ANNUAL INCREMENTS	71
2	BENEFITS	72
3	STAFF DUTIES AND DISCIPLINE	74
4	PERFORMANCE MANAGEMENT AND APPRAISAL	75
4.1	THE PERFORMANCE APPRAISAL CYCLE	75
4.2	INPUTS TO THE APPRAISAL PROCESS	75
4.3	DESCRIPTIONS OF OVERALL PERFORMANCE RATINGS	77
4.4	INDIVIDUAL OBJECTIVES – THE PERFORMANCE PLAN	78
4.5	ALIGNING INDIVIDUAL OBJECTIVES	79
4.6	RATING OBJECTIVES	80
4.7	NEEDS' ORGANISATIONAL CAPABILITIES	81
4.8	RUNNING THE PERFORMANCE APPRAISAL PROCESS	85
4.9	VISIBILITY OF PERFORMANCE APPRAISAL INFORMATION	86
4.10	LINKING PERFORMANCE TO REWARD	90
5	STAFF MEETING	91
6	TRANSFERS	91
7	LEAVE POLICY	92
7.1	EARNED LEAVE	92
7.2	CASUAL LEAVE	93
7.3	SICK LEAVE	93
7.4	MATERNITY/PATERNITY LEAVE	93
7.5	COMPENSATORY LEAVE	94
7.6	LEAVE WITHOUT PAY	94
8	OTHERS	94

Appendices	96
------------	----

## 111.1 SALARY & ANNUAL INCREMENTS

All full time employees, both regular and probationary, will receive their monthly salary on the first week of every month. However, on circumstances beyond control the salary payments may delay, and all such cases should be informed to the Staff members/employees at least 72 hours in advance.

The Accounts Officer prepares the salary statement and after the approval of Executive Director he/she prepares the salary sheet for each staff member as given in *Appendix G*.

All statutory deductions will be made by organization from the employee's salary.

Salary structure effective 21<sup>st</sup> September 2008

Salary Structure of NEEDS												
Sl.#	Designation	Grade	Basic	HRA	Conv. Allow.	ML	Gross	Deduction	Net pay	NEEDS Contribution		Total
				40%	40%	20%		P.F		P.F.	Gratuity	
1	Executive Director	Z	27000	10800	10800	5400	54000	3240	50760	3240	1620	58860
2	Deputy Director	Y	20000	8000	7000	2000	37000	2400	34600	2400	1110	40510
3	Program Manager	X	13500	3195	2795	799	20289	1620	18669	1620	609	22518
4	Program Officer	W	8950	3580	3133	895	16558	1074	15484	1074	497	18128
5	Program Associate	V	5900	2360	2065	590	10915	708	10207	708	412	12035
6	Field Executive	U	3500	1400	1225	350	6475	420	6055	420	194	7089
7	Office Secretary	T	3000	1200	1050	300	5550	360	5190	360	167	6077
8	Support Staff	S	2500	1000	875	250	4625	300	4325	300	139	5064

Salary scales may be reviewed and enhanced from time to time at the discretion of the Governing Body.

The Annual Increment as indicted in the scale of pay cannot be claimed as matter of right merely because pay has been fixed in a certain scale. The granting of increment is based inter-alia, on the conduct and ability of the employee based on the annual performance appraisal results. Notwithstanding this, every effort shall be made to see that an employee is granted at least one increment annually. Where in a pay scale an efficiency bar is prescribed, the increments next to above the bar would not be granted without the specific sanction of the Executive Director.

In cases where the employee has shown outstanding merit or has displayed outstanding loyalty or devotion to duty the Executive Director may, at his discretion, sanction additional increments as deemed fit. The maximum number of such additional increments will normally be two. For more than two increments, Executive Director has to take prior approval from the Governing Body.

## 111.2 BENEFITS

### 2.1 House Rent Allowance

House Rent Allowance will be 40% of the basic salary, which will be given to all regular employees from the date of being made regular employees.

### 2.2 Medical Allowance

The medical allowance will be 20% of the basic salary, which will be given to all regular employees from the date of their confirmation.

Employees whose work entails travel are covered by Group Insurance against death and disablement caused by inquiry. The employer will entertain no other liabilities related to any accidents.

### 2.3 Conveyance Allowance

Conveyance Allowance will be 40% of the basic salary, which will be given to all regular employees from the date of being made regular employees.

### 2.4 Leave Travel Allowance:

Every alternate year all regular employees will be paid a Leave Allowance of Rs. 1500/-. But on availability of unrestricted funds for this purpose.

This will be in April along with the monthly salary. The basic requirement to be fulfilled for eligibility for this allowance will be 2 years continuous service as on December 31st of the year preceding that in which payment is to be made. This 2 years service will include any probationary period.

Eligible employees will not be required to produce any document for this payment. This Allowance will be taxable to the Income Tax laws.

### 2.5 Subsidized loans/ Special Allowance:

Special Allowances can be in form of granting subsidized loan to the employee for purchase of accessories and equipments for personal use, which may add value to their working in the interest of the organization. Like purchasing of Books, Computers, Mobile Telephone sets, other software and hardware etc.

However the amount of subsidy, which could be borne by the organization at a given point of time for an eligible employee, shall be at the discretion of the Executive Director in consultation with Governing body.

However, such decisions only can be taken based on the extra ordinary performance and high level of achievements that contributes to organizational importance. Any employee at any circumstances cannot claim such loan as right.

## 2.6 Special Allowance for Grade S ( Support Staff)

All Support Staff ( confirmed/ probationary/ contractual) shall be eligible for the annual dress allowance for the uniform as prescribed by the organization; however, NEEDS would implement this policy based on viability of fund

## 2.7 Gratuity

All regular employees will be entitled to Gratuity pay on termination of service, except when termination is by dismissal on disciplinary grounds.

Gratuity pay will be calculated at the rate of half a calendar's month's salary for each year of continuous service, six months or more being counted as full year in the final year of service. Salary, for this purpose, will be 50% of the total monthly emoluments drawn in final year of service.

For determining the number of year of service for which Gratuity is calculated, the probationary period of an employee will be taken into consideration.

Gratuity pay is payable only for continuous service rendered on the rolls of organization from April 2001.

Upon confirmation each employee must complete the organization Gratuity Nomination form at *Appendix H* designating the persons entitled to receive the employees gratuity benefits in the unfortunate event of the employees death.

## 2.8 Employees Provident Fund

The Organization is operating a Contributory Provident Scheme with the Employees Provident Fund department of the government of India which will be governed by the regulations of the EPF department.

The salient features of the Fund are:

- All employees who have completed their probationary periods are eligible to join and payments will be made as per provident Fund rules.
- Membership in the Fund is statutory and will therefore be granted only on receipts of an application from the employee. However the application form will be given to the employee on confirmation.
- Nomination form will be submitted in the prescribed form as given in *Appendix I*.
- The percent of the Basic Salary will be deducted from employee's salary every month by the Organization and paid to the Fund as the employee's contribution. The employer will also pay an equal amount as the employer's contribution to the provident Fund Account of each member. (the percentage will be guided as per the norms of the EPF Act)

## 2.9 Retirement benefits

The retirement age for all employees is 58 Proposed by GB ) years. An employee can continue his service after the retirement age if the employer retains him in his special assignment, after completing all the retirement formalities. The Executive Director shall give any special benefit to the employee after his retirement with the prior approval of the governing body

## 2.10 Insurance

All confirmed employees and probationary administrative staff are eligible to be covered by Group Insurance against critical health ailments, death and disablement caused by injury.

### 111.3 STAFF DUTIES AND DISCIPLINE

Success depends on discipline. An employee shall maintain discipline while on duty whether in the office or outside the office. An employee is deputed in the job and expected to accomplish his official job duties and responsibilities as prescribed by the direct report and according to agreed performance plan.

### 111.4 PERFORMANCE MANAGEMENT AND APPRAISAL

**Line managers please refer to the 'Performance Appraisal Process – Manager's Guide' for more information on managing the performance appraisal process.**

The appraisal process is a formal way of aligning and evaluating an individual's performance. The main aims of the appraisal process are:

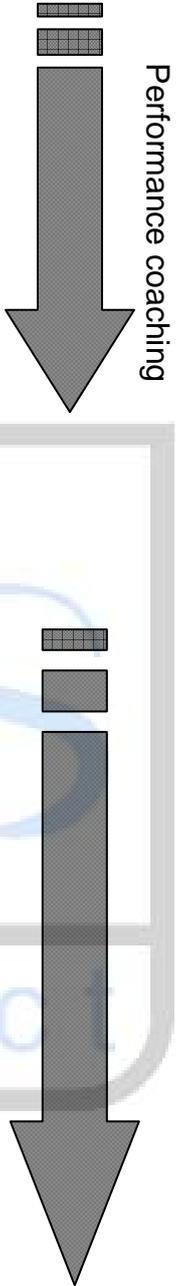
- To align objectives and effort with the Vision, Mission and Values of NEEDS
- To help people understand their individual contribution to NEEDS' success
- To provide clarity about what constitutes high performance
- To act as an input to decisions about reward

It is important to note that the performance appraisal process is not a replacement for regular performance feedback on a day-to-day basis. Both processes need to be well managed to maximise individual and organisational performance.

Exist to Impact

### 111.4.1 THE PERFORMANCE APPRAISAL CYCLE

The appraisal process is an annual cycle:

Month	Activity	Description	Output	Supporting activities
JAN	Objective Setting	Setting individual objectives through a cascade process	Each employee has a clear set of personal objectives	
	Capability Review	Each employee works with their line manager to assess their capability against the NEEDS organisational capability framework	Baseline capability assessment and development plan	
FEB				
MAR				
APR				
MAY				
JUN	Mid Year Review	Review of progress against objectives and capability development plan	Mid year performance rating. Revised objectives and development plan	
JULY				
AUG				
SEPT				
OCT				
NOV				
DEC	End of Year Review	Review of performance against objectives and organisational capabilities	Performance rating. Reward decisions	
JAN	Objective Setting	Setting individual objectives through a cascade process	Each employee has a clear set of personal objectives and a personal development plan	

