



# Human Resource Manual



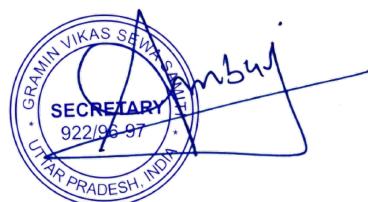
## Gramin Vikas Sewa Samiti

### Registered Office-

Village- Bhaishiya, Post- Dudhaura,  
Distt- Basti (U.P.) 272002 (Ph. No. 05542286215)

### Administrative Office-

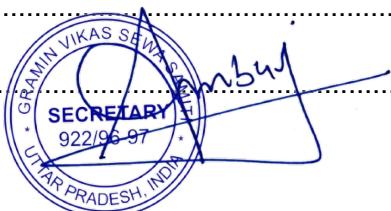
Moh- Purana Dokkhana, Post- Gandhi Nagar,  
Distt- Basti (U.P.) 272001 (Ph. No. 05542281333)



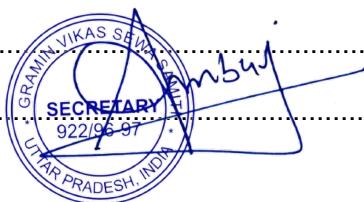


## Table of Contents

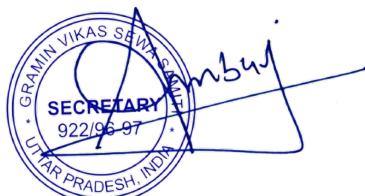
1.0	Introduction to the Manual .....	5
1.1	Purpose of the Manual .....	5
1.2	Applicability of Manual .....	5
1.3	Responsibility for compliance and clarifications .....	5
1.4	Manual effective date .....	5
1.5	Manual review process and approval .....	5
2.0	About the Organisation .....	6
2.1	Background of the Organisation .....	6
3.0	Organisation Structure and Job Descriptions .....	8
3.1	Organisational Chart .....	8
3.2	Designation and Applicable Grades .....	9
4.0	General Policies and Procedures .....	9
4.1	Office Days .....	9
4.2	Working hours .....	9
4.3	General rules regarding attendance .....	9
4.4	General rules regarding Movement Register .....	10
4.5	Use and care of organisation's property .....	10
5.0	Holidays and Leaves .....	10
5.1	Holidays .....	10
5.2	Leaves .....	10
5.2.1	Leaves for confirmed employees .....	11
5.2.2	Leaves for employee on probation .....	12
5.2.3	Leaves for employee on Training .....	12
6.0	Compensation and Allowances .....	12
6.1	Compensation structure .....	12



6.2	Allowances .....	13
6.3	Incentive .....	13
6.4	Salary payment .....	13
6.5	Loans and advances policy .....	13
6.5.1	Salary Advance .....	13
6.5.2	Loan terms and conditions .....	13
7.0	Travel Policy .....	14
7.1	Travel plan and advances .....	14
7.2	Boarding and Lodging .....	14
7.3	Mode of Travel .....	15
7.4	Settlement of Travel Claims .....	16
8.0	Recruitment and Selection .....	16
8.1	Recruitment .....	16
8.2	Announcement for Recruitment .....	17
8.3	Qualification and Experience .....	17
8.4	Selection Method .....	17
8.5	Appointing Authority .....	17
8.6	Reference Check .....	17
8.7	Letter of Appointment .....	18
8.8	Training and Probation Period .....	18
8.9	Indemnity Bond .....	18
8.10	Staff Security Deposit .....	18
8.11	Terms of Employment .....	18
9.0	Staff Appraisal, Promotions and Salary Increases .....	19
9.1	Staff Appraisal .....	19
9.2	Procedure for Appraisal .....	19
9.3	Guidelines .....	20



10.0	Disciplinary Procedure .....	21
10.1	Office Decorum .....	21
10.2	Disciplinary Actions .....	21
11.0	Staff Termination and Exit .....	22
11.1	Resignation .....	23
11.2	Termination/ Relieved .....	24
	Annexure 1: Job Description .....	25
	Annexure 2: Movement Register .....	34





## **1.0 Introduction to the Manual**

### **1.1 Purpose of the Manual**

Purpose of this manual is to manage organisation's human capital in such a way that this key resource is utilised in the best possible way. In order to achieve optimal utilisation of staff, an environment needs to be created, which is amicable and helps staff to perform to the best of their ability. This manual also gives the staff, information on key HR systems and procedures of the organisation and what they need to do in a specific HR related situation.

### **1.2 Applicability of Manual**

Staff working in the organisation, whether, fulltime or part time, trainee, probationary or confirmed, are governed by this HR Manual. Once the candidate has been selected in the organisation, the HR manual becomes applicable to him/her. In his first week in the organisation he should be given a copy of HR Manual to read. The new employee should be given proper explanation and answers to the doubts and questions raised by him/her. After the new employee has read the manual he should be asked to sign on the back page of the document to establish that he is acquainted. In the Employee contract, clause mentioning 'agreement to HR policies of the organisation', should figure.

### **1.3 Responsibility for compliance and clarifications**

Compliance of HR policies is the responsibility the General Manager - HR and Administration. Through HR manager/Secretary/Director, GM - HR and Admin, should ensure that HR policies are implemented in letter and spirit. Any HR related query should be asked to the HR manager/Secretary/Director. In case there are any persisting queries/doubts, same can be addressed to the General Manager, HR and Administration.

### **1.4 Manual effective date**

Manual is effective from 01.04.2023

### **1.5 Manual review process and approval**

Manual should be reviewed once every year just before the annual staff meeting. HR Policy and manual could be reviewed in case there is a large scale changes in the existing system. Changing policy very frequently is not advisable. In case, there is a change, which is strategic in nature or would have remarkable impact on the organisation, Board's approval has to be taken before the new policy and manual is in force. Under normal circumstances, when the amendments are



strategically less consequential, GM - HR & Admin should, with the help of HR manager/Secretary/Director, prepare the new document and forward it to the Managing Director for approval.

## 2.0 About the Organisation

### 2.1 *Background of the Organisation*

Gramin Vikas Sewa Samiti is a non Government voluntary organization. The organization objective is to strengthening the most deliverable, marginalized and socially part of the society. To keep this objective GVSS established in the year 1996. Form its origin the organization never seen behind. GVSS operates various district of eastern Uttar-Pradesh.

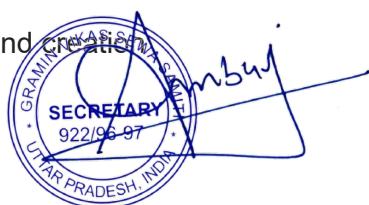
The organization is registered under society registration act 21, 1860 (SRA No. 922/96-97) and foreign contribution regulation act



- Mainstreaming the poor and downtrodden towards development and national progress through promoting people's organization as the key element to achieve a self-reliant community.
- Establish self-dependant, exploitation free society for social development.
- Creation of an egalitarian, democratic, healthy and pollution free Society.



