

HUMAN RESOURCE POLICY



JAN VIKAS SAMITI

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SECTION 1 Introduction and Guiding Principles for HR Policy

Any organization, which aims to empower people, has to handle its most critical asset-Human Resources well. In such agency, the role of the 'staff', their motivations and attitudes towards work and community, assume critical importance along with their knowledge and skills. Therefore it has to invest in developing and operationalising a Human Resource Policy which ensures retention and high morale of the staff.

Jan Vikas Samiti (JVS), Varanasi aims to enhance social and economic empowerment of the rural poor and marginalized vulnerable groups through the development of their staff sustained. The organization will also invest in building capacity of staff and other different stake holders.

JVS, Varanasi has been constituted by the Varanasi Province of IMS as the social welfare society. For successful implementation of the JVS' activity, a management structure is designed in the organization (appendix). Considering the outreach as well as coordinating, there requires a Human Resource (HR) manual to suggest policy framework and its implementation guideline for governance as well as meeting the requirement of Human Resource associated with the organization. The HR manual is prepared to meet this objective.

1.1 Preamble of HR Manual

- a) The HR Policy would proactively contribute towards achieving the overall goals of JVS, Varanasi by laying down principles, guidelines and rules/norms to ensure smooth functioning of the Project Staff.
- b) The HR Policy would encourage building of a shared vision of the project among all the project staff to ensure that their respective jobs are complementing each other.
- c) The HR Policy would advocate for outcome based performance by all project staff which is aligned with the organizational goal.
- d) The Policy aims to build a culture of trust, transparency and integrity among all staff.

1.2 Contents of the Manual

The HR manual lays the policy as well as related rules for the following;

1. Overview of Jan Vikas Samiti
2. Recruitment and Selection
3. Induction and Orientation Policy
4. Staff Contract Policy
5. Payment Policies and Procedures
6. Performance Evaluation Policy
7. Attendance and Absenteeism Policy
8. Leave Rules and Regulations
9. Travel Policy
10. Employee Welfare Policy
11. Disciplinary Procedures

12. Communication Policy
13. Conflict of Interest Policy
14. General Policy Guidelines
15. Annexures

1.3 Terms

In the HR policy the context implies (if otherwise not explained) ;

- (a) JVS means Jan Vikas Samiti
- (b) Executive Director means Executive Director of Jan Vikas Samiti
- (c) Governing Body means the Governing Body of the Society.
- (d) Higher Authority means the person to whom the employee directly reports in connection with day to day and regular official work.
- (e) Employee means any person serving the Society in any post with regular emoluments. It includes those appointed on Contract/ fixed term basis and on deputation.
- (f) Staff means any person serving the Society in any post with regular emoluments. It includes those appointed on Contract/ fixed term basis and on deputation.

1.4 Important considerations taken while preparing the HR Manual

- a. Realizing the dearth of skilled human resources and fast changing work environment, JVS reiterates the need to revisit and constantly renew its HR manual to ensure its objective. Thus the HR Policy would be a dynamic document subjected to review and redesign as per the changing needs and times.
- b. The success of the document lies in it being accepted and owned by all. The HR manual does not claim to have laid rules for each and every situation; however it has tried to lay down the policies and the principles which could be evolved and be made part of the manual (if needed) in due course of time. Hence the manual should be treated as an evolving document.
- c. HR manual claims at creating “minimum hygiene” for smooth functioning by staff and display ‘care’ for the engaged person. Hence a proactive role is required by all. This has great role in retention of good staff within society.
- d. The HR manual recognizes the importance of laying down all **processes** and **service standards** for all provisions being mentioned. All possible efforts have been made to describe the process flow and standards to be followed while operationalising HR provisions. Since this manual is considered as an evolving document, the time, quality and processes will be further defined from time to time for each provision as and when required.

1.5 Core Values that guide HR Policy of JVS

The stated Vision and Mission of JVS guide the Human Resource policies of JVS. We draw inspiration from the vast experiences of the pioneering members of JVS and also from the reflections of the members through various deliberations. These values are embedded in the social teachings of the Catholic Church, and JVS being a Catholic Social Service Organization, we are committed to profess and promote these values.

The values set out below are the guiding principles for the organization and its members. We therefore not only own them and value them but also manifest them in all our endeavors to make this world a better place for all especially the poor and the marginalized for whom we have a preferential option. We believe in the dignity of the human persons, their right to rule and manage their own lives by developing their inherent potentials and making the optimum use of the opportunities before them. We become the facilitators in the process.