### 111.4.2 INPUTS TO THE PERFORMANCE APPRAISAL PROCESS

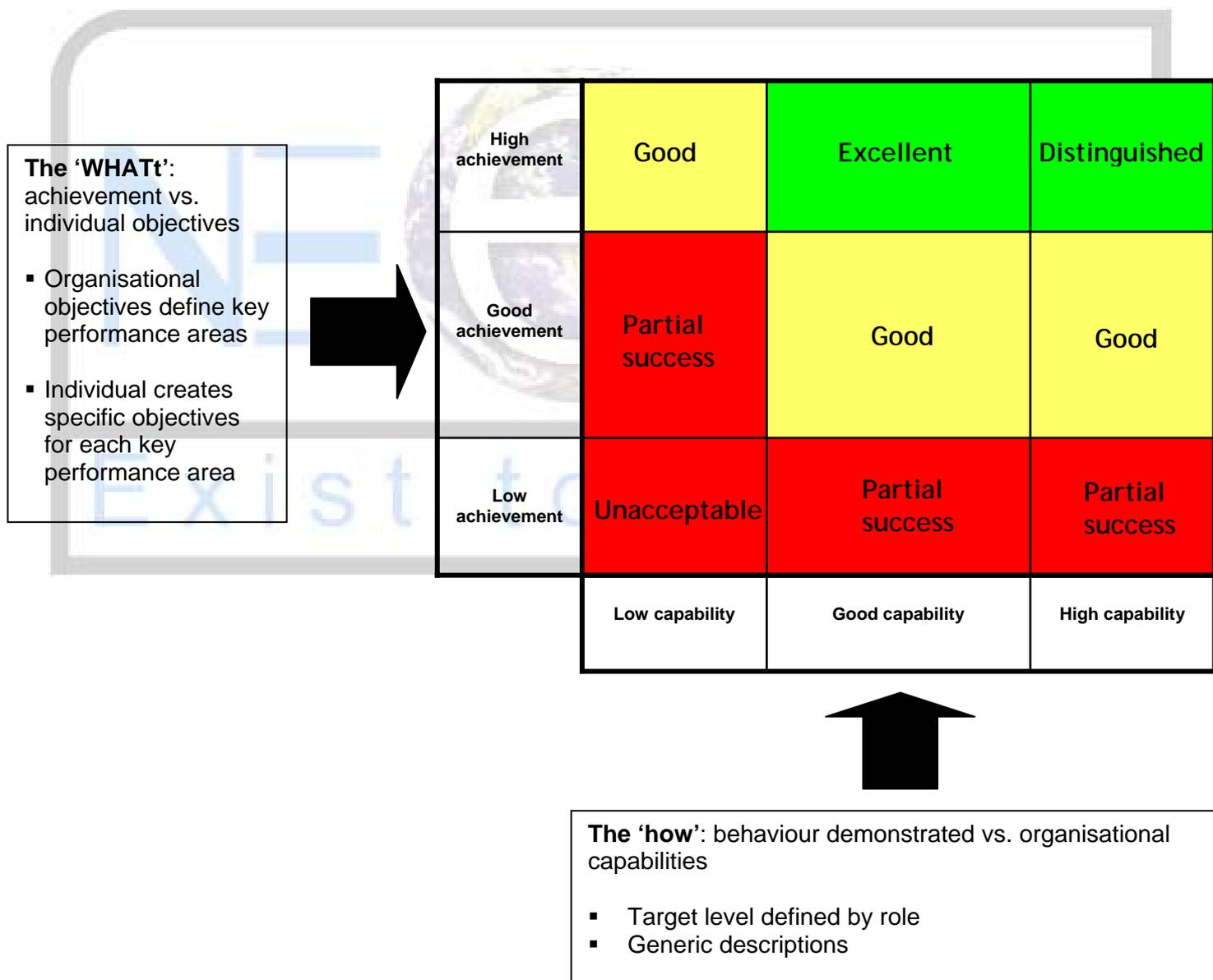
At NEEDS our Vision, Mission and Values describe not just what the organisation aspires to achieve, but also how we want to go about achieving it i.e. it is important for the organisation that we achieve our goals but do so in a way that is in line with our values e.g. treating people with respect.

Similarly, to reach an assessment of an individual's overall performance, the appraisal process takes into account both what an individual has achieved and how they have achieved it. Specifically,

- The **'WHAT'** is achievement vs. individual objectives  
This is derived from the **Overall Achievement Rating** under Performance Review – Summary of Performance page of the Performance Appraisal Format, done at the end of year review. ( see 4.6 Rating Objectives )
- The **'HOW'** is behaviours demonstrated vs. target capability level  
This is derived from the **Overall Rating of Capability** of the Organizational Capabilities Assessment Form under 4.7B ( see also 2.7 and 2.7A )

### The performance appraisal matrix

The performance appraisal matrix is a simple way of combining an evaluation of the **'WHAT'** and the **'HOW'** to reach an **overall rating of performance**.



### 111.4.3 DESCRIPTIONS OF OVERALL PERFORMANCE RATINGS

#### Unacceptable (U)

- The individual is unlikely to have met the majority of their objectives, even if they have achieved or exceeded expectations in some
- They are unlikely to have consistently demonstrated the positive behaviours described in the capability framework and regularly demonstrate examples of negative behaviours
- The individual is unlikely to take appropriate levels of accountability and responsibility for decisions
- They may show low levels of drive and the an inability to channel their energy to achieve results
- Feedback from important stakeholders may indicate that they have consistently had a negative impact on NEEDS' credibility or reputation

#### Partial Success (PS)

- The individual is likely to have met some, but not all of their objectives, with some significant areas of underperformance
- They are likely to have demonstrated some of the expected positive behaviours described in the capability framework, but may have some significant areas where they demonstrate negative behaviours
- The individual is likely to require close management to ensure they take appropriate levels of accountability and responsibility for decisions
- They may show inconsistent levels of drive and ability to channel their energy to achieve results
- Feedback from important stakeholders may indicate that they have occasionally had a negative impact on NEEDS' credibility or reputation

#### Good (G)

- The individual is likely to have broadly met most/all of their objectives
- They are likely to have demonstrated most of the expected positive behaviours described in the capability framework, but there could still be some examples of behaviours they are proactively working to develop in order to reach the target level
- The individual is likely to take appropriate levels of accountability and responsibility for decisions in line with their responsibilities
- They show consistently good levels of drive and ability to channel their energy to achieve results
- Feedback from important stakeholders is generally positive with very little indication that they have had a significant negative impact on NEEDS' credibility or reputation

#### Excellent (E)

- The individual is likely to have broadly met all of their objectives and exceeded some
- They are likely to have demonstrated the vast majority of the positive behaviours described in the capability framework with no significant examples of negative behaviours
- The individual demonstrates a strong desire to take accountability and responsibility for decisions and has shown the ability to take the initiative and make difficult decisions when necessary
- They show consistently high levels of drive and ability to channel their energy to achieve results
- This person shows significant evidence of developing themselves and others
- Positive feedback is regularly received from important stakeholders that indicates they have improved NEEDS' credibility or reputation

#### Distinguished (D)

- The individual is likely to have significantly exceeded most/all of their objectives
- They are likely to have role modelled positive behaviours as described in the capability framework
- The individual demonstrates consistently high levels of accountability and responsibility for decisions and proactively seeks out opportunities to bring innovation into the organisation
- They show very high levels of drive and the ability to energise others
- They seek out opportunities to maximise development of themselves and others
- Exceptional feedback is consistently received from important stakeholders that indicates they are significantly contributing to NEEDS' credibility and reputation

#### 111.4.4 INDIVIDUAL OBJECTIVES – THE PERFORMANCE PLAN

The performance plan is the main document that each individual needs to complete to set his or her objectives for the year. It sets the standards by which individual achievement is rated.

##### A. Key Performance Areas (KPAs)

At the start of the performance plan are the NEEDS' organisational objectives defined in terms of Key Performance Areas (KPAs) and targets. These are divided into:

- **High level KPAs**; these are overall aims of the organisation, but responsibility for delivering them sits mainly with the Senior Staff
- **Generic KPAs**; these have relevance to all staff in NEEDS

##### B. Setting Individual Objectives

There is a standard format for writing objectives. Each objective should include:

- Objective – defined in SMART terms
- Measures – outputs and indicators of success
- Critical actions – actions that need to be taken and by when to achieve the objective
- Importance – each Objectives is assigned Level of Importance

**C. Each staff member should have at least one objective for a generic KPA** i.e. they should have an objective that defines what their personal contribution to achieving this objective will be. The first objective formats are labelled with the generic KPA they need to relate to.

In addition, there are objective formats that allow an individual to define objectives core to their role and responsibilities, but that are not covered in the generic KPAs. As a guide, an individual should have about 10 objectives for the year.

##### D. Assigning Level Of Importance ( 'WEIGHT' )

In order to be able to objectively evaluate an individual's performance at the end of the year, each objective needs to be rated. However, not all objectives have the same '**weight**' or **importance**. Not meeting a relatively minor objective is much less of an issue than missing an objective absolutely critical to the success in a role.

Therefore, when setting objectives, the line manager and individual need to agree the '**WEIGHT**' or **IMPORTANCE** of each objective. This will act as a multiplier when it comes to calculating the overall achievement rating. There are 3 levels of importance:

#### **3 LEVELS OF IMPORTANCE**

- **Low** (1): a relatively small objective that is not critical to overall success in the role
- **Medium** (2): an objective that represents a *core* aspect of an individual's responsibilities
- **High** (3): an objective that critical to demonstrating *high performance* and *progression* in the role

As a guide, if an individual had 10 objectives for the year, the majority (6-7) will be Medium Importance with 1 Low, and 2 of High Importance.

#### 111.4.5 ALIGNING INDIVIDUAL OBJECTIVES

Each individual has an important part to play in achieving NEEDS' Vision and Mission. The objective setting process has been designed to ensure that people's efforts are effectively aligned to the Vision and Mission – this is called an **objective cascade**.

##### The objective cascade

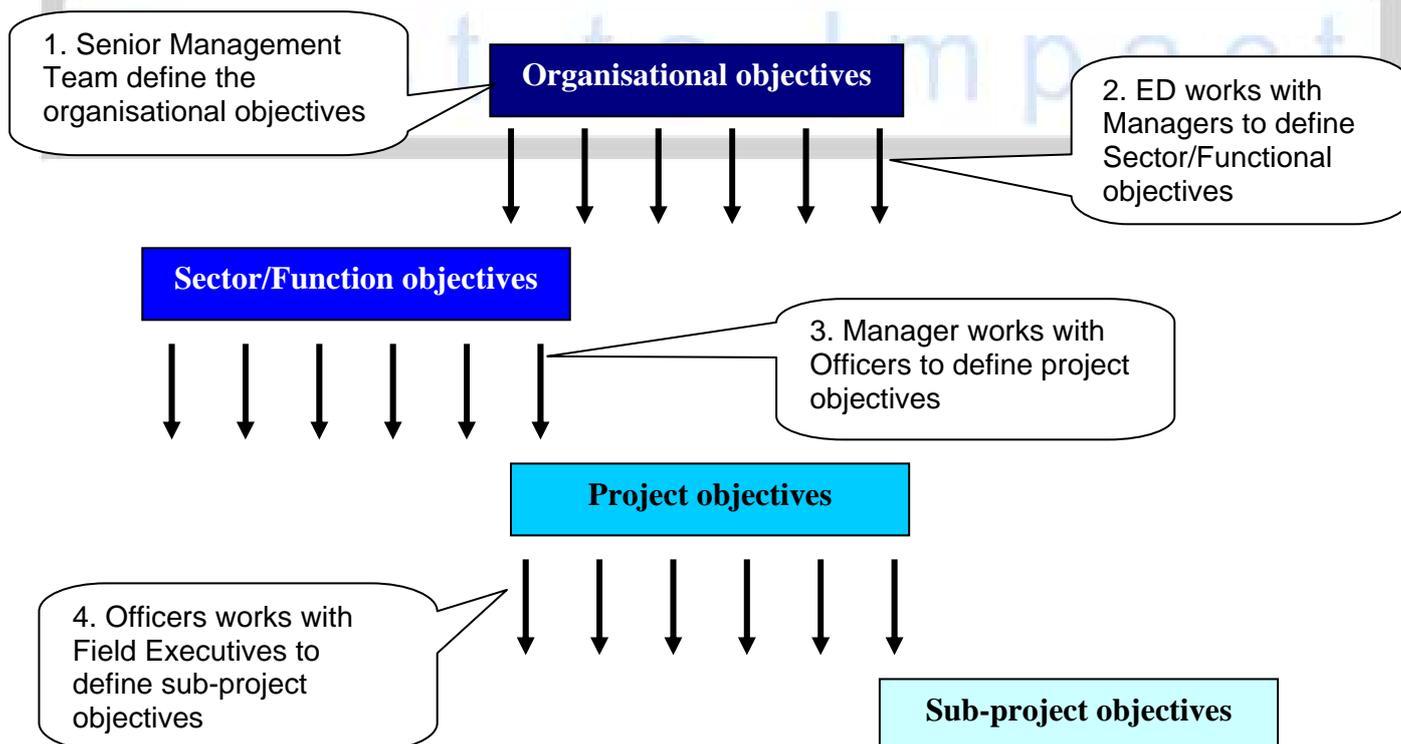
To achieve an organisational objective it requires many or all of NEEDS' employees to play their part. An objective cascade is the process by which organisational objectives are divided up and channelised down the organisation.

The process starts with the Executive Director and the Senior Management Team agreeing the Key Performance Areas that will indicate success for the year and then defining specific organisational objectives in each area.