- ❖ Creation of self-reliant community by adoption of participatory approach.
- ❖ Acquaintance with the country's rich tradition and heritage for getting imbued with the spirit of using efficient use of modern resources.
- ❖ Make provision of opportunities to the disadvantaged sections of the community for their all-round
- ❖ Creation of awareness, conscientisation of social, economic and political development. incidences, which have kept the rural mass poor and deprived. Emphasis on women empowerment.
- ❖ To make sincere and serious Endeavour for sustainable development and creation on and exploitation free society





## OBJECTIVE

- To raise the standard of living of the rural people by creating enabling environment for participatory development.
- To explore and create opportunity for social, educational and cultural development.
- To create awareness for cleanliness and educate the common people about diseases such as HIV/AIDS, leprosy etc. in a manner that their misconceptions are removed as also to organize free medical camps for the benefit of children and others.
- To take appropriate steps to mitigate the after effects of natural calamities like flood and drought.
- To strive to set up cottage industries and thus create employment opportunity for youth, especially rural poor.
- To work for the advancement and empowerment of women by providing them vocational training and forming Self Help Groups.
- To Endeavour for eradication of illiteracy and encouraging parents to send their children to school.
- To strive to strengthen the bond of social cohesion and harmony.
- To work for conservation of environment by motivating people towards this end.

## VALUE

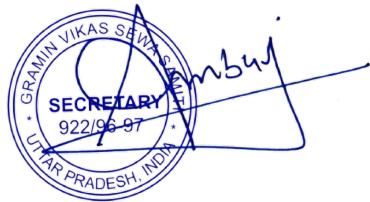
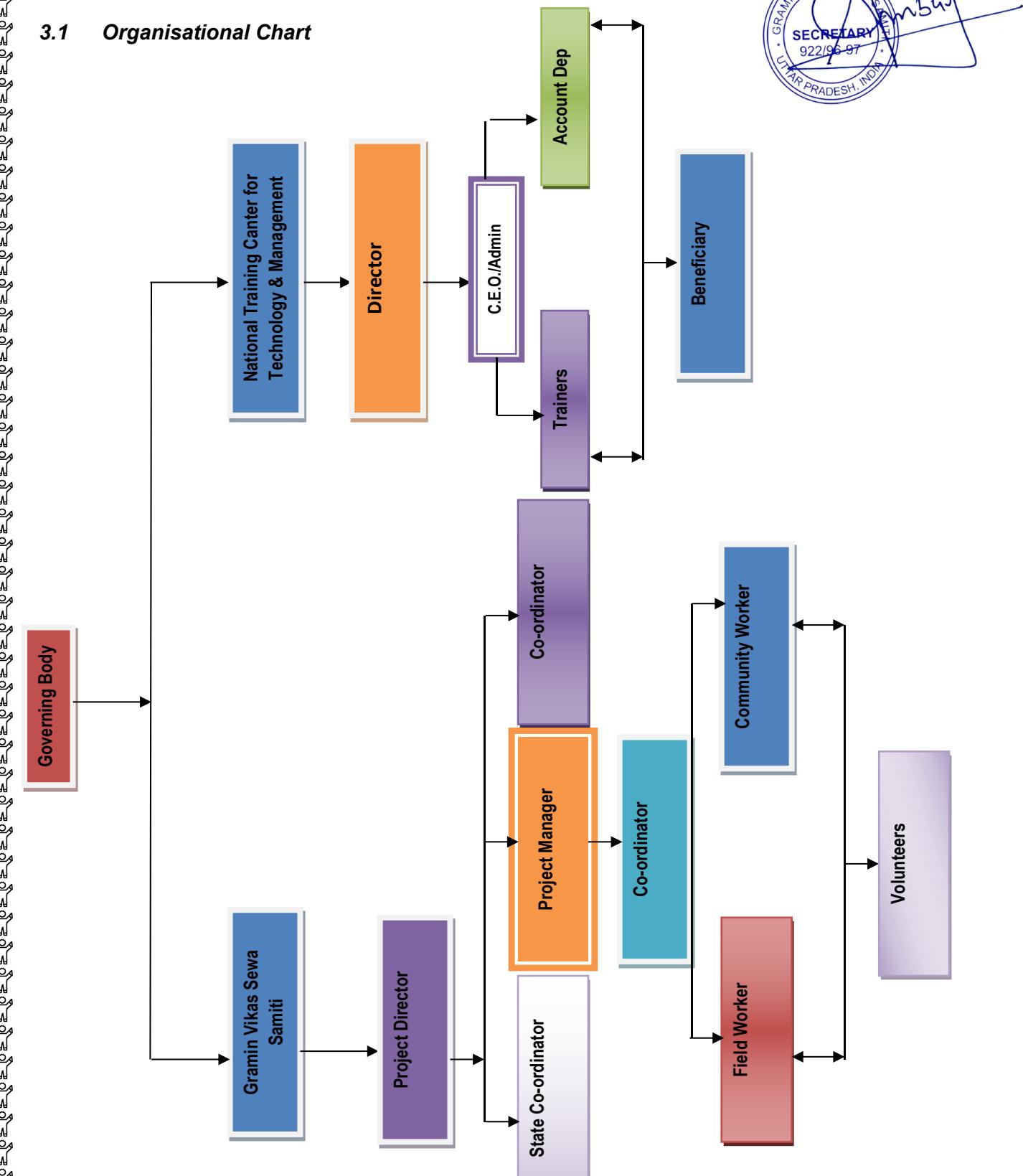
- Respect in all areas of work: respect for our work, our colleagues, our partners, our donor and our communities.
- Trust that our partners are working with integrity and credibility in difficult situations. Through mutual funds, we move away from the traditional donor/grantee relationship and work in true partnership with our grantees.
- GraminVikasSewaSamiti recognizes the importance of being open to new ideas and ways of doing things and to learning from our work and our partners. Most importantly, being open to failure as much as to success and

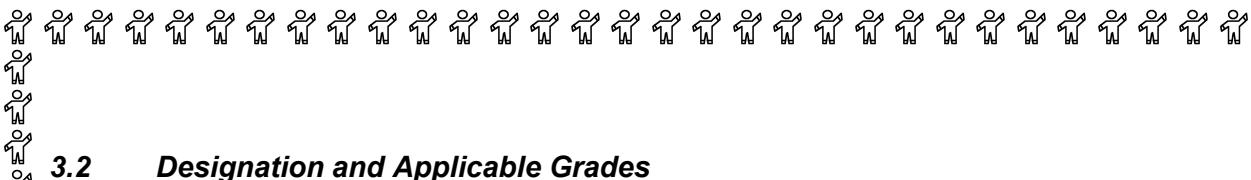


understanding that would both come learning and understanding.