1.5.1 The Dignity of the Human Being:

JVS, in all its endeavors will ever strive to protect and promote the dignity of the individuals in its own workplaces, in dealing with partners and the society at large. We believe in the sacredness and the value of life and the inalienable right to life of every human being. JVS in all its efforts will promote respect for human lives irrespective of Religion, Caste, Culture, Gender, Language, Territory or any other distinction.

1.5.2 Equity:

JVS believes in an equitable society where equal opportunities are provided to every person to avail, access and control resources in proportion to each one's needs and capacities. JVS is aware of the need to be gender sensitive, gauging the limitations of the present day society. Our efforts are to ensure indiscriminate participation of women, men and persons with disabilities. We believe in a society where biases and prejudices do not have a strong hold. We also believe in the necessity for making special option for the empowerment of women and PwDs whenever called for. It is also our conviction that we need to reduce vulnerabilities and marginalization through our interventions within the society so that each one has the opportunity to be included and be an enriched human being.

1.5.3 Justice:

Inspired by the social teachings of the Catholic Church, we will promote justice and peace in the society. We believe that every human being has the right to express and be heard and treated justly in all situations. We are in the forefront when justice is denied, human rights are violated, and when the vulnerable and the marginalized are oppressed and exploited. We focus our interventions in such a way that we support and network with like-minded individuals and organizations working for the same cause.

1.5.4 Solidarity:

JVS will strive to enhance solidarity with the poor and those who whole-heartedly share the same concerns. Through solidarity we express a firm determination and commitment to the common good. The vision of solidarity binds us together, establishing a society where all will receive what rightly belongs to us as children of God. Firmly believing in the integrity of creation, we recognize the relationship between natural resources and human development. This calls for concerted effort to

protect the nature and its resources through programs that are ecologically sustainable and are in harmony with the local environment.

1.5.5 Transparency and Accountability:

We recognize transparency, mutual accountability, openness, loyalty and honesty as fundamental values and preconditions for the growth of our partnership.

- a. We believe that every person is accountable for their actions.
- b. Transparency in all decision making processes, utilization of resources, assessing performances and communication.
- c. We believe in sharing the concerns and apprehensions of all those we serve in a spirit of trust and mutual respect.
- d. Team spirit is fundamental to an organization's culture wherein work becomes a process of learning and progressing together. Each person is considered as a unique contributor who is valued and respected.

1.5.6 Professionalism:

JVS believes in Professionalism and excellence in the work and ensures quality performance with greater effectiveness, efficiency and commitment. Therefore, capacity building of the personnel and qualitative improvement are of great priority for the Organization.

1.6 Applicability and Administration of the Manual:

This Manual shall be administered in the manner given below:

- A) Governing Body of the Society will authorize and approve the manual.

- B) The manual is a dynamic document and may be amended by the Governing Body as and when required and as learning accumulates within the agency. All participants in the program are encouraged to share their learning and experiences of the program implementation so as to improve the proposed arrangements made to attain the program objectives.

- C) All amendments made to the Manual shall be:-
 - (i) Circulated to all the implementing units by JVS.
 - (ii) It will mention the date from when the change shall be effective.

Conclusion: These core values served as checklists and guidelines for the organization when it gave expression to its HR policies. Any such effort made in this direction to form HR system based on sound value systems will surely help any organization and its human resource to function smoothly and effectively both at organizational level and grass-root level.

SECTION 2 Overview of Jan Vikas Samiti

Jan Vikas Samiti (JVS) is a not for profit, charitable voluntary, Non-Governmental organization registered under Societies Registration Act, 1860. The organization is the Social Service Unit of the Varanasi Province of the Indian Missionary Society (VP of IMS).

2.1 History:

JVS has its origin after a long birth pang due to charity and welfare approaches of development. Down through the years, our area in and around Varanasi as well as other geographical areas where VP of IMS is active witnessed this 'band-aid' development which could not heal the wounds of exploitation, lopsided development and various discriminations. As a panacea to this age old problems faced by the poorest people, our pioneers developed a vision for a new Society based on justice, equity and fullness of life for all. Thus came Jan Vikas Samiti (JVS) into existence and got registered as a social service society in 1997.