Once the Key Performance Areas are agreed, starting with the Executive Director, each line manager works with their direct reports to define their objectives. It is the line manager's responsibility to ensure that their direct report's objectives are aligned with the Key Performance Areas i.e. for a line manager the sum of their direct report's objectives should equal the line manager's required contribution to achieve target in a Key Performance Area. This then flows down the organisation. Once a person has an agreed set of objectives, they can then work with their direct reports, and so on, until everyone has a clear set of individual objectives aligned to the Key Performance Areas.

**NB** The Key Performance Areas for each year are stated at the start of the performance plan template that can be found in appendix L

##### Example of an objective cascade



### 111.4.6 RATING OBJECTIVES

At the end of the performance period, each objective will be evaluated.  
There are three possible ratings:

- **Unmet (0):** there is a clear short fall between what has been achieved and the success measures
- **Met (1):** the large majority or all of the success measures have been met
- **Exceeded (2):** all the success measures have been met with some exceeded or additional success indicators achieved

#### A. Objective Total

The TOTAL score for each objective is the product / result of the agreed Level of Importance x Rating for each Objective.

**Objective Score Rating = Importance x Rating.**

E.g. An Objective with assigned Level of Importance of High (3) and evaluated or Rated at the end of the year as Met (1) will have a Total Score of 3  
Objective Score Rating = High (3) x Met(1)  
= 3 x 1

**B.The Achievement Percentage** is getting the percentage of Total Objective Score over Total Importance Score.

#### C.Overall Achievement Adjective Rating

This is the equivalent adjective description to the total Achievement Percentage of employee's Performance for all set Objectives.

#### Overall Achievement Adjective Rating Table

Adjective Rank / Rating	Low	Good	High
Achievement Percentage	0% - 85%	86% - 114%	115% - 200%

#### For example:

An individual has 9 objectives set for the year each with an assigned level of Importance. At the end of the year, her line manager rates each objective. She has Met most of her objectives, Exceeded two but one is Unmet.

Objectives	1	2	3	4	5	6	7	8	9	Total
Importance	M (2)	H (3)	H (3)	H (3)	L (1)	<b>20</b>				
Rating	M (1)	M (1)	E (2)	U (0)	M (1)	M (1)	M (1)	M (1)	E (2)	
Objective Score	2	2	4	0	2	3	3	3	2	<b>21</b>
Achievement Percentage										105%

**Objective Score** is the product of Importance x Rating (e.g. for Objective 1 that is 2x1=2)

The Total Objective Score is the sum of all 9 Objective Scores which is **21**

**The Achievement Percentage** is getting the percentage of Total Objective Score over Total Importance Score of all 9 Objectives =  $(21 / 20) \times 100 = 105\%$

So, using the **Overall Achievement Rating Table** above, she is within the 86%-114% band and would be rated as **Good**.

#### 111.4.7 NEEDS' ORGANISATIONAL CAPABILITIES

The NEEDS' Organisational Capabilities describe the way that people need to work to achieve the Vision and Mission. It particularly focuses on:

- Behaviours that differentiate **high performers** from others
- The capabilities that will be required for the **future** if NEEDS is to continue to grow

There are 6 Organisational Capabilities common to all roles:

<b>Passion for Community</b>	Demonstrates the conviction to work in the best interests of the community and the capability to manage stakeholders effectively
<b>Thinks Strategically</b>	Demonstrates the intellectual capability to identify issues and create solutions
<b>Acts Decisively</b>	Demonstrates the capability to make timely and effective decisions and create the climate where others feel empowered and accountable
<b>Improves Performance</b>	Demonstrates drive to achieve results and capability to deliver through others
<b>Works Collaboratively</b>	Demonstrates respect for diversity and the capability to build effective collaborative networks
<b>Builds Capacity</b>	Demonstrates a commitment to development and the capability to build organisational capacity for the future

#### Key principles for using the Organisational Capabilities Framework

- **Target level is defined by role;** the target capability level that you should be assessed against is defined by your role and level in the organisation e.g. a Programme Manager should be assessed against the Level 3 descriptions for all the capabilities

Level 1	Field Executive; Administration Assistant
Level 2	Programme Officer; Functional Officer (e.g. Finance Officer)
Level 3	Programme Manager; Functional Manager (e.g. Accounts & Admin, IC&T etc.)
Level 4	Executive Director; Management Board Member

- **Capability is cumulative;** to reach a target level you must demonstrate the capability in each of the previous levels e.g. to have reached Target Level 3 you must demonstrate capability at Level 1 and Level 2
- **A well developed capability is shown consistently;** to reach a certain capability level a person must demonstrate that behaviour consistently e.g. at least 80% of the time
- **Assessment based on evidence;** an assessment should be based on evidence that is:
  - Collected over time i.e. not a one-off incident
  - From multiple perspectives e.g. line manager, peers, direct reports, colleagues
  - Indicative of common themes or patterns of behaviour

**NB** Guidance for assessing capability is given in the Organisational Capability Framework document that can be found in appendix



## 4.7.A Organisational Capabilities Framework

	Target Level 1	Target Level 2	Target Level 3	Target Level 4
<b>Passion for Community</b>	<b>Meets community needs:</b> individual seeks to understand practical needs of the community and tailors delivery accordingly	<b>Aligns solutions to community needs:</b> individual seeks to understand underlying community needs and aligns activities and organisational process to meet them	<b>Manages multiple stakeholders:</b> individual identifies key changes in community needs and engages with multiple stakeholders to facilitate the effective mobilisation of resources to meet them	<b>Shapes the environment:</b> individual proactively networks with stakeholders and engages with government officials to shape long term policy on community issues
<b>Thinks Strategically</b>	<b>Identifies critical issues:</b> individual identifies and takes action on issues relating to their role	<b>Identifies improvements:</b> individual uses analysis and generates new ideas to challenge and adapt current ways of working	<b>Identifies opportunities:</b> individual applies a broad perspective to identify opportunities in the (external) environment and develops solutions to capitalise on them	<b>Anticipates the future:</b> individual has a future-orientated, long-term view due to the depth and breadth of their insight. They create innovative development strategies that set the standard for others to follow
<b>Acts Decisively</b>	<b>Makes effective decisions:</b> individual makes effective decisions in their role without unnecessarily seeking permission	<b>Makes effective decisions under pressure:</b> individual makes effective decisions in the absence of complete information and when under pressure	<b>Creates clarity for others to make decisions:</b> individual helps others to act decisively by clarifying objectives and responsibilities and the limits of empowerment	<b>Establishes decision making culture:</b> establishes systems and processes, and role models behaviour to create a culture of empowerment and accountability
<b>Improves Performance</b>	<b>Takes responsibility for own performance:</b> individual sets him/herself high standards and obtains feedback to ensure standards are met	<b>Holds others accountable:</b> individual clarifies what needs to be done and why and holds others accountable for high standards	<b>Aligns team performance:</b> individual works with teams to align performance to the Vision and removes obstacles to enable others to deliver	<b>Generates step change in performance of large groups:</b> individual challenges and inspires large groups of people to deliver step change in performance
<b>Works Collaboratively</b>	<b>Respects and integrates diverse views:</b> individual consults others and demonstrates respect for diverse views in their decisions and behaviour	<b>Builds collaboration:</b> individual identifies and acts on opportunities to increase integration through collaboration with people outside their immediate area of responsibility	<b>Creates a shared sense of purpose across boundaries:</b> individual works across sector boundaries to establish common purpose and maximise impact	<b>Creates new opportunities:</b> individual proactively creates collaborative opportunities with external organisations that increase NEEDS' overall impact
<b>Builds Capacity</b>	<b>Understands and acts on own development needs:</b> individual understands their strengths and weaknesses and has an active development plan	<b>Provides feedback:</b> individual provides coaching and feedback in the moment as they observe others' performance	<b>Develops others for the long term:</b> individual invests in the long-term development of others by agreeing challenging and relevant development plans to prepare them for future roles	<b>Builds organisational capacity:</b> individual proactively facilitates organisational development processes that will address the gap between current organisational capacity and future requirement

#### 4.7.B NEEDS' Organisational Capabilities Assessment Form

Select Target Level for job

<b>Level 1</b>	Field Executive; Administration Assistant
<b>Level 2</b>	Programme Officer; Functional Officer (e.g. Finance Officer)
<b>Level 3</b>	Programme Manager; Functional Manager (e.g. Accounts & Admin, IC&T etc.)
<b>Level 4</b>	Executive Director; Governing Board Member

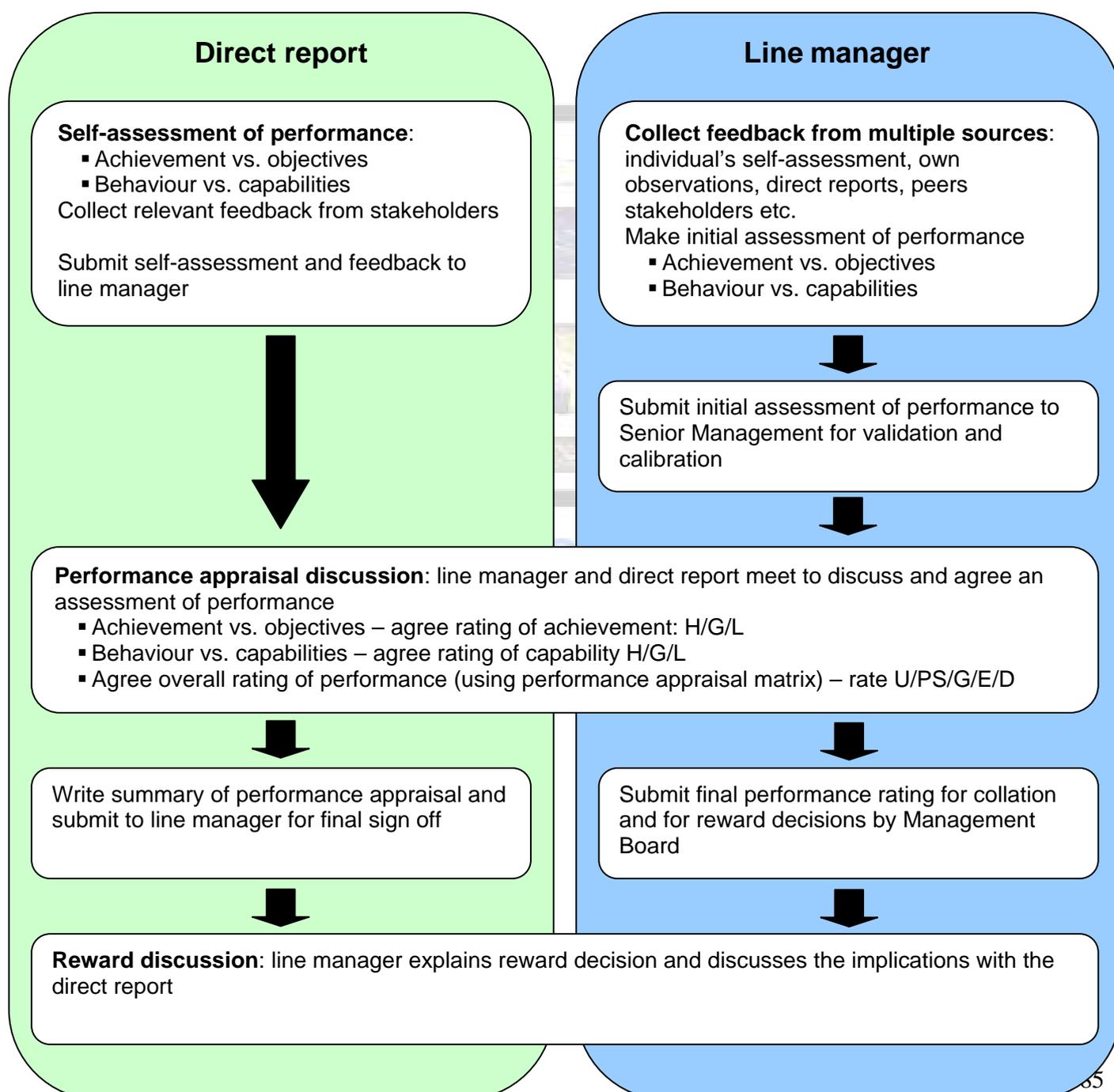
Organisational capability assessment

	Below target	At target	Above target	Evidence
<b>Passion for Community</b>				
<b>Thinks Strategically</b>				
<b>Acts Decisively</b>				
<b>Improves Performance</b>				
<b>Works Collaboratively</b>				
<b>Builds Capacity</b>				
<b>Overall rating of capability</b>				
High	6 at or above target			
Good	4 or 5 at or above target			
Low	3 or less at or above target			

## 4.8 RUNNING THE PERFORMANCE APPRAISAL PROCESS

### Key roles and responsibilities

- 
- The line manager has the primary responsibility for managing the performance appraisal process and agreeing the overall performance rating
- Senior management (ED plus Senior Staff), have the responsibility to validate and calibrate overall performance ratings to ensure consistency and fairness across the whole organisation
- The individual (direct report) is responsible for providing a self-assessment of performance, providing examples of relevant feedback and writing up a summary of the performance discussion
- Reward decisions have to be agreed by the Management Board, but the line manager will manage reward discussions



#### 4.9 VISIBILITY OF PERFORMANCE APPRAISAL INFORMATION

- The summary of the performance appraisal discussion is available only the direct report and line manager
- Overall performance ratings will be available to an individual's seniors in their management line i.e. an individual's rating can be seen by their line manager and their line manager's manager
- Performance appraisal information will not available to an individual's peers or direct reports. However, an individual is free to share all or part of their performance appraisal with anyone they want to
- Performance ratings for all the people in the organisation will be collated together to give an overview of the organisation's overall capability

#### 4.10 PERFORMANCE FEEDBACK MECHANISM

Regular feedback is critical to maintain motivation and improve performance. Regularly reviewing own performance and getting feedback from manager or other colleagues should be common practice.