### 3.0 Organisation Structure and Job Descriptions

#### 3.1 Organisational Chart





### **3.2 Designation and Applicable Grades**

For better control and clarity in human Resource structure, Staff in Gramin Vikas Sewa Samiti is divided into four levels,

**Table 1: Grades in each designation**

<b>Designation</b>	<b>Grade</b>
Secretary/Director	G1
Program Director	G2
Program Manager	G3
Coordinator	G4
ORW/Supervisor	G4
Community Worker/Field Worker	G5
Volunteer	G6

For the above mentioned positions, Job Descriptions, Qualifications and Skills required for the position and Roles and Responsibilities are mentioned in the **annexure 1**

## **4.0 General Policies and Procedures**

### **4.1 Office Days**

Gramin Vikas Sewa Samiti follow six days working in a week. Week starts from Monday and ends on Saturday. Office will be closed on Sunday.

### **4.2 Working hours**

- Office Timings at Head Office is from 9:30 Am to 6:00 PM
- Break of 30 minutes for lunch from 1:30 PM to 2:00 PM

Branch would have timing according to the Meeting Schedules and Other Field requirements.

### **4.3 General rules regarding attendance**

- Attendance register should be kept at the main entrance of the premises
- All employees have to sign on the attendance register
- Grace period of 10 minutes may be given three times in a month
- Arrival after 10:00 AM would be marked as a half-day Casual Leave
- Arrival after 2:00 PM would be marked as one casual leave
- Habitual late comings would be recorded and mentioned at the time of appraisal





#### **4.4 General rules regarding Movement Register**

- a) Movement Register would also be kept at the main entrance to track movement of staff in the office building. A copy of this is maintained in [annexure 2](#). This ensures that people keep up with time, inform others on a particular staff's location, and ensures safety of the assets. A history is also created of every staff on punctuality and time-effectiveness
- b) All employees have to sign the register before coming in or going out of the office
- c) Both In-time and out-time are to be mentioned in chronological order
- d) Over writing in the movement register would warrant disciplinary action
- e) HR manager/Secretary/Director should monitor that the process is being followed by everyone in the organisation

#### **4.5 Use and care of organisation's property**

- o Employees are responsible for organisation's assets like computer, printers and stationary, office vehicles etc, and should take care of the property of the company. This would be one of the criteria that would be considered while employees personal growth in the organisation.
- o By policy use of company's property is prohibited for personal use. In case a staff has been found of using organisations asset for personal purpose would be eligible for a disciplinary action
- o In this era of technology, staff are provided with expensive gadgets like laptop, pen drive etc to make their work easier. Any important asset should be issued properly and mentioned in the asset issue register. While returning, the issued asset should be checked for issues, and then recorded in the asset issue register for submission. Action would be taken upon malfunction/breakage of company property due to negligence.
- o Use of official vehicles requires permission from the General Manager HR and Admin in case of two-wheelers, and from the Managing Director, for Four Wheelers. Log book has to be maintained for marking actual usage.

### **5.0 Holidays and Leaves**

#### **5.1 Holidays**

List of Holiday is attached in the [annexure#](#)

#### **5.2 Leaves**

Leave is a permitted absence from the work in ~~only~~ hours. A set of leaves are in the offing, depending upon the reason for absence from the job. Financial year is



followed for calculation of leaves. Employees can avail set of leaves, according to his/her eligibility, when approved by the appropriate authority

### 5.2.1 Leaves for confirmed employees

- i) **Earned Leave**: This is a planned leave, taken for personal purposes like marriage in the family, family vacation etc. Ideally before planning for a vacation, it should be informed and consulted with immediate supervisor well in advance. Leave application for availing earned leave has to be submitted at least two weeks in advance. Total eighteen earned leaves are there in the calendar year. This type of leave should be taken for more than five days continuous and not more than three times in a year. The earned leave is accrueable till 45 days, beyond which leaves would automatically lapse. Earned leaves are en-cashable at the financial year ending, provided at least 10 day of earned leave has been taken in one calendar year, failing which, the remaining leaves are lapsed.
- ii) **Casual Leave**: There are total six casual leaves in a financial year. This type of leave can be availed by a staff if s/he wants a temporary absence from work for not more than three continuous days. If it is not an unforeseen reason for absence, a leave application should be submitted seven days in advance. Casual leave lapses at the end of each financial year. This kind of leave is not en-cashable.
- iii) **Medical Leave**: There are total six medical leaves in a financial year. This type of leave can be availed by a staff if s/he seeks absence from work due to sickness. In case of leave being more than three days, medical certificate by a government doctor is required. In case of planned surgery leave application should be submitted seven days in advance. Medical leave lapses at the end of each financial year. This kind of leave is not en-cashable.
- iv) **Maternity Leave**: This type of leave can be availed by a staff if she seeks absence from work due to pregnancy. She should have completed six months of employment and do not have more than two children. She can take maximum of three months of leave under this type of leave. She can have an option to take pre-delivery and post delivery leave. This kind of leave is not en-cashable.
- v) **Paternity Leave**: This type of leave can be availed by a staff if he seeks absence from work due to birth of his new child. He should have completed six months of employment and do not have more than two children. He can take maximum of seven days of leave. This kind of leave is not en-cashable.
- vi) **Leave without Pay (LWoP)**: This is a situation when either an employee has exhausted all his leaves and had no option but to take leave without pay, or an



employee has been found to have unauthorised absence away from hi duty. Later is counted as a disciplinary action and recorded and brought at the time of appraisal.

Earned	Casual	Medical
<ul style="list-style-type: none"> <li>Eighteen</li> <li>Accrual Possible</li> <li>Encashable</li> </ul>	<ul style="list-style-type: none"> <li>Six</li> <li>Non Accrual</li> <li>Non Encashable</li> </ul>	<ul style="list-style-type: none"> <li>Six</li> <li>Non Accrual</li> <li>Non Encashable</li> </ul>
Maternity	Paternity	LWOP
<ul style="list-style-type: none"> <li>Minimum six months in the job</li> <li>Three Months of Leave</li> </ul>	<ul style="list-style-type: none"> <li>Minimum six months in the job</li> <li>Seven days of leave</li> </ul>	<ul style="list-style-type: none"> <li>No Payment</li> <li>Not Encouraged</li> </ul>

### 5.2.2 Leaves for employee on probation

- Earned Leave: Earned leave is not allowed to be taken at the time of probation
- Casual Leave: Total of nine casual leaves are available to an employee on probation
- Medical Leave: Total of five medical leave can be availed by a staff on Probation

### 5.2.3 Leaves for employee on Training

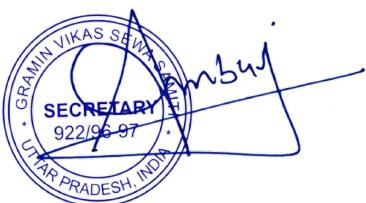
- Earned Leave: Earned leave is not allowed to be taken at the time of training
- Casual Leave: Total of three casual leaves are available to an employee on training
- Medical Leave: No medical leave can be availed by a staff on training

Note\* No leave can be sanctioned while a staff is serving a notice period

## 6.0 Compensation and Allowances

### 6.1 Compensation structure

Compensation structure is based on the grades, at any grade there is a band of basic salary and any employee can start from the lower basic in any grade and at annual salary hike can go up to the highest possible grade. Every three years employees Grade can be changed based on the performance appraisal.