Under the leadership of Rev. Fr. Dilraj IMS and Fr. Abhishiktanand IMS President and Secretary of the organization, the Society initiated Adult Education on the lines of Paulo Friere and community health education in selected 20 villages of Harahua Block in Varanasi District. Soon a band of SRA Sisters (Sisters of the Queen of the Apostles) of Varanasi Province joined the Organization. Based in Varanasi, the Society made inroads into the lives of broken people who have experienced the bitterness of exploitation and discriminations at various levels. The dalits and women got attracted to the vision and mission of JVS and in course of time the seeds of social transformation began to yield results of 30 folds and 60 folds.

Slowly the organization took roots in the rich soil of the city of light-Kashi (Varanasi) shining as a light in the darkness and brining many into the light and life in its fullness. Since its inception, people's organization became the major thrust of the organization where we focused on building '*social capital*' and thereby the participation of people in development actions. All the principles of animation were followed in the formation of groups. With the help of many capacity building exercises, we could elicit the collaboration of many more in the activities.

In 2006 JVS took a giant leap by joining hand with Sticing Liliane Foundation, the Netherlands. JVS was made as the strategic partner organization of the SLF in North and North East India, widening its operational area, network and scope it has over 100 partner organizations. The role of JVS now is that of a co-worker and companion. In all the development actions, right from planning, implementation, monitoring and evaluation, the policy of reaching out to the last mile communities has been followed. Now we participate in their programmes whereby we make ourselves available according to the convenience of the people day or night, winter or summer, rain or dry.

It is in mutual collaboration and true partnership we grow and flourish with. We have proved it - *Empowerment is possible; it is not a dream.*

2.2 Major Target groups of the organization:

- Women
- Children, adolescent girls & women in difficult circumstances
- Adult girls and boys
- Panchayat Raj System
- Men
- *Dalits*, poor and other marginalized sections of the society
- People affected by natural calamities
- Persons with disabilities
- Trafficking victims

2.3 Vision, Mission and Strategy

- 1. Vision** We visualize an inclusive humane society based on the values of equity, justice and freedom.
- 2. Mission** Empowerment of the marginalized people of the Society, especially the Dalits, Persons with Disabilities, Women and Children through a process of awareness, organization collective actions and advocacy for raising their Socio-Political, Educational, Economic, Health Status and Promotion of Environment.
- 3. Strategy** A continuous process of animation and advocacy among men and women to become aware form and organize into groups and federations and to take actions for integrated participatory and Sustainable Development.

SECTION 3 Recruitment and Selection

3.1 Introduction

Selecting right people for jobs and placing them in right area is an important aspect of any organization to ensure that the employees give their best to the organization. Thus recruitment and selection strategies play an important role in ensuring the efficiency of an organization.

To build in the best process of selection for JVS, the selection criteria and selection process has been decided keeping in mind the job responsibility of each profile and also the knowledge and capabilities required fulfilling those responsibilities in the context of the organization and the target area. JVS will follow the following recruitment and selection process for different levels of staff.

Recruitment is done by formal procedures, starting from identifying the need to fill a post to reaching the stage of official appointment. The finally responsible person within the organization for the proper execution of the recruitment process is the Administrator. He of course does not have to execute all tasks but is responsible to control all the time that all tasks are properly and timely executed by the involved persons. The recruitment procedure is divided into the following phases:

Phase	Maximum duration	By	
1	Vacancy identification	-	HR / Programme Manager
2	Preparation of job description	1 week	HR / Programme Manager
3	Internal recruitment (if applicable)		Administrator / HR / Programme Manager / Associate Director
4	Preparation of application form (external)	1 week	HR / Administrator
5	Vacancy announcement		HR / Administrator
6	Application period	3 weeks	HR / Administrator
7	Selection for interviews	1 week	HR / Administrator
8	Interviews	2 weeks	Management Team
9	Selection of successful candidate(s)	Immediately	Management Team
10	Appointment procedure and signing of contract		Executive Director

3.2 Vacancy identification

A vacancy can be identified after an employee has left/or will leave the job or new tasks for the organization arise which require a new post. The need for filling such vacancies can be discussed in the monthly management meetings. In such a meeting issues need to be discussed like expectations of the post, recruitment planning, internal recruitment if applicable, mode of vacancy announcement, type of contract etc. If the planned recruitment procedure differs notably from the above described procedure this has to be approved by the board of trustees of the organization before recruitment starts. Vacancy Identification Guidelines are mentioned in Annex.