**Performance Feedback Form** has been designed to help everyone review his/her performance and over time build a body of evidence that can be used to assess annual performance as part of the appraisal process. ( see Appendix L )

In Feedback Process, you discuss about:

- Development / initiative with your personality
- Growth of individual
- Challenges – when doing your job
- Interpersonal relationship
- Communicate to improve effectiveness of the organization

Objectives of Performance Feedback :

1. To increase our understanding of the behaviors required to improve personal and organizational effectiveness
2. To Increase communication within the organization
3. To developing people to improve performance
4. To assist each individual to understand his or her strengths and weaknesses, and to contribute insights into aspects of his or her work needing professional development

#### COVERED EMPLOYEES:

All regular, probationary, contractual, daily wage and project based volunteers.

**PROCEDURE :**

All regular, probationary, contractual, daily wage and project based volunteers are required to submit the Performance Feedback form every 15 days to their immediate reporting person within completion on 17<sup>th</sup> day. The immediate supervisor should reply back with his/her comments to the employees within 2 working days.

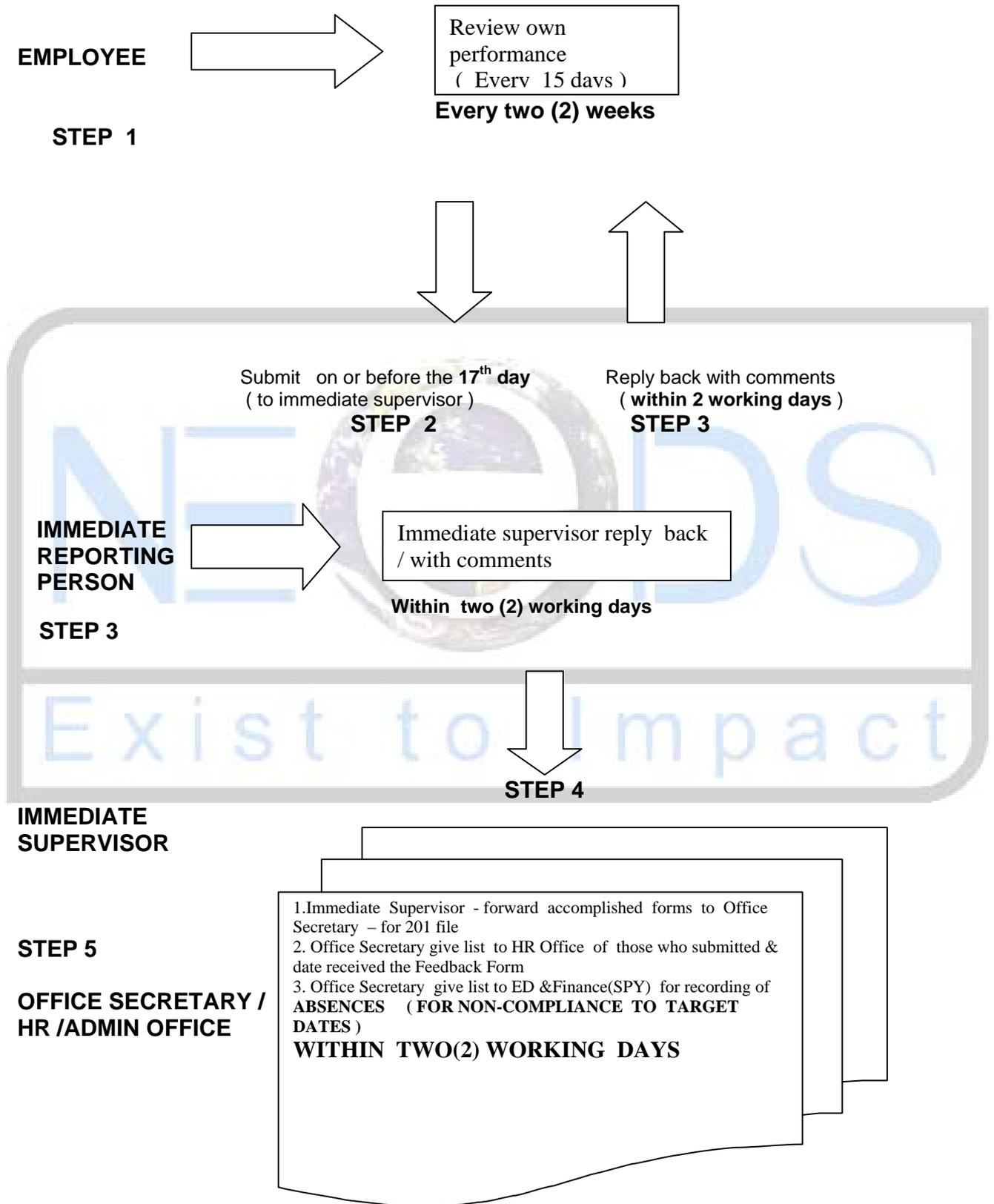
In case the employee fails to deliver the feedback forms in the defined time period, he/she will be considered as absent until submission of the feedback form. This will be vice versa applicable to the person (the immediate supervisor) who is supposed to comment on the feedback form.

For employees and project based volunteers who are on official duty outside Deoghar and with approved leave of absence shall be exempted from this rule – considered absent for late submission. The 17<sup>th</sup> day shall be counted on their 2<sup>nd</sup> day of duty and follow Steps 1 to 5 thereafter.

Attachment: Performance Feedback Process Flowchart



**PERFORMANCE FEEDBACK PROCESS FLOWCHART**



**EXAMPLE : HOW TO MONITOR SUBMISSION OF PERFORMANCE FEEDBACK**

STEPS	ACTIVITY/	WHO	SUBMISSION DATES	1 <sup>st</sup> review	2 <sup>nd</sup> review
1	Review own performance ( Every 15 days)	Employee		Sept 1-15	Sept 16-30
2	Submit accomplished feedback form to Immediate Supervisor	Employee	17 <sup>th</sup> day	17 <sup>th</sup> Sept	2 <sup>nd</sup> October
3	Reply back with comments – discussion with employee	Immediate supervisor	Within 2 working days	19 <sup>th</sup> Sept	5 <sup>th</sup> October
4	Forward accomplished forms to Office Secretary – for 201 file	Immediate Supervisor	Within 2 working days	22 <sup>nd</sup> Sept	7 <sup>th</sup> October
5	1. Give list to HR Office of those who submitted & date received the Feedback Form 2. Give list to ED & Finance (SPY) for recording of <b>ABSENCES - FOR NON-COMPLIANCE TO TARGET DATES</b> )	Office Secretary  Office Secretary	Within 2 working days	24 <sup>th</sup> Sept	9 <sup>th</sup> October

**1. The same schedule shall be followed for all months onwards.**

**2. Submission dates are based on actual working days.**

**3. All documents must be signed or stamped received with date by recipient – Immediate Supervisor and Office Secretary.**

#### 4.11 LINKING PERFORMANCE AND REWARD

NEEDS, as an organisation, wants to encourage and reward high performance. Rewards can take a number of different forms:

- One-off bonus payments
- Performance-related pay i.e. increasing pay with increasing results
- Increments in basic salary
- Individual or group events e.g. social events, meals etc.

Whilst the exact nature and amount of reward will always be constrained by the funding that is available from donors, there is a set of principles that underlie reward decisions:

- The Management Board is the decision making body that has the final say about rewards
- Individuals who achieve a performance rating at the top of the scale can expect to receive differentially higher rewards than those lower down the scale. They can also expect to be recognised across the organisation as high performers
- Individuals who are at the lower end of the performance rating scale can expect to receive few or no additional rewards
- Consistently high performers i.e. people who achieve high performance ratings over a number of consecutive years, can expect to receive rewards that will have a lasting effect e.g. salary increments
- High performing teams can expect to be recognised for their ability to work collaboratively to achieve results and receive rewards that are shared equally

#### 4.12 PROMOTION:

##### **Basis for Promotion:**

- The employee will be eligible only for promotion if he/she is a regular employee.
- Promotion shall be based on the norms laid down in the **PERFORMANCE APPRAISAL MATRIX** (see page 34). The employees who fall under **Excellent** and **Distinguished** categories in the achievement of individual objectives as well as capability level may be considered candidate for promotion.
- Along with Performance Appraisal Matrix, educational qualification & total work experience of an employee will also be considered for promotion
- Essentially an employee should have attended at least 40 hours of training programme for own capacity building in a calendar year.
- An employee should be fit as per the criteria laid down for the post (after promotion)

##### **Process of Promotion:**

- The selected candidate as endorsed by the immediate reporting person and the PM, shall undergo a Performance Review on the achievement of individual objectives ( using the Performance Appraisal Format and Organizational Capability Assessment Form.

- The PM shall submit the proposal to the Executive Director based on the result of the Performance Appraisal Matrix, an assessment done by the individual, immediate reporting person and/ or PM as reviewed and / or in coordination with HR person.
- The Executive Director will decide on recommended promotion , after consultation with the SPM/PM/DD.
- When promotion is given to an employee, the HR department shall issue a written promotion letter / personnel action notice and announcement for circulation signed by the Executive Director.
- The employee, accounts and 201 file shall be furnished a copy of the promotion order. Announcement will be circulated to managerial level employees and will be posted on the notice board of the organization.

#### Terms & Conditions for Promotion:

- Promotion may or may not come along with increment in the salary structure of an employee.
- The employee will not have any right to claim for increment after promotion.
- The ultimate decision of promoting an employee will be at the sole discretion of the Executive Director/Board of the organization. No employee will have the right to ask for a promotion because of fulfillment of the basis of promotion policy.

### 111.5 STAFF MEETING

A meeting is held with all the staff members of the organization in the first week of every month. Discussion is made on the previous months activity regarding the implementation of the projects.

#### 5.1 MONTHLY ACTION PLAN & PERFORMANCE RESULT REPORT

Prior to Staff Meeting, submission of the report on **Monthly Action Plan & Performance Result** is required. This is the report of previous month's activity and target achieved as well as the next month's action plan which shall be prepared by each staff members.

Available Forms to make this report are given in Appendix M for **Monthly Action Plan & Performance Result Report Form**, Appendix N for Guide in Preparing Monthly Action Plan & Performance Result Report , Appendix O for **Next Month's Action Plan**, and Appendix P for **Planner**.