## **6.2 Allowances**

Mobile allowance is provided to all the staff to ensure prompt and smooth communication with each other. The amount is decided by the Managing Director for every designation. It is based on practical assessment of the official usage by a staff in conducting his duties.

## **6.3 Incentive**

Gramin Vikas Sewa Samiti believes in providing monitory and non-monitory incentives to high performers to appreciate their effort and further motivate them.

Community Service Officers are provided incentives on the bases of:

- No of clients added into the branch by him in a month
- Total number of clients maintained by him in a month

## **6.4 Salary payment**

Gramin Vikas Sewa Samiti believes in providing prompt payment of remuneration. Salary is paid on last day of the month. Fuel allowance is paid on 1<sup>st</sup> to 7<sup>th</sup> of every month, respectively.

Salaries are transferred directly to the employee's salary account. In case the employee does not have a bank account, for whatever reasons, a bearer cheque should be issued in his name. Salaries are not paid through cash.

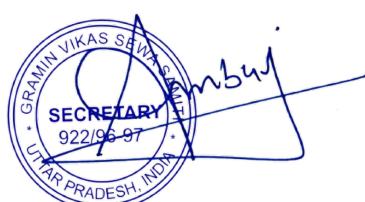
## **6.5 Loans and advances policy**

### **6.5.1 Salary Advance**

Staff can take salary advance of 50% of month's salary, if s/he has completed six months of service within the organisation and are confirmed staff. Staff can take salary advance up to two times in the year. Salary advance settlement has to be done in three months.

### **6.5.2 Loan terms and conditions**

Confirmed Staff can avail loan for two wheelers. Gramin Vikas Sewa Samiti would provide up to 75% and not more than Rs.30, 000. This is subject to repayment capacity. The repayment has to be done within two years.





## 7.0 Travel Policy

### 7.1 Travel plan and advances

Staff should plan their travel well in advance and seek approval for travel which is to be made outside the place of posting, and also has financial implications on the organisation.

MFI pays for Lodging, boarding and local conveyance for staff who is on a official visit, away from his usual place of posting. This is done to cover the cost of expenses a staff has to genuinely incur away from home. Some of the important guidelines for travel are as follows

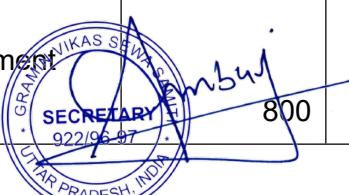
- a) Reimbursements are done on actual bases
- b) All expenses require bills to substantiate
- c) In case a staff has taken an advance, same should be settled within one week of completion of travel

### 7.2 Boarding and Lodging

Boarding and Lodging expenses paid by the organization depends on the entitlement given to an employee according to his/her management level. To cover the costs of stay in a more pragmatic manner, slabs have been decided based on class of cities like, Metro, State Capitals and Districts.

**Table 6: Lodging and Boarding Slabs**

s/n	Management Level	Metro	Out of State	District
<b>Hotels</b>				
1	Senior Management Team (I)	2000	1500	1000
	Senior Management Team (II)	1500	1000	750
2	Middle Management Team	1000	800	600
3	Junior Management Team	800	500	300



Food				
1	Senior Management Team (I)	850	750	500
	Senior Management Team (II)	500	400	100
	Middle Management Team	400	300	75
2	Junior Management Team	300	250	50
3				

Staff leaving or returning back to the place of posting would be entitled for the meal taken outside the area of posting. Food entitlement would be divided proportionately, according to the meals taken outside his work area, in the ratio of 20% for breakfast, 40% for lunch and 40% of dinner.

### 7.3 Mode of Travel

Travel made for touring outside the Gramin Vikas Sewa Samiti operations area is structured according to the management level. It is expected and appreciated when staff chooses a more economical option.

**Table 7: Mode of Travel for Employees**

Management Level	Class of Travel
Senior Management Team	Train AC II tier/ Flight/ AC Bus/ Taxi
Middle Management Team	Train – AC III tier/ Sleeper Bus
Junior Management Team	Train – Sleeper class/ Bus

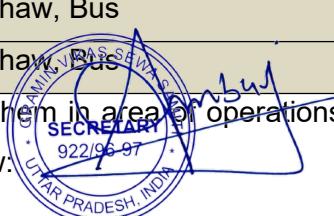
Local Travel while on tour is also fixed for all management levels, which is as follows:

**Table 8: Local Travel while on Tour**

Management Level	Class of Travel
Senior Management Team	Taxi, Auto Rickshaw
Middle Management Team	Auto Rickshaw, Bus
Junior Management Team	Auto Rickshaw, Bus

Staff is entitled for claiming fuel cost for travel made by them in areas of operations.

Claim would be reimbursed on the bases mentioned below:





**Table 9: Local Travel within the area of operations**

Management Level	Mode and Bases
Senior Management Team	Official Vehicle; Rs.6 per kilometre for personal four wheeler, Rs.1.10 per kilometre for two wheeler
Middle Management Team	Rs.1.10 per kilometre for personal two wheeler
Junior Management Team	Rs.1.10 per kilometre for personal two wheeler

Staff should maintain logbook for kilometres travelled for official purposes. Branch manager and other supervising officers should check the logbook for completeness. Senior management can use official four-wheeler wherever appropriate.

#### **7.4 Settlement of Travel Claims**

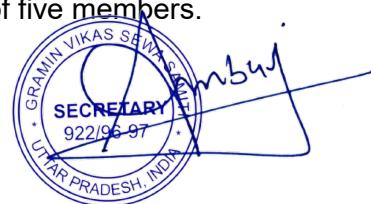
All claims have to be handed over to the Assistant – Accounts, who should ensure that the documents submitted are proper and complete. Assistant – Accounts should check the claims are according to the entitlements provided to the staff. If staffs have taken advance before the travel, same has to be settled within a week of coming back to the office. If the staffs fail to clear the advance within a week, the unused advance along with Rs.250 as a penalty would be deducted from the salary. In case of reimbursements, Accounts department would clear the bills twice a month i.e. 5<sup>th</sup> and 25<sup>th</sup> of every month.