### 111.6 TRANSFERS

The employee may be given any other appointment or transferred to any office of the Organization whether existing or may be set up in future, without detriment to salary.

### 111.7 LEAVE POLICY (only applicable to Regular & Probation Employees)

All Regular (confirmed) and Probationary employees are entitled to the following types of leaves provided by the organization according to set procedures and all leaves are according to the calendar year.

Application for all kinds of Leaves must be done through the Leave Application Form (see Appendix U).

#### 7.1 Earned Leave (EL)

##### ***For Regular Employee***

- Can accrue EL @ 2 days per month .
- Official holidays will not be counted/included as EL if it falls between the duration of the period in which the employee has taken EL
- Maximum 12 leaves can be carried forward to the next year. Hence a staff can have a balance of maximum 36 days of EL in a calendar year.
- EL can not be merged with CL & SL. EL can't be approved more than 5 times in a year.
- Application for EL of 1-7 working days must be submitted for approval through the Application for Leave Form two (2) days in advance before the intended leave of absence.
- Application for EL of more than 7 days must be submitted for approval 15 days in advance.
- Any Application / Request for EL shall not be entertained/ approved without the required advance requisition.

##### ***For Probation Employee:***

- Probationary employee shall accrue EL, but @ 1 EL per month on quarterly basis i.e. 3 days a quarter.
- These leaves only can be availed after the completion of first quarter after getting confirmed as a regular employee.
- Official holidays will not be counted/included as EL if it falls between the duration of the period in which the employee has taken E.L
- Maximum 12 leaves can be carried forward to the next year. Hence a staff can have a balance of maximum 24 days of EL in a calendar year.
- Application for EL of 1-7 working days must be submitted for approval through the Application for Leave Form two (2) days in advance before the intended leave of absence.
- Application for EL of more than 7 days must be submitted for approval 15 days in advance.
- Any Application / Request for EL shall not be entertained/ approved without the required advance requisition.
- EL can't be merged with CL & SL. EL can't be approved more than 5 times in a year.

## 7.2 Casual Leave (CL)

- **Regular** will be provided 6 Casual Leave in a calendar year.
- **Contractual** employee is provided 1 day per month in a calendar year.
- This leave can't be availed more than 3 days together. CL can't be carried forward to the following year. CL can't be merged with EL & SL. Official holidays will not be counted/included as CL if it falls between the duration of the period in which the employee has taken CL.

## 7.3 Sick Leave (SL)

- **Regular** employee will be provided 6 days in a year. Maximum leave can be availed at stretch is 3 days.
- Six (6) days of this leave only can be availed at stretch against appropriate medical certificate.
- SL can't be merged with any EL & CL.

**Probationary employee** will be provided a total of 6 days to cover for Casual Leave / Sick Leave in a calendar year. will be allowed to avail only after 15 days of their joining

## 7.4 Maternity/Paternity Leave (Mat. L/PL)

### 7.4.1 Maternity Leave

Each female regular and probationary employee irrespective of her marital status is entitled to Mat.L of 12 weeks. Miscarriage or MTP would also be considered as maternity leave on submission of appropriate documents supporting the claim. No woman on maternity leave will be dismissed on the grounds of absence.

- Only women who have worked for 80 days or more in the preceding year are eligible
- Employees must give notice of their claim for maternity leave
- The maximum period of maternity leave is 12 weeks of which not more than 6 weeks should precede the expected delivery date
- The leave period is 6 weeks for miscarriage or MTP
- An additional 1 month's leave may be taken for illness as a result of pregnancy

### 7.4.2 Paternity Leave

#### For married male employee only

- Three (3) weeks paternity leave is granted for male employees.
- All male Regular (confirmed) and Probationary employees are entitled to **Paternity Leave** of 3 weeks [21 days] including holidays/ calendar days; this leave should only commence on the day of his wife's delivery, after obtaining permission in writing from the proper authority.
- 3 weeks Paternity Leave is granted for male employees w.e.f 1<sup>st</sup> of April 2008

**7.4.3** Unless extenuating circumstance demand, which will be at the discretion of the ED, Mat.L/PL will not be granted to an employee on more than two occasions, during the entire period of service of an employee with NEEDS.

7.4.4. Paternity leave can be availed by the staff in a planned manner to facilitate safe motherhood and child care needs slotted in to maximum 3 slots and minimum 2 slots, unless emergency occurs /warrants

### **7.5 Compensatory Leave (Com. L)**

Compensatory Leave is granted only to employees in Grade-S- Support Staff for their work performed on official holidays and work performed at the home station in excess of the official working hours and payment shall be directly proportionate to the extra hours worked.

### **7.6 Leave without pay (LWP)**

7.6.1 If a staff member has no leaves available to his/her credit, may make a request for LWP. This leave will be at the sole discretion of the ED. It must be clearly understood that it is leave without pay and each calendar day must be reckoned as a day without pay. An employee shall have no right to claim LWP.

7.6.2. Any confirmed staff members having LWP more than once other than hospitalization cases in a fiscal year shall lose one year's increments

7.6.3 More than two LWP other than hospitalization cases may cause automatic termination (as decided by the ED/GB)

## **111.8 OTHERS**

8.1 Immediate supervisor is empowered to approve leave application in the form given in *Appendix S*. The authority empowered to leave has the discretion to refuse, postpone, curtail, cancel and revoke leave according to the requirements of NEEDS and no leave can be claimed as right.

8.2. No leaves will accrue during suspension period in cases of dismissal and or charge sheet.

8.3. All leave should be applied in prescribed format.

8.4. Leave applies only to working days and not to Sundays and holidays.

8.5. Absence beyond the period of leave sanctioned is to be treated as unauthorized absence.

8.6. All leave to the credit of an employee shall lapse on the cessation of the service of an employee with the exception of any EL, which can be carried forward.

8.7. Leave required the prior permission of the proper authority

8.8. Verbal application and verbal approval will be treated as no approval, however in emergency cases verbal approval can be made but the same must be ratified through normal application and approval procedures. Online applications also can be treated as normal application provided the same is done in an application format. In such cases the employee must fill up the leave balance data to facilitate approval process on line as currently mission office does not have the on line connectivity.

8.9 Every 3 days late arrival of 30 and more minutes in a month (of those who mark attendance in the attendance register) will be treated as ½ day CL/SL. In absence of CL and SL those days will be treated as leave without pay.



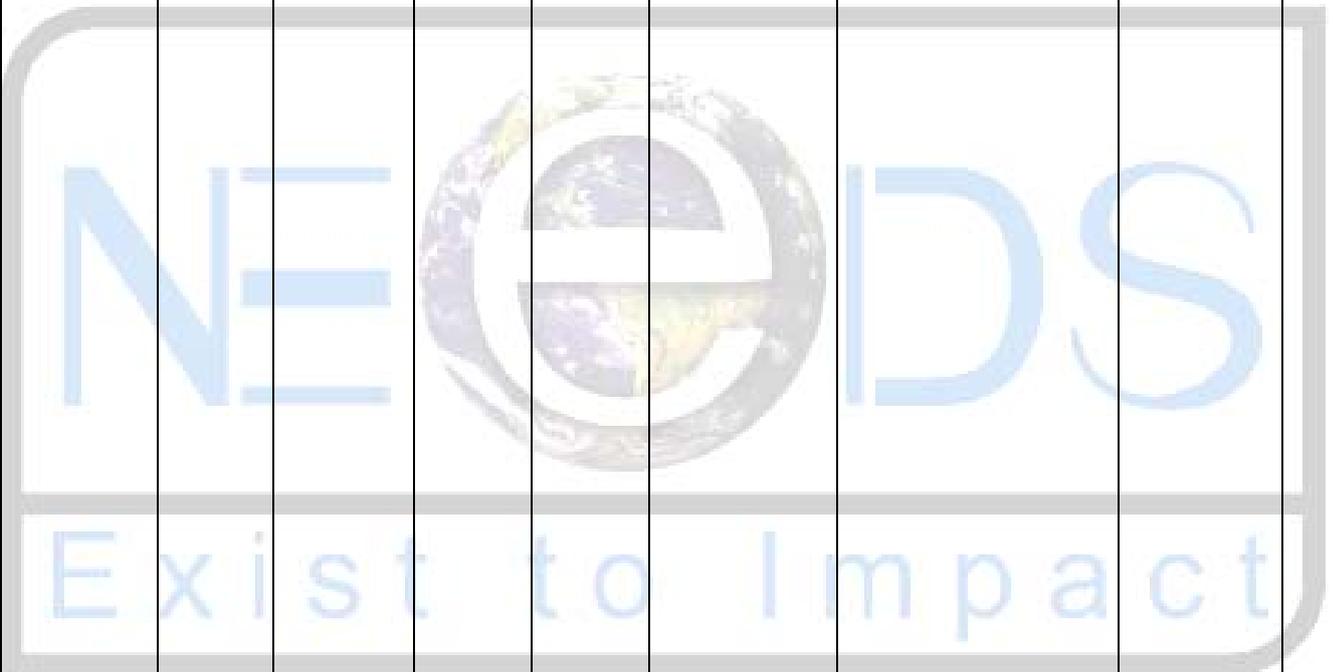
# Appendices

<b>Appendix</b>	<b>TITLE</b>	<b>Page number</b>
A	Vehicle Utilization Log Book	97
B	Vehicle Log Book	98
C	Advance Requisition	99
D	Attendance Sheet	100
E	Attendance Feed Back	101
F	Stationery Requisition Form	102
G	Salary Sheet	103
H	Gratuity Nomination Form	104
I	Provident Fund Nomination Form	105
J	Performance appraisal formats	106
K	NEEDS' Organizational Capabilities Assessment Form	118
	NEED Organizational Capabilities	119
	Organizational Capabilities Framework	120
L	Performance Feedback Form	121
M	Monthly Action Plan & Performance Result Format	122
N	Guide In Preparing Monthly Action Plan & Performance Result	124
O	Monthly Program Performance Review Report	125
P	Action Plan	126
Q	Planner	127
R	Outstation Tour Schedule & Requisition	128
S	Travel Expense Voucher	129
T	Tour Report	130
U	Leave Application	131
V	No Claim Certificate	132



**B) VEHICLE LOG BOOK**

Date	Time		Meter reading		Distance covered Kilometers	Places visited and brief purpose	Signature of User
	Start	Return	Start	End			

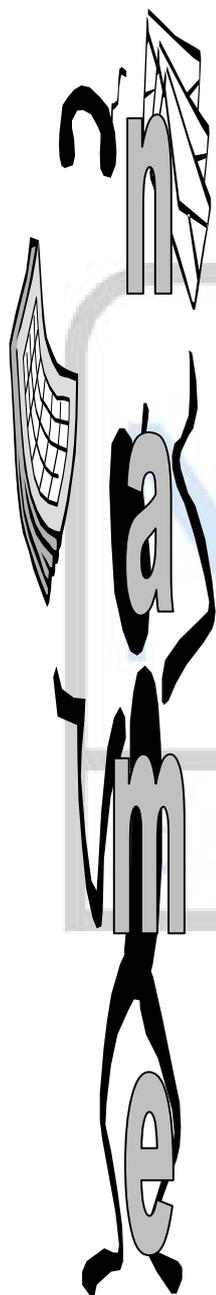




**D) ATTENDANCE SHEET**

# ATTENDANCE SHEET

FOR THE MONTH OF



te	Time in	Break Out	In	Time out	Signature	Remarks
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						
26						
27						
28						
29						
30						
31						

**E) ATTENDANCE FEED BACK FORM**

To:

Fm: Office Secretary

Cc: Carrier file through Accounts

Signature of the Accounts Officer

Date of Reporting:

Dear Sir or Madam,

I have received your attendance sheet of the month..... and found the following:

Number of dates arrived late:

	15 minutes late	30 minutes late	45 minutes late	60 minutes late	Above 90 minutes
Arrived Late					
Depart Early					

Number of days in outstation tour:

Within state	Out of State	Project villages of the State

Number of days in leave:

Earned	CL	SL	Maternity	Paternity	Special	Without Pay

I attendance sheet does not provide the information on the following:

1. You were not in approved leave but attendance shows absent please clarify.
2. It seems from the appearance of the attendance sheet that the same is not signed on day-to-day basis and irregular.
3. Attendance sheet was not monitored/endorsed by the State Director.
4. Leave availed but leave application not received.