### **8.0 Recruitment and Selection**

#### **8.1 Recruitment**

Gramin Vikas Sewa Samiti is an equal opportunity employer and provides fair opportunity to all the applicants seeking employment in the organisation. It does not favour or have aversion for any cast, creed, religion and gender. Recruitment process is depicted in a nutshell as Newspaper Advertisement/ Referrals and Interview by Board

**Note:** Selection panel to be decided by the management from time to time. The panel should have minimum of three members and a maximum of five members.





## **8.2 Announcement for Recruitment**

On approval for recruitment for a new/ vacant position from the CEO, the announcement is made for recruitment by the HR Department. Mode of announcement could be through:

- a. Advertisement in the local newspaper
- b. Contact
- c. Internal Promotion/transfer
- d. Bio Data repository; that gets updated each time any outsider submits his/her resume to the organisation.

Mode of announcement would depend on the position for which recruitment has to take place.

## **8.3 Qualification and Experience**

Gramin Vikas Sewa Samiti affirms that qualified and experienced staff is the basic requirement for any candidature. Qualification and experience required from a candidate depend on the position under consideration. Candidate having relevant specialised degree/diploma for a position is highly preferred.

## **8.4 Selection Method**

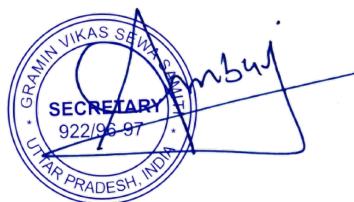
Gramin Vikas Sewa Samiti has identified several selection methods, criteria and process for every position. It could be a specific method or a combination of more than one method. Selection methodology adopted by Gramin Vikas Sewa Samiti could be:

- a. Test
- b. Group Discussion
- c. Interview by Selection committee

Selection in Gramin Vikas Sewa Samiti depends heavily on the performance of the candidate in the selection methodology.

## **8.5 Appointing Authority**

CEO for position according to referral of board



## **8.6 Reference Check**

Every short listed candidate's appointment is subject to positive feedback from two references. Ideally one reference check should be done with a person with whom candidate has shared working relationship, and another from a public



sector/government employee. Reference cannot be taken from relatives of the candidate. Reference check is facilitated by HR department.

### **8.7 Letter of Appointment**

Letter of appointment is issued by the human resource department as soon as the candidate successfully clears selection process. Letter of appointment would mention date of issue, date and place of joining, salary and remuneration. It should also mention contact details of HR manager/Secretary/Director for any clarification and communication. Sample appointment letter is attached in the [annexure #](#)

### **8.8 Training and Probation Period**

All fresher have to undergo a period of training where they are taught through a combination of classroom lectures and on the job training. The period for this is three months. All new employees, with some experience in microfinance, have to undergo a probation period. This is to mutually assess value that employee and employer would get from the association. It helps new employee understand the working environment. Probation Period is of six months.

### **8.9 Indemnity Bond**

Certain positions in BMS require extreme level of accountability. Employees holding specific positions have to provide indemnity while working with Gramin Vikas Sewa Samiti. An Indemnity bond has to be signed by:

- a. Employees in Finance department
- b. Employee in Operations Department

Indemnity Bond has to be signed by the relative of the Employee in presence of two witnesses. Address has to be written and matched with the copy of address proof provided by the staff.

### **8.10 Staff Security Deposit**

All staffs at Gramin Vikas Sewa Samiti are required to provide 10% of their Basic Salary as a security Deposit, which would be provided to them with interest, at the time of separation from the organisation.

### **8.11 Terms of Employment**

After successful completion of probation period, staff would sign Terms of Employment. Employee should read every clause very carefully. All employees hired would be on contractual bases. Employment in Gramin Vikas Sewa Samiti is not on

permanent bases and both, organisation and employee are free to separate. Sample employment contract is attached in the [annexure#](#).

**Table 11: Documents needed at the time of selection**

<b>Documents required to be submitted after selection</b>
Copy of Degree and Mark sheet
Copy of Address Proof
Copy of Photo Identification
Copy of PAN
Copy of Adhar Cards
<b>Documents required to be signed by new employee after selection</b>
Copy of Appointment Letter
Indemnity Bond/Employee agreement Bond
Terms of Employment (after completion of probation period)

A list of all recruitments that have taken place should be reported to the board.

## **9.0 Staff Appraisal, Promotions and Salary Increases**

### **9.1 Staff Appraisal**

The objectives of the performance appraisal at Gramin Vikas Sewa Samiti are as follows:

- Provide feedback to the employees on their performance
- Assessment of their training needs
- Compensation (increment) decisions
- Devising yardstick for promotions
- Personal Career development of the employee



### **9.2 Procedure for Appraisal**

- Appraisal will be conducted once, at the end of the fiscal year. It will be linked to increment and promotions (if any).

b) All employees who have completed six months would be eligible for increment on a pro-rata basis.

c) For employees who have spent less than six months of their employment term with Gramin Vikas Sewa Samiti at the time of annual appraisal process, their appraisal linked hike will take place subsequently during the next annual appraisal process.

d) Immediately after the performance evaluation meeting, the appraise should give his/her feedback to the appraiser's ratings and feedback.

e) Each rating should have support comments against each parameter.

f) All original signed forms should be sent to the HR Department within seven days of completion of the appraisal process as per the appraisal hierarchy. HR Department will file the documents in the respective personnel files and also assess the training needs of the employee/take the rating for the increment & promotion processes.

### 9.3 Guidelines

- Do not let personal feelings influence the evaluation. The performance should be measured against clear goals & responsibilities outlined in job description.
- Review objectives, expected results, and previous agreements.
- Highlight successes.
- Identify performance gaps and related issues.
- Analyse reasons for such gaps.
- Brainstorm possible actions: make a decision or ask the employee to prepare written suggestions at a later date.
- Critique any new performance proposals; decide or ask for revision.
- Develop/adjust performance plan.

Performance evaluation scores are also used to determine the annual salary increments. Important guidelines for increasing the compensation include the following:

- a) Movement should be gradual. Incremental steps in salary allow for continued interest and motivation to achieve better performance.
- b) When weighing the factor of length of service, the focus needs to be on the time the individual has spent in their current position, not simply the total time with the MFI; and all performance evaluations are monitored by the immediate supervisor of the evaluator.





## **10.0 Disciplinary Procedure**

### **10.1 Office Decorum**

Employees should at all times maintain the proper office decorum during working hours which includes:

- Maintaining an organised and tidy working place
- Reporting on time at the office and at group meetings
- Wearing appropriate clothing for the work environment in line with the organisation's image
- Using organisation resources for organisation business purpose only
- Not using abusive or bad language
- Not engaging in non work related activities during work hours

### **10.2 Disciplinary Actions**

Disciplinary action can be taken against employees,

- If their performance standards at work are unacceptable/ immoral.
- if the employee's adherence to any of the HR policies or Code of Conduct is found unsatisfactory
- if the employee has been found to be involved in severe non-compliance with organisation's operations policy and processes
- if any employee is found to be engaged in any kind of fraud or activities that compromise with the integrity of the organisation
- In other cases like absence from work without notice, sexual harassment towards fellow colleagues, misconduct with clients, taking any kind of favour or bribe from clients in promise of a loan, etc.