Note:

Office Secretary is to monitor the report and submit the same to Accounts office before the preparation of salary statements. A copy of the same should be sent to each staff members for information.

Staff member's signature as seen:

**F) STATIONERY REQUISITION**

**STATIONARY REQUISITION**

NAME:

DIVISION:

Requisition for the month of:

SL. #	ITEM	MAKE	NUMBER
	TOTAL		

Signature

Approved by:

Accountant:

**G) SALARY SHEET**Return/Retain:**Salary Statement**

Name:

Designation:

Position:

Date of Joining:

Stipend for the month of:

SL #	PARTICULARS	AMOUNT	DEDUCTION		Net Payment
			PARTICULARS	AMOUNT	
1	<b>BASIC</b>				
2	DA				
3	HRA				
4	MA				
5	PF + CPF	**	PF + CPF		
	<b>TOTAL</b>				

**Executive Director****Accountant****Date****Payee**

**H) GRATUITY NOMINATION FORM**

I (Name in block letters) hereby nominate the person/s mentioned below to receive in the event of my death while in service of the organization program, all Gratuity benefits which may be due to me at that time:

Name & Address of Nominee/s	Relationship to Employee	Age/s of Nominee/s	% Of total sum due to be paid to each

Date:

Signature or Left Thumb

Impression of Employee

Signed in my presence:

Witness

Executive Director

Notes:

- If at the time of nomination the employee has no family, the nomination may be in favor of any person or persons, but if the employee subsequently acquires a family, such nomination shall forthwith be deemed to be invalid and the employee shall make a fresh nomination in accordance with Note 2 below.
- If the employee has a family at the time of making this nomination, the nomination, shall be in favor of one or more members of his/her family. The term family shall mean the legally wedded spouse and dependent children, any nomination made by such an employee in favor of a person not belonging to his/her family, as defined shall be invalid. If the employee has no dependent family members the nomination may be made in favor of any person or persons.
- If the nominee is a minor the legal guardian's name and address should be indicated. In the absence of this, the nomination may be invalid.

**I) PROVIDENT FUND NOMINATION FORM**

**NEEDS STAFF PROVIDENT FUND**

**Application Form**

Application for enrolment in Provident Fund Scheme

Name (in block letters):

Father's/Husband's name:

Address (permanent):

Address (corresponding):

Date of birth:

Date of joining:

Date of confirmation:

Nomination:

I hereby declare that Mr./Mrs./Minor.....is (state relationship).....of (state permanent address)

.....  
.....  
Is nominated as my next to keen to receive the provident fund dues at my demise. In case of minor please mention the name and address of the legal guardian of the minor with full address of contact

Declaration:

I am aware of provident fund regulation of NEEDS and terms and hereby declare to abide by the same.

Date:

Place:

Signature:

Office use:

Approval of CPF membership

## J) PERFORMANCE APPRAISAL FORMATS

## NEEDS performance plan 2008

<u>Name:</u>		<u>Job Title:</u>		<u>Sector/Function:</u>	
<u>Dept/Project:</u>		<u>Manager:</u>		<u>Date Agreed by Manager &amp; Individual</u>	

This PERFORMANCE PLAN summarises your individual objectives in the context of the Key Performance Areas for the organisation.

## NEEDS organisational objectives – high level: to be cascaded to Senior Staff

Key Performance Area	Objective	2008 targets	2009 targets
<b>Organisational growth</b>	Continue to grow the organisation through securing large scale projects	<ul style="list-style-type: none"> <li>▪ Secure at least 1 large project (&gt;Rs2 Crores) per sector (Livelihood, Health, child protection)</li> <li>▪ Each sector involved in at least 1 integrated development programme (cross-sector)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Secure at least 3 large scale projects (&gt;Rs2 Crores) per sector</li> <li>▪ At least 25% of programmes are integrated (include multiple sectors)</li> </ul>
<b>Organisational stability</b>	Secure the financial stability of the organisation	<ul style="list-style-type: none"> <li>▪ Secure corpus funding from donor</li> <li>▪ Generating funds through revenue projects ~ \$1000/month</li> </ul>	<ul style="list-style-type: none"> <li>▪ 6 months salary reserve for core staff</li> <li>▪ 5% of total annual budget is unrestricted fund</li> <li>▪ Generating funds through revenue projects ~ \$2000/month</li> </ul>
<b>Organisational diversity and capability</b>	Attract high quality recruits that strengthen the overall capability and responsiveness of the organisation	<ul style="list-style-type: none"> <li>▪ Apprentice selection and training programme in place and negotiation with donors started</li> <li>▪ 80% new hires are female</li> <li>▪ There is at least 1 office and 1 programme staff with a disability</li> </ul>	<ul style="list-style-type: none"> <li>▪ Successfully recruited and retained 6 apprentices</li> <li>▪ Upper quartile salary structure vs. similar NGOs</li> <li>▪ 20% office staff are female; 30% field staff are female</li> </ul>
<b>Influencing stakeholders</b>	Proactively engage with government bodies to shape policy development in key areas of focus	<ul style="list-style-type: none"> <li>▪ Quality of education of SSA programme (PIL) - increase per child costs ~Rs2000/month</li> </ul>	<ul style="list-style-type: none"> <li>▪ Create a tribal livelihood policy</li> </ul>

## J) PERFORMANCE APPRAISAL FORMATS

## NEEDS performance plan year 2010

<u>Name:</u>		<u>Job Title:</u>		<u>Sector/Function:</u>	
<u>Dept/Project:</u>		<u>Manager:</u>		<u>Date Agreed by Manager &amp; Individual</u>	

This PERFORMANCE PLAN summarises your individual objectives in the context of the Key Performance Areas for the organisation.

## NEEDS organisational objectives – high level: to be cascaded to Senior Staff

Key Performance Area	Objective	2010 targets	2011 targets
<b>Organisational growth</b>	Continue to grow the organisation through securing large scale projects	<ul style="list-style-type: none"> <li>▪ Secure at least 1 large project ( USD 300,000) per sector (Livelihood, Health, and USD100,000 child protection)- other then existing</li> <li>▪ Each sector involved in at least 1 integrated development programme (cross-sector) – scaling up UpnaSapna</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Secure at least 3 large scale projects (&gt;Rs2 Crores) per sector</li> <li>▪ At least 25% of programmes are integrated (include multiple sectors)</li> <li>▪</li> </ul>
<b>Organisational stability</b>	Secure the financial stability of the organisation	<ul style="list-style-type: none"> <li>▪ Develop sector wise business plans [2 business plans- livelihood and education]</li> <li>▪ Intensify Give India donation options- develop aggressive model</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop health service business plan and social marketing model plans</li> <li>▪ Secure corpus from Donor</li> <li>▪</li> <li>▪</li> </ul>
<b>Organisational diversity and capability</b>	Attract high quality recruits that strengthen the overall capability	<ul style="list-style-type: none"> <li>▪ Submit staff apprentice plan to ICCO and explore ford foundation</li> <li>▪ 80% new hires are female</li> </ul>	<ul style="list-style-type: none"> <li>▪ Successfully recruited and retained 6 professional apprentices</li> <li>▪ Upper quartile salary structure – review salary</li> </ul>

	and responsiveness of the organisation	<ul style="list-style-type: none"> <li>▪ There is at least 1 office staff from disable segment</li> <li>▪</li> </ul>	<p>structure</p> <ul style="list-style-type: none"> <li>▪ 30% office staff [administration] are female; 20% program staff are female- including field and program managers/officers</li> <li>▪</li> </ul>
<b>Influencing stakeholders</b>	Proactively engage with government bodies to shape policy development in key areas of focus	<ul style="list-style-type: none"> <li>▪ Develop CSR policy of NEEDS</li> <li>▪ Develop leveraging plans for livelihood and health [Health and HIV/AIDS]</li> <li>▪</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Create a tribal livelihood policy</li> <li>▪</li> </ul>



<b>NEEDS organisational objectives – generic: to be cascaded to all staff</b>			
<b>Key Performance Area</b>	<b>Objective</b>	<b>2008 targets</b>	<b>2009 targets</b>
<b>1. Outreach</b>	Increase total population reached through NEEDS programmes	<ul style="list-style-type: none"> <li>▪ Health – 51600 families reached</li> <li>▪ Livelihood – 2200 families reached</li> <li>▪ Child protection – 2360 children reached</li> </ul>	<ul style="list-style-type: none"> <li>▪ Health – increase outreach by 20%</li> <li>▪ Livelihood – increase outreach by 40-50%</li> <li>▪ Child protection – increase outreach by 20%</li> </ul>
<b>2. Governance</b>	Establish best practice governance practices	<ul style="list-style-type: none"> <li>▪ Internal audit department established</li> <li>▪ Financial management and M&amp;E policies in place</li> <li>▪ &gt;90% compliance in all programmes to FM and M&amp;E practices</li> </ul>	<ul style="list-style-type: none"> <li>▪ Best practice accreditation for governance by Credibility Alliance</li> <li>▪ Establish an independent M&amp;E cell</li> <li>▪ &gt;95% compliance in all programmes to FM and M&amp;E practices</li> </ul>
<b>3. Creating new development programmes</b>	Be recognised as the Sector leader in the development of effective development models	<ul style="list-style-type: none"> <li>▪ Development models are recognised (visited) and replicated by donors and other NGOs</li> <li>▪ Create RSH and livelihood integration programme</li> <li>▪ Create SRH and HIV/AIDS integration programme</li> <li>▪ Create child banking programme</li> </ul>	<ul style="list-style-type: none"> <li>▪ Development models are recognised (visited) and replicated by donors and other NGOs</li> <li>▪ Create ultra-poor poverty reduction model</li> <li>▪ Create paddy model</li> <li>▪ Create Poultry cluster model</li> <li>▪ Create goat for poverty reduction model</li> <li>▪ Create Poshyandu model</li> <li>▪ Create Local child sponsors model</li> </ul>
<b>4. Organisational development</b>	Increase the engagement and performance of employees	<ul style="list-style-type: none"> <li>▪ Increase employee engagement (as measured by Q12 survey): Q9. I have received recognition or praise in the last 7 days; Q6. At work, my opinions seem to count – 50% score 5 (strongly agree)</li> <li>▪ All staff have complete capability assessment and have an active development plan</li> <li>▪ 70% of staff rated 'Good' or above at end of year performance appraisal</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase employee engagement (TBC) after 2008 results</li> <li>▪ 80% staff at or above target capability level</li> <li>▪ 80% staff rated 'Good' or above at end of year performance appraisal</li> </ul>
<b>5. Project delivery</b>	Ensure project goals are met within time and budget constraints +/-3%	<ul style="list-style-type: none"> <li>▪ As per Sector plan +/-3%</li> </ul>	<ul style="list-style-type: none"> <li>▪ As per Sector plan +/-3%</li> </ul>
<b>6. Food security</b>	Increase the number of families achieving food security	<ul style="list-style-type: none"> <li>▪ As per Sector plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ 30% increase on 2008</li> </ul>
<b>7. Programme management</b>	Increase the quality and efficiency of programmes	<ul style="list-style-type: none"> <li>▪ Define programme management best practice</li> <li>▪ 90% compliance across all programmes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Overhead &lt;20% total programme budget</li> <li>▪ 95% compliance across all programmes</li> </ul>