The disciplinary actions would vary depending on the severity of the problem/damage.

These could be:

#### **Verbal Warning**

- If an employee's performance at work is found unsatisfactory, his/her immediate supervisor will first try to understand the reasons behind the underperformance
- All interaction between superiors and concerned employee and consequent action taken by the supervisor must be documented and filed in the employee's personal file
- Actions are based on the nature of the problem. If it is due to lack of training, the issue will be discussed with the HR team and necessary training would be provided to the employee

If it is due to negligence, a ***verbal warning*** would be given and performance would be monitored





### **Written warning**

- If there is no improvement in the performance, a **written warning** would be issued cautioning the employee against more serious disciplinary action leading to even termination
- During this period, all promotions and incremental benefits will be kept on hold for that employee
- Records of all the warning letters issued would be maintained in the personal files of the employees. If there is no improvement in the performance or the conduct of the employee, s/he would be terminated

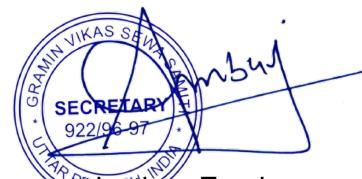
The decision would be taken by the Operations Manager in consultation with the CEO and the HR & Administration Executive

### **Show Cause Notice**

In cases, other than the ones mentioned above (fraud and non-performance) where complaints are received against an employee, at first a **show cause notice** would be served to the employee where the employee gets a chance to explain his/her action

### **Disciplinary Committee**

- In the severe cases of indiscipline, the employee would be suspended and an enquiry would be made by a specially constituted committee into the allegations
- The **disciplinary committee** consists of a HR team member and senior management member. The composition of the team is decided by the MD and the positions are rotated annually among the HR team and the senior management team. If the charges are proven, appropriate disciplinary action will be taken
- If the charges are not proven, the employee would be reinstated and will be paid salary for the period of suspension
- If, during the course of the enquiry, it is found out that false allegations were deliberately made against the employee, appropriate disciplinary action will be taken against the employee/s who levelled such charges



### **11.0 Staff Termination and Exit**

There are several reasons for an employee to exit the organisation. Employees may leave the organisation out of their own will or the contract may be terminated by the organisation due to a lack of performance or misconduct. Terminating a contract is a very difficult process and should be well executed. Therefore, it is best to prepare a plan and deal with the issues in a step-by-step manner. This will ensure that the HR

& Administration is covering all the details and will help to prepare the manager for the process. Not all terminations will be the result of poor performance.

Employees who wish to resign have to give their notice one month in advance. In certain cases, the notice period may be waived. The waiver decision can be taken by the department head in consultation with the HR manager/Secretary/Director. The HR team will schedule an exit interview with all the employees leaving the organisation. The purpose of exit interview is to analyse the reason of staff leaving the organisation. After the completion of the exit interview, the accounts department will settle the final dues of the employee. The exit interviews are kept confidential and the HR team submits a report on the exit interview to the department head.

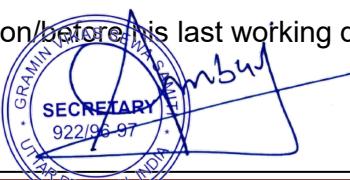
If a branch/portfolio is not performing due to the inefficiency of the staff, s/he will be identified by the supervisor for problem/cause analysis. Based on the recommendation of supervisor the staff will be assisted/guided in the process of improvement. If staff shows no improvement/ changes, he/ she can be suspended /laid off/ terminated.

### **11.1 *Resignation***

Confirmed staff member who wishes to resign from service of Gramin Vikas Sewa Samiti will be required to give a one month notice period (*or 15 days for those who are on probation*). If staff prefers to leave the organisation before the required notice period then s/he has to submit an amount equivalent to pro-rated monthly salary. However, the resigning employee can adjust his accumulated earned leaves with the notice period.

**Process:** All the resignations should be submitted to the immediate supervising authority, the later would forward the resignation letter to HR manager/Secretary/Director. The HR manager/Secretary/Director should discuss the exit with concerned supervising authority, then issue resignation acceptance letter – confirming the reliving date of the employee. On/before the last day all the relevant documents, books and manual are to be handed over to the respective department heads.

**Settlement:** The resigning employee must repay all loans/advances taken and settle all the dues before or on the day; the resignation is taken/ comes into effect. The employee shall not be eligible for any leave during the notice period. The resigning employee will fill the Exit Form (on/before his last working day, based on that full and final settlement is done.

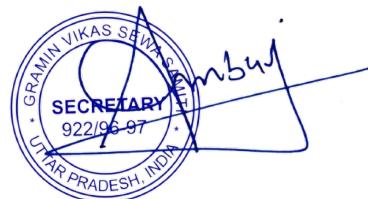




## **11.2 Termination/ Relieving**

As stated above, Gramin Vikas Sewa Samiti may terminate a staff on probation or those who commit serious misconduct / breach of policy without any notice. That staffs that are terminated shall not be eligible to get any salary or other benefits (including leave) and must repay all loans/advances taken and settle all dues immediately.

In case of loss of business for Gramin Vikas Sewa Samiti or repeated warnings for poor performance, staff may be relieved by the organisation. Confirmed staffs who are relieved are eligible to receive one month notice, but cannot en-cash leaves. The employee also must repay all loans/advances taken and settle all the dues before or on the day the termination comes into effect.





## Annexure 1: Job Description

**Designation:** Chief Executive Officer

**Reporting Officer:** Governing Board/Secretary/Director

### **Duties and Responsibilities:**

- a) Incorporating the vision and mission into all the institution's activities undertaken by the board members and employees and to ensure that the integrity of these core values of the institution remain relevant to the residents of operational areas.
- b) Participation in the development of the strategic initiatives with board members and for the ongoing management and implementation of these initiatives
- c) Organising the annual strategic meeting of governing board members and the institution's senior management team
- d) Oversight of the development of the institution's business plan, the updating of the plan, the development of the institution's master project plan and budget preparation on an annual basis.
- e) Reporting to the governing board the impact of strategic planning through financial analysis, surveys, operational challenges, and customer statistics on an ongoing basis.
- f) To ensure operational efficiency and increase profitability
- g) Oversight of the institution's Policies, governing board reporting, and the annual review and updating of the policies, and the recommendations for governing board approval of these policies:
  - a. Risk Management Policy and Programme,
  - b. Audit Policy – Internal and External Audit Programmes
  - c. Operations Policy
  - d. Human Resources Policy
- h) Maintaining a knowledgeable, professional, qualified staff and to ensure that employees of integrity and a strong understanding of the institution's internal operations are appointed at different levels of the organisation.
- i) Reporting to the governing board the status of the institution's programmes, the operational challenges, financial analysis, and any important issue of concern or complaints.
- j) Oversight of institution's staff and governing board training and development to ensure the institution activities are managed and carried out by knowledgeable and skilled employees.
- k) Responsible for the employee and client satisfaction surveys reflecting the institution's reputation and achievements





**Designation:** Project Manager/Block Cordinator

**Reporting Officer:** Project Director/ Chief Executive Officer

**Qualification:** Post Graduation/ Management/ MSW

**Relevant Experience:** Five years at senior level

**Duties and Responsibilities:**

- a) Providing support and guidance to Gramin Vikas Sewa Samiti staff in operations
- b) Monitoring the working and progress of operations as per the policy of Gramin Vikas Sewa Samiti.
- c) Developing the system and processes and standardize the same for all branches.
- d) Conducting training and provide other human resource development and capacity building input to the staff of Gramin Vikas Sewa Samiti.
- e) Regular monitoring of quality of portfolio and provide guidance to HO and branch staff.

**Designation:** Manager– H.R & Admin

**Reporting Officer:** Program Director

**Qualification:** Post Graduation

**Relevant Experience:** Four years experience in HR

**Duties and Responsibilities:**

- a) To ensure hr policies and procedures are being followed in respect of organization.
- b) To ensure recruitment and selection process are conducted and formulated properly.
- c) To ensure orientation and training process for employees are conducted properly and timely.
- d) Ensure job analysis done on time and bring up the job description with person specification.
- e) Ensure strong relationship between senior management and other departments.
- f) In collaboration with finance department forming and establishing of fair and clear compensation structure.
- g) Ensure timely appraisal system for organization's employees.
- h) Review and revise completed performance appraisal system in the year end.
- i) Ensure timely feedback process in the performance appraisal system in every year; minimum two times.
- j) Monitor the employee turnover rate.
- k) Look after grievance handling process.
- l) To design, establish and monitor exit policies for employees.
- m) Ensure maintenance of personnel records, leave records & salary records





**Designation:** Accountants– Accounts and Finance

**Reporting Officer:** Program Director

**Qualification:** Post Graduate or equivalent

**Relevant Experience:** 3 Years relevant experience

**Duties and Responsibilities:**

- a) Overall responsibility of accounting and record keeping.
- b) Provide support and guidance to manager - accounts and finance in financial planning accounting and book keeping.
- c) Monitor that all branches are maintaining the accounts as per the policy of the organization.
- d) Prepare trial balance and balance sheet.
- e) Develop the system and processes and standardize the same for all branches.
- f) Conduct training and provide other human resource development and capacity building input in regards to account to the staff of Gramin Vikas Sewa Samiti.
- g) Provide support in networking and fund raising for the organization.
- h) Ensure repayment of funders as per the schedule.
- i) Regular monitoring of quality of portfolio and provide guidance to branch staff.
- j) Analysis of financial ratios and present to Program Director, Managing Director and Board.
- k) Compliance of company law, taxation, creation of charge of funders and statutory returns be filed with appropriate authorities
- l) To release funds to the branch offices as per their credit demand

**Designation:** Counsellors

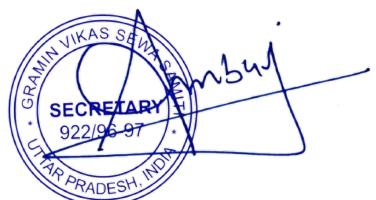
**Reporting Officer:** Program Director

**Qualification:** Graduate

**Relevant Experience:** 3 Years experience in field operations

**Duties and Responsibilities:**

- a) Adherence to Strategic Business Plan of Gramin Vikas Sewa Samiti
- b) Formulation of operational strategy
- c) Coordination between field worker and project coordinator
- d) Target Setting for field worker





**Designation:** Operation Manager

**Reporting Officer:** Manager - Operations

**Qualification:** Post Graduation / Graduation

**Relevant Experience:** 3 Years experience in MF operations

**Duties and Responsibilities:**

- a) Supervise all divisions
- b) Visit branches of all divisions.
- c) Verification of the loan utilization and ensure 100 % timely collection
- d) Supervise book keeping and record maintenance.
- e) Manage funds across Divisions.
- f) To set target for all Areas.
- g) Maintain good relationship with staff, customers and local population to obtain and retain good customers
- h) Supervise the staff of all areas, including their work in the field by means of planned and surprise visits.

**Designation:** Manager - H.R

**Reporting Officer:** Manager – H.R & Admin

**Qualification:** Post Graduate

**Relevant Experience:** one Year experience in MF

**Duties and Responsibilities:**

- a) To formulate HR policy and procedures
- b) To design and establish recruitment and selection process
- c) To design and establish orientation and training process for employees
- d) Do the job analysis and bring up the job description
- e) Build up strong relationship between senior management and other departments
- f) In collaboration with finance department forming and establishing of fair and clear compensation structure.
- g) To design and establish appraisal system for organization's employees.
- h) Review completed performance appraisal system in the year end.
- i) Bring in the feedback process in the performance appraisal system in every year; minimum two times.
- j) Monitor the employee turnover rate.
- k) Look after grievance handling process.
- l) To design, establish and monitor exit policies for employees.
- m) To maintain personnel records, leave records & salary records





**Designation:** Manager Audit

**Reporting Officer:** GM Internal Audit

**Qualification:** Post Graduation / Graduation

**Relevant Experience:** 2 Years experience in MF operations

**Duties and Responsibilities:**

- a) Make visits to at least three Branches and fifty centres in a month to record the deviation from the stated processes through review of documents, books of records and accounts.
- b) Check at least two hundred client's related records in a month; mainly utilization report, house indexing, loan ledger, C.D.S, and collection register
- c) Examine, evaluate and report on the adequacy and reliability of existing internal controls
- d) Recommend, as necessary, actions to improve; automated and manual systems of MFI operations, financial reporting, compliance with laws, regulations and internally developed policies and procedures and the safeguarding of assets
- e) Help the organization, accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and operational processes
- f) Provide narrative report of audit to the management

**Designation:** Divisional Manager

**Reporting Officer:** Operation Manager

**Qualification:** Post Graduation / Graduation

**Relevant Experience:** Three years experience in operations

**Duties and Responsibilities:**

- i) Supervise all Areas under him.
- j) Make regular branch visits, and centre visit at regular interval.
- k) Verification of the loan utilization and ensure 100 % timely collection
- l) Supervise GRT (Group recognition test) of groups formed at Area level in all branches by Community Service Officers
- m) Supervise Book keeping and record maintenance at the Area level
- n) Decide upon Fund Management in all Areas
- o) To set target for all Areas
- p) Maintain good relationship with staff, customers and local population to obtain and retain good customers