<b>NEEDS organisational objectives – generic: to be cascaded to all staff</b>				
<b>Key Performance Area</b>	<b>Objective</b>	<b>2008 targets</b>	<b>2009 targets</b>	<b>2010 targets</b>
<b>1. Outreach</b>	Increase total population reached through NEEDS programmes	<ul style="list-style-type: none"> <li>▪ Health – 51600 families reached</li> <li>▪ Livelihood – 2200 families reached</li> <li>▪ Child protection – 2360 children reached</li> </ul>	<ul style="list-style-type: none"> <li>▪ Health – increase outreach by 20%</li> <li>▪ Livelihood – increase outreach by 40-50%</li> <li>▪ Child protection – increase outreach by 20%</li> </ul>	
<b>2. Governance</b>	Establish best practice governance practices	<ul style="list-style-type: none"> <li>▪ Internal audit department established</li> <li>▪ Financial management and M&amp;E policies in place</li> <li>▪ &gt;90% compliance in all programmes to FM and M&amp;E practices</li> </ul>	<ul style="list-style-type: none"> <li>▪ Best practice accreditation for governance by Credibility Alliance</li> <li>▪ Establish an independent M&amp;E cell</li> <li>▪ &gt;95% compliance in all programmes to FM and M&amp;E practices</li> </ul>	
<b>3. Creating new development programmes</b>	Be recognised as the Sector leader in the development of effective development models	<ul style="list-style-type: none"> <li>▪ Development models are recognised (visited) and replicated by donors and other NGOs</li> <li>▪ Create RSH and livelihood integration programme</li> <li>▪ Create SRH and HIV/AIDS integration programme</li> <li>▪ Create child banking programme</li> </ul>	<ul style="list-style-type: none"> <li>▪ Development models are recognised (visited) and replicated by donors and other NGOs</li> <li>▪ Create ultra-poor poverty reduction model</li> <li>▪ Create paddy model</li> <li>▪ Create Poultry cluster model</li> <li>▪ Create goat for poverty reduction model</li> <li>▪ Create Poshyandu model</li> <li>▪ Create Local child sponsors model</li> </ul>	
<b>4. Organisational development</b>	Increase the engagement and performance of employees	<ul style="list-style-type: none"> <li>▪ Increase employee engagement (as measured by Q12 survey): Q9. I have received recognition or praise in the last 7 days; Q6. At work, my opinions seem to count – 50% score 5 (strongly agree)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase employee engagement (TBC) after 2008 results</li> <li>▪ 80% staff at or above target capability level</li> </ul>	

		<ul style="list-style-type: none"> <li>▪ All staff have complete capability assessment and have an active development plan</li> <li>▪ 70% of staff rated 'Good' or above at end of year performance appraisal</li> </ul>	<ul style="list-style-type: none"> <li>▪ 80% staff rated 'Good' or above at end of year performance appraisal</li> </ul>	
<b>5. Project delivery</b>	Ensure project goals are met within time and budget constraints +/-3%	<ul style="list-style-type: none"> <li>▪ As per Sector plan +/-3%</li> </ul>	<ul style="list-style-type: none"> <li>▪ As per Sector plan +/-3%</li> </ul>	
<b>6. Food security</b>	Increase the number of families achieving food security	<ul style="list-style-type: none"> <li>▪ As per Sector plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ 30% increase on 2008</li> </ul>	
<b>7. Programme management</b>	Increase the quality and efficiency of programmes	<ul style="list-style-type: none"> <li>▪ Define programme management best practice</li> <li>▪ 90% compliance across all programmes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Overhead &lt;20% total programme budget</li> <li>▪ 95% compliance across all programmes</li> </ul>	

NEEDS  
Exist to Impact

<b>Your Individual Objectives - agree and summarise your individual objectives for each KEY PERFORMANCE AREA</b>				
Objectives	Measure	Critical Actions	Importance (High / Med / Low). Rating (Exceeded / Met / Unmet)	
<ul style="list-style-type: none"> <li>How will you contribute to achieving the organisational objectives in this Key Performance Area?</li> <li>Objectives should be SMART</li> </ul>	<ul style="list-style-type: none"> <li>What is the output?</li> <li>How will you know you have achieved your objective?</li> </ul>	<ul style="list-style-type: none"> <li>The key actions required to reach objectives (including key milestones and completion dates)</li> <li>What specifics do you need to deliver?</li> </ul>	Importance H (3)	Rating E (2)
Objective 1: Outreach	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	M (2)	M (1)
			L (1)	U (0)
Review Comments			<b>Total</b> (Importance x Rating)	

<b>Your Individual Objectives - agree and summarise your individual objectives for each KEY PERFORMANCE AREA</b>				
Objectives	Measure	Critical Actions	Importance (High / Med / Low). Rating (Exceeded / Met / Unmet)	
<ul style="list-style-type: none"> <li>How will you contribute to achieving the organisational objectives in this Key Performance Area?</li> <li>Objectives should be SMART</li> </ul>	<ul style="list-style-type: none"> <li>What is the output?</li> <li>How will you know you have achieved your objective?</li> </ul>	<ul style="list-style-type: none"> <li>The key actions required to reach objectives (including key milestones and completion dates)</li> <li>What specifics do you need to deliver?</li> </ul>	Importance H (3)	Rating E (2)
Objective 2: Governance	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	M (2)	M (1)
			L (1)	U (0)
Review Comments			<b>Total</b> (Importance x Rating)	

<b>Your Individual Objectives - agree and summarise your individual objectives for each KEY PERFORMANCE AREA</b>				
Objectives	Measure	Critical Actions	Importance (High / Med / Low). Rating (Exceeded / Met / Unmet)	
<ul style="list-style-type: none"> <li>How will you contribute to achieving the organisational objectives in this Key Performance Area?</li> <li>Objectives should be SMART</li> </ul>	<ul style="list-style-type: none"> <li>What is the output?</li> <li>How will you know you have achieved your objective?</li> </ul>	<ul style="list-style-type: none"> <li>The key actions required to reach objectives (including key milestones and completion dates)</li> <li>What specifics do you need to deliver?</li> </ul>	Importance H (3)	Rating E (2)
Objective3: Creating new development programmes	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	M (2)	M (1)
			L (1)	U (0)
Review Comments			<b>Total</b> (Importance x Rating)	

<b>Your Individual Objectives - agree and summarise your individual objectives for each KEY PERFORMANCE AREA</b>				
Objectives	Measure	Critical Actions	Importance (High / Med / Low). Rating (Exceeded / Met / Unmet)	
<ul style="list-style-type: none"> <li>How will you contribute to achieving the organisational objectives in this Key Performance Area?</li> <li>Objectives should be SMART</li> </ul>	<ul style="list-style-type: none"> <li>What is the output?</li> <li>How will you know you have achieved your objective?</li> </ul>	<ul style="list-style-type: none"> <li>The key actions required to reach objectives (including key milestones and completion dates)</li> <li>What specifics do you need to deliver?</li> </ul>	Importance H (3)	Rating E (2)
Objective 4: Organisational development	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	M (2)	M (1)
			L (1)	U (0)
Review Comments			<b>Total</b> (Importance x Rating)	

<b>Your Individual Objectives - agree and summarise your individual objectives for each KEY PERFORMANCE AREA</b>				
Objectives	Measure	Critical Actions	Importance (High / Med Low). Rating (Exceeded / Met / Unmet)	
<ul style="list-style-type: none"> <li>How will you contribute to achieving the organisational objectives in this Key Performance Area?</li> <li>Objectives should be SMART</li> </ul>	<ul style="list-style-type: none"> <li>What is the output?</li> <li>How will you know you have achieved your objective?</li> </ul>	<ul style="list-style-type: none"> <li>The key actions required to reach objectives (including key milestones and completion dates)</li> <li>What specifics do you need to deliver?</li> </ul>		
Objective 5: Project delivery	■	■	Importance H (3)	Rating E (2)
			M (2)	M (1)
			L (1)	U (0)
Review Comments			<b>Total</b> (Importance x Rating)	

<b>Your Individual Objectives - agree and summarise your individual objectives for each KEY PERFORMANCE AREA</b>				
Objectives	Measure	Critical Actions	Importance (High / Med / Low). Rating (Exceeded / Met / Unmet)	
<ul style="list-style-type: none"> <li>How will you contribute to achieving the organisational objectives in this Key Performance Area?</li> <li>Objectives should be SMART</li> </ul>	<ul style="list-style-type: none"> <li>What is the output?</li> <li>How will you know you have achieved your objective?</li> </ul>	<ul style="list-style-type: none"> <li>The key actions required to reach objectives (including key milestones and completion dates)</li> <li>What specifics do you need to deliver?</li> </ul>		
Objective 6: Food security	■	■	Importance H (3)	Rating E (2)
			M (2)	M (1)
			L (1)	U (0)
Review Comments			<b>Total</b> (Importance x Rating)	

<b>Your Individual Objectives - agree and summarise your individual objectives for each KEY PERFORMANCE AREA</b>				
Objectives	Measure	Critical Actions	Importance (High / Med / Low). Rating (Exceeded / Met / Unmet)	
<ul style="list-style-type: none"> <li>How will you contribute to achieving the organisational objectives in this Key Performance Area?</li> <li>Objectives should be SMART</li> </ul>	<ul style="list-style-type: none"> <li>What is the output?</li> <li>How will you know you have achieved your objective?</li> </ul>	<ul style="list-style-type: none"> <li>The key actions required to reach objectives (including key milestones and completion dates)</li> <li>What specifics do you need to deliver?</li> </ul>		
Objective 7: Programme management	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	Importance H (3)	Rating E (2)
			M (2)	M (1)
			L (1)	U (0)
Review Comments				<b>Total</b> (Importance x Rating)



<b>Your Individual Objectives - agree and summarise your individual objectives that are unique to your role</b>				
Objectives	Measure	Critical Actions	Importance (High / Med / Low). Rating (Exceeded / Met / Unmet)	
<ul style="list-style-type: none"> <li>What are the key things that you need to achieve that are unique to your role?</li> <li>Objectives should be SMART</li> </ul>	<ul style="list-style-type: none"> <li>What is the output?</li> <li>How will you know you have achieved your objective?</li> </ul>	<ul style="list-style-type: none"> <li>The key actions required to reach objectives (including key milestones and completion dates)</li> <li>What specifics do you need to deliver?</li> </ul>		
Objective 8:	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	Importance H (3)	Rating E (2)
			M (2)	M (1)
			L (1)	U (0)
Review Comments			<b>Total</b> (Importance x Rating)	

<b>Your Individual Objectives - agree and summarise your individual objectives that are unique to your role</b>				
Objectives	Measure	Critical Actions	Importance (High / Med / Low). Rating (Exceeded / Met / Unmet)	
<ul style="list-style-type: none"> <li>What are the key things that you need to achieve that are unique to your role?</li> <li>Objectives should be SMART</li> </ul>	<ul style="list-style-type: none"> <li>What is the output?</li> <li>How will you know you have achieved your objective?</li> </ul>	<ul style="list-style-type: none"> <li>The key actions required to reach objectives (including key milestones and completion dates)</li> <li>What specifics do you need to deliver?</li> </ul>		
Objective 9:	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	Importance H (3)	Rating E (2)
			M (2)	M (1)
			L (1)	U (0)
Review Comments			<b>Total</b> (Importance x Rating)	

## Performance Review – Summary of Performance

INDIVIDUAL'S Comments: on own performance this year

MANAGER'S Comments: on performance this year



**Achievement rating**

<p><b>Total achievement score</b> (Total Objective Score)</p>			
<p><b>Total Importance Score</b> (Sum of assigned weight/ Importance for each Objective)</p>			
<p><b>Overall Achievement percentage</b> (Percentage of Total Objective Score over Total Importance Score) <b>(Total O / Total I) x 100</b></p>			
<p><b>Overall Achievement rating ( Adjective Rating )</b> ( See Overall Achievement Rating Table, page 40) (Low 0% – 85%; Good 86% – 114%; High 115% – 200%)</p>	L	G	H

## K) NEEDS' Organisational Capabilities Assessment Form

Select Target Level for job

Level 1	Field Executive; Administration Assistant
<b>Level 2</b>	Programme Officer; Functional Officer (e.g. Finance Officer)
<b>Level 3</b>	Programme Manager; Functional Manager (e.g. Accounts & Admin, IC&T etc.)
<b>Level 4</b>	Executive Director; Governing Board Member

Organisational capability assessment

	Below target	At target	Above target	Evidence
<b>Passion for Community</b>				
<b>Thinks Strategically</b>				
<b>Acts Decisively</b>				
<b>Improves Performance</b>				
<b>Works Collaboratively</b>				
<b>Builds Capacity</b>				
<b>Overall rating of capability</b>				
High	6 at or above target			
Good	4 or 5 at or above target			
Low	3 or less at or above target			

## NEEDS' Organisational capabilities

The NEEDS' Organisational Capabilities describe the way that people need to work to achieve the vision and mission. It has been developed through an analysis of the behaviours that differentiate high performing people and the future challenges that the organisation need to meet to be successful in the future.

There are 6 Organisational Capabilities common to all roles:

<b>Passion for Community</b>	Demonstrates the conviction to work in the best interests of the community and the capability to manage stakeholders effectively
<b>Thinks Strategically</b>	Demonstrates the intellectual capability to identify issues and create solutions
<b>Acts Decisively</b>	Demonstrates the capability to make timely and effective decisions and create the climate where others feel empowered and accountable
<b>Improves Performance</b>	Demonstrates drive to achieve results and capability to deliver through others
<b>Works Collaboratively</b>	Demonstrates respect for diversity and the capability to build effective collaborative networks
<b>Builds Capacity</b>	Demonstrates a commitment to development and the capability to build organisational capacity for the future

### Using the framework

- 1. Identify your Target level:** the target capability level that you should be assessed against is defined by your role and level in the organisation e.g. a Programme Manager should be assessed against the Level 3 descriptions for **all** capabilities

Level 1	Field Executive; Administration Assistant
<b>Level 2</b>	Programme Officer; Functional Officer (e.g. Finance Officer)
<b>Level 3</b>	Programme Manager; Functional Manager (e.g. Accounts & Admin, IC&T etc.)
<b>Level 4</b>	Executive Director; Management Board Member

- 2. Collect evidence:** write your evidence in the space provided on the capability assessment form. As a guide evidence should be from the last 6 – 12months. Evidence should be:
  - Collected over time i.e. not a one-off incident
  - Collected from multiple perspectives e.g. self, line manager, peers, reports, colleagues
- 3. For each capability identify the behaviours that you consistently demonstrate:** to reach a certain capability level a person must demonstrate that behaviour consistently e.g. at least 80% of the time
- 4. Rate your capability level for each capability:** capability is cumulative; to reach a target level you must demonstrate the capability in each of the previous levels e.g. to have reached Target Level 3 you must demonstrate capability at Level 1 and Level 2
- 5. Complete the capability assessment form:** rate each capability as below-, on- or above-target, then use the overall rating of capability to make a final rating
- 6. Validate your assessment with your manager:** discuss your self-assessment with your manager. Your manager needs to agree and sign off the final rating.

## Organisational Capabilities Framework

	Target Level 1	Target Level 2	Target Level 3	Target Level 4
<b>Passion for Community</b>	<b>Meets community needs:</b> individual seeks to understand practical needs of the community and tailors delivery accordingly	<b>Aligns solutions to community needs:</b> individual seeks to understand underlying community needs and aligns activities and organisational process to meet them	<b>Manages multiple stakeholders:</b> individual identifies key changes in community needs and engages with multiple stakeholders to facilitate the effective mobilisation of resources to meet them	<b>Shapes the environment:</b> individual proactively networks with stakeholders and engages with government officials to shape long term policy on community issues
<b>Thinks Strategically</b>	<b>Identifies critical issues:</b> individual identifies and takes action on issues relating to their role	<b>Identifies improvements:</b> individual uses analysis and generates new ideas to challenge and adapt current ways of working	<b>Identifies opportunities:</b> individual applies a broad perspective to identify opportunities in the (external) environment and develops solutions to capitalise on them	<b>Anticipates the future:</b> individual has a future-orientated, long-term view due to the depth and breadth of their insight. They create innovative development strategies that set the standard for others to follow
<b>Acts Decisively</b>	<b>Makes effective decisions:</b> individual makes effective decisions in their role without unnecessarily seeking permission	<b>Makes effective decisions under pressure:</b> individual makes effective decisions in the absence of complete information and when under pressure	<b>Creates clarity for others to make decisions:</b> individual helps others to act decisively by clarifying objectives and responsibilities and the limits of empowerment	<b>Establishes decision making culture:</b> establishes systems and processes, and role models behaviour to create a culture of empowerment and accountability
<b>Improves Performance</b>	<b>Takes responsibility for own performance:</b> individual sets him/herself high standards and obtains feedback to ensure standards are met	<b>Holds others accountable:</b> individual clarifies what needs to be done and why and holds others accountable for high standards	<b>Aligns team performance:</b> individual works with teams to align performance to the Vision and removes obstacles to enable others to deliver	<b>Generates step change in performance of large groups:</b> individual challenges and inspires large groups of people to deliver step change in performance
<b>Works Collaboratively</b>	<b>Respects and integrates diverse views:</b> individual consults others and demonstrates respect for diverse views in their decisions and behaviour	<b>Builds collaboration:</b> individual identifies and acts on opportunities to increase integration through collaboration with people outside their immediate area of responsibility	<b>Creates a shared sense of purpose across boundaries:</b> individual works across sector boundaries to establish common purpose and maximise impact	<b>Creates new opportunities:</b> individual proactively creates collaborative opportunities with external organisations that increase NEEDS' overall impact
<b>Builds Capacity</b>	<b>Understands and acts on own development needs:</b> individual understands their strengths and weaknesses and has an active development plan	<b>Provides feedback:</b> individual provides coaching and feedback in the moment as they observe others' performance	<b>Develops others for the long term:</b> individual invests in the long-term development of others by agreeing challenging and relevant development plans to prepare them for future roles	<b>Builds organisational capacity:</b> individual proactively facilitates organisational development processes that will address the gap between current organisational capacity and future requirement

### L) Performance Feedback Form

Regular feedback is critical to maintain motivation and improve performance. Regularly reviewing your own performance and getting feedback from your manager or other colleagues should be common practice. This form is designed to help you review your performance and over time build a body of evidence that you can use to assess your annual performance as part of the appraisal process.

**You should evaluate your own performance and review it with your manager at least every 2 weeks.** Once you have reviewed and agreed it with your manager, you should both keep a copy for your records.

Name: \_\_\_\_\_

Manager's name: \_\_\_\_\_

Review period: from \_\_\_\_\_ to \_\_\_\_\_

GREEN – what was excellent in your performance?		RED – what do you need to improve in your performance?	
Individual assessment	Manager's feedback and comments	Individual assessment	Manager's feedback and comments
Comments			



**M) MONTHLY ACTION PLAN & PERFORMANCE RESULT FORMAT**

Page 1

NAME : \_\_\_\_\_  
 Plan for the Month of : \_\_\_\_\_

DESIGNATION : \_\_\_\_\_

PROJECT: \_\_\_\_\_  
 DATE PREPARED: \_\_\_\_\_

**KRA =**

	ACTIVITIES	STEPS	INPUTS	PLACE	WITH WHOM	WHEN	EXPECTED RESULT



**MONTHLY ACTION PLAN & PERFORMANCE RESULT FORMAT**

Page 2

NAME :

DESIGNATION :

PROJECT :

Plan for the Month of : \_\_\_\_\_

KRA =

ACHIEVED RESULTS	REASON FOR VARIANCE	DECISION TAKEN FOR FUTURE PLAN	TARGET FOR NEXT MONTH

## **N) GUIDE IN PREPARING MONTHLY ACTION PLAN & PERFORMANCE RESULT**

### **KEY RESULT AREA / GOAL ( WHAT MUST BE ACHIEVED)**

This is the statement of WHAT must be achieved; the OUTPUTS or result areas that come from the Annual Organizational Objectives and / or of result of strategic planning.

### **ACTIVITIES**

These are the steps / activities to be followed to reach the objectives; part of Individual Monthly Action Plan.

### **WORK REMAINING**

Will tell us what part of the work is currently in progress; and what work remains to be done

### **TIME FRAME(WHEN)**

This is a kind of time schedule for WHEN each activities / step must take place and HOW LONG it is likely to take or happen.

### **PERSON RESPONSIBLE (WHO)**

This a clarification of who will be responsible for making sure that each activity is successfully completed.

### **COSTS / INPUTS**

Clarification of the inputs / resources you will need to carry out the activities in your action plan like : people , time, equipments, money, costs, materials, transport, services, etc.

NEEDS  
Exist to Impact

**O) MONTHLY PROGRAM PERFORMANCE RESULT REPORT**

**MONTHLY PROGRAM PERFORMANCE RESULT REPORT:**

Month: \_\_\_\_\_ Sector/Project: \_\_\_\_\_ Name: \_\_\_\_\_  
 Date: \_\_\_\_\_

Performance Grading at 1-5 scale (1 is poor 5 is excellent)

1	2	3	4	5

Activities	Target Output	Accomplished date	Highlights and/or Constraints



**Q) PLANNER- Calender of activity**

Month:

20.....

<b>Sunday</b>		7	14	21	28
<b>Monday</b>	1	8	15	22	29
<b>Tuesday</b>	2	9	16	23	30
<b>Wednesday</b>	3	10	17	24	31
<b>Thursday</b>	4	11	18	25	
<b>Friday</b>	5	12	19	26	
<b>Saturday</b>	6	13	20	27	

**R) OUTSTATION TOUR SCHEDULE**

**Outstation Tour Schedule approval and advance/ reservation requisitions:**

Name:

Place (s):

Purpose:

Reservations required:

	From:	To:	Date:	Train/Air	Class
--	-------	-----	-------	-----------	-------

Onward:

Return:

Advance required:

To be used by Accountant

Previous advance balance:

This Advance:

Total advance to date:

Signature:

Accountant:

Approved:



## T) TOUR REPORT

### Tour Report

[To be submitted within 48 hours of the tour undertaken to the immediate supervisor. Finally all such reports should be filed through ED]

Ref. File #:

From:

To:

Subject: Purpose:

Place:

Person(s) met:

Date and Duration:

I. Brief report:



Exist to Impact

II. Suggestions/advice to the administration (if any):

III. Follow-up plan/Schedule:

**U) LEAVE APPLICATION**

**DS/ED**

**LEAVE APPLICATION**

To,

\_\_\_\_\_

Subject: Application for leave

I. Dear Sir/Madam,

May I please request you to grant me \_\_\_\_\_ days CL/SL/EL/Med.L/Mat.L/PL/Comp.L.,  
from \_\_\_\_\_ to \_\_\_\_\_

I have the following leave balance in my leave account:

- CL \_\_\_\_\_ days,
- SL \_\_\_\_\_ days,
- EL \_\_\_\_\_ days,
- Med. L \_\_\_\_\_ days,
- Comp.L \_\_\_\_\_ days.

Name of the applicant:

Applicant's Signature

Date:

II. Admn: Leave balance account confirmed

Signature

III. Your leave is not granted/granted for \_\_\_\_\_ days from \_\_\_\_\_ to \_\_\_\_\_ as  
leave/leave without pay.

Sanctioning Authority.

**V) NO CLAIM CERTIFICATE**

From: -----  
-----  
-----

To, The Executive Director,  
NEEDS, Williams Town,  
Deoghar- 814 112

Sub: No claim certificate

This is to certify that I have received full payment for all my services rendered to the organization (NEEDS) up to and inclusive of \_\_\_\_\_ day of Month \_\_\_\_\_ of Year 200

I further certify that there will be no further claim for services rendered up to that day and that I have no outstanding claim against the organization for payments for overtime, annual leave and sick leave or for any other compensation.

Date:-----

Witness -----

Signature (Employee)

Signature of Witness :-----

SIGNATURE (Executive Director)

1. A similar certificate will be signed by an employee at the time of time of termination of service and will be handed over to the proper authority.
2. This No claim certificate will cover all payments made except provident fund