**Designation:** Manager - Accounts

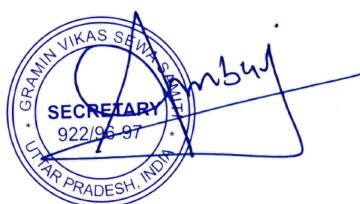
**Reporting Officer:** Manager – Accounts & Finance

**Qualification:** Post Graduation / Graduation

**Relevant Experience:** Two Years experience, one year in operations

**Duties and Responsibilities:**

- a) To monitor all type of transactions
- b) To monitor maintenance & preparation of bank cheque book, bank payments, deposits of company bank accounts
- c) Monitor each accounts entry on Ledger-Book, Cash-Book & Bank Book
- d) Reconciliation of accounts maintained with various bank and to ensure that Company's funds are not misappropriated/ misutilised
- e) Monitor incentive/bonus claims of all the employees posted in the head office of the company and to ensure that the payments are made in time
- f) To keep track over the fund position of the Company at Head Office level, to ensure that repayments to the funding agencies are made in time and to advise on the investment of idle funds
- g) To keep proper track over Companies' operative accounts with various Banks and to reconcile the bank statements on monthly basis, by the 15<sup>th</sup> of the following month.
- h) To facilitate timely completion of statutory audit.
- i) To ensure updating the entries as per Company's software and their accounting systems are up-to-date
- j) To obtain, verify and update the periodical returns from head office and to get the irregularities, if any, rectified. At the head office level if the Accounts module is not automatically linked to the tracker module, to tally the data monthly with the tracker loan ledgers and books of accounts.





**Designation:** Area Manager

**Reporting Officer:** Divisional Manager

**Qualification:** Graduation

**Relevant Experience:** 2 Years experience, one year in MF operations

**Duties and Responsibilities:**

- a) Supervise the area allotted
- b) Make a Branch visit and Centre visit at regular interval.
- c) Supervise GRT (Group recognition test) of groups formed at Branch level by Community Service Officers.
- d) Supervise book keeping and record maintenance of all Branches in Area allotted.
- e) To set targets for all Branches in Area allotted.
- f) Maintain good relationship with staff, customers and local population to obtain and retain good customers
- g) Supervise staff of Branches, including their work in the field by means of planned and surprise visits

**Designation:** Assistant Branch Manager

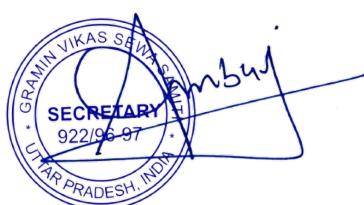
**Reporting Officer:** Branch Manager

**Qualification:** Graduation/ Intermediate

**Relevant Experience:** one Year experience in MF

**Duties and Responsibilities**

- a) Conduct survey of the potential villages.
- b) Conduct compulsory group training (CGT).
- c) Participation in centre meeting.
- d) Verification of the loan utilization and ensure 100 % timely collection
- e) Pre GRT (Group recognition test) of groups formed by Community Service Officers.
- f) Book keeping and record maintenance at the Branch level
- g) Maintain good relationship with staff, customers and local population to obtain and retain good customers
- h) Supervise the field staff, including their work in the field by means of planned and surprise visits





**Designation:** Community Service Officer

**Reporting Officer:** Branch Manager

**Qualification:** Intermediate / High School

**Relevant Experience:** One year in microfinance

#### **Duties and Responsibilities**

- a) Conduct survey of the potential villages.
- b) Motivational meeting and formation of groups
- c) Conduct compulsory group training (CGT)
- d) Conduct centre meeting
- e) Book keeping and record maintenance of allotted centres
- f) Maintain good relationship with staff, customers and local population to obtain and retain good customers

**Designation:** Assistant Accounts

**Reporting Officer:** Manager Accounts

**Qualification:** Graduation in commerce

**Relevant Experience:** one Year experience

#### **Duties and Responsibilities**

- a) Preparing all type of Vouchers, each transition on vouchers
- b) To maintain & preparing bank cheque book, bank payments, deposits of company bank accounts
- c) Proper maintaining each accounts entry on Ledger-Book, Cash-Book & Bank Book
- d) Reconciliation of accounts maintained with various bank and to ensure that Company's funds are not misappropriated/misutilized
- e) Preparing incentive/bonus claims of all the employees posted in the head office of the company and to ensure that the payments are made in time.
- f) To keep track over the fund position of the Company at Head Office level, to ensure that repayments to the funding agencies are made in time and to advise on the investment of idle funds
- g) To keep proper track over Companies' operative accounts with various Banks and to reconcile the bank statements on monthly basis, by the 15<sup>th</sup> of the following month.
- h) To facilitate timely completion of statutory audit
- i) To ensure updating the entries as per Company's software and their accounting systems are up-to-date





**Designation:** Assistant Admin

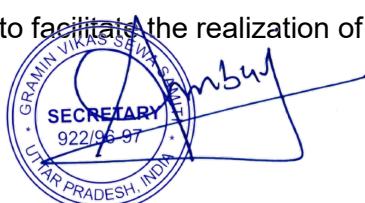
**Reporting Officer:** Manager H.R & Admin

**Qualification:** Graduation

**Relevant Experience:**

**Duties and Responsibilities**

- a) Obtaining sealed quotations for various items to be purchased for use of company for purchasing committee
- b) Supplying the subsidiaries and franchises with stationery, Computer consumables, furniture and equipment
- c) Maintaining inward and outward communication at the office, and the use and maintenance of the ICT hardware
- d) Checking/approving of the incentive/bonus claims of all the employees the Company and to ensure that the payments are made in time.
- e) Keep track record of all the employees of the Company regarding insurance and PF payment and to ensure that these payments are made on time from our Company to respective employee/organization/ government department. He will be responsible to deal with concerned officers of PF Department and Insurance Company regarding any discrepancy
- f) Or any problem of any employee of the company are insured/ included in the PF deduction list as per Company's rule.
- g) Verification and approval of travel claim for all staff of the Company
- h) Arranging logistics for trainings and capacity building programmes
- i) Filing and retrieval of all documents at the Head Office, With Particular attention to agreements with funders;
- j) Attending to the needs of higher authorities for travel, accommodation and communications;
- k) To maintaining proper decorum with regard to staff attendance etc. at Head Office
- l) Updating and Maintenance of inventory at Head Office and ensure that the same are properly numbered.
- m) Supervision of the use and Proper maintenance of the Company's vehicles, including the drivers;
- n) Ensure maintenance of all office equipments including generator/ Inverter of the Company.
- o) Anything else, which is required to facilitate the realization of the Company's Vision and Mission.





## **Annexure 2: Movement Register**