3.3 Preparation of job description

All employees to be recruited by the organization will have explicit job descriptions that form part of the employment contract whether permanent or temporary contract. Job descriptions should make clear the tasks to be performed, the level of responsibility of the job, the knowledge and the skill level required to do the job productively. For most cases job descriptions are standard. Standard job descriptions are described in **Annex**. In some cases job descriptions may be custom made, for instance if people will combine two or more of the standard functions or if new functions are created for which no standard job description exist. Custom made job descriptions will need to be based as much as possible on the existing standard job descriptions presented in **Annex**. For all jobs under management level the job descriptions will be prepared by the HR or concerned Program Manager together with the Administrator and will be approved by the Executive Director. For all jobs at management level the job descriptions will be made by the HR or Associate Director together with Administrator and will be approved by the Executive Director.

3.4 Internal recruitment

The organization should undertake to advertise suitable vacancies internally, but reserves the right to recruit externally only if it has valid reasons. Valid reasons could for instance be that the existing employees can't be missed in their respective sections, or that they lack the required skills for the existing vacancy.

If the organization decides to advertise internally, it is done by an announcement on office notice board to the employees. Brief details of the minimum requirements for the application and the job are given. The employee who wishes to be considered for the position will contact the HR or Administrator to obtain an application form (see Annex). This form is to inform the Programme Manager in which the employee at that moment works about the application. At the same time it will be used as an official application for the job. Under no circumstances will the Head of the section in which the vacancy exists be contacted directly.

If the Programme Manager in which the employee at that moment works disapproves the internal application he will inform the Administrator about his judgment including the reasons by filling these in the application form. The Administrator will then send a disapproval to the candidate unless he has strong reservations regarding the judgment of the Programme Manager (in this last case he will ask the judgment of the Executive Director). If the relevant Programme Manager approves the internal application he will put this on the form. In this case the Administrator considers the comments of the relevant Programme Manager, the probationer's work record, length of time in present job, and over-all

potential of the candidate. If based on these issues the Administrator's judgment is negative the Administrator will write a letter to the employee explaining the results of the assessment. If the judgment of the Administrator is positive the Administrator fixes a date to interview the candidate.

3.5 Preparation of Application Form

The job descriptions (see Annex) form the basis of the application forms to be prepared by the HR or Administrator. A lay-out of a standard application forms for standard jobs is included in Annex.

3.6 External vacancy announcement

If the internal recruitment round has not yielded any positive results or if the organization has decided to recruit externally only, the recruitment procedure continues with an external vacancy announcement.

An external vacancy announcement should be done by cost-effective advertising, for instance by using local announcement newspaper, web publishing etc. Every announcement should clearly indicate the application procedure and closing date.

3.7 Application period

The Society shall advertise the vacancy in on-line advertise web sites, social media and other platforms for recruitment. People who wish to apply for positions advertised externally can do so only by filling in an application form (the information put down by candidates in their application letters is usually insufficient to obtain a good idea about the candidate's working experience; therefore it is required that the candidate fills in the application form). An example of an application form is presented in Annex.

Application forms can be obtained from the office of the organization or from the website. The vacancy announcement number for the post, for which the probationer wishes to be considered, should be clearly indicated on the front of the application. Administrator is responsible for the distribution of the application forms.

All filled-in application forms come in through the Admin Supervisor who keeps a record of all incoming applications. He/she notes the name of the probationer, address, date received and vacancy number (in a computerized data base). The Admin coordinator forwards the probationers records to the Administrator.

For applications below management level the Administrator forwards the filled-in application forms to the HR or relevant Program Manager of the vacant post, including all incomplete forms. The relevant Section Head selects from the application forms a maximum of 6 candidates within 1 week after receiving the forms. In case there are 2 similar posts vacant, a total of only 10 candidates is selected while for 3 similar vacant posts only 12 candidates are selected. The details of the selected candidates are proposed to the Management Team who will study them. If all agree, the selected candidates will be invited to attend an interview. The Administrator will send regret letters to all not selected candidates.

For vacancies at management level the selection of candidates is done by the Associate Director, Executive Director and the HR. They will receive all filled-in application forms for the vacant post from the Administrator.

3.8 Selection of interviews

The job descriptions (see Annex) form the basis of the application forms to be filled by the candidate applying for the job. A lay-out of a standard application forms for standard jobs is included in Annex. It is the duty of the administrator to short list the applications which are suitable to post called for.

3.9 Interviews

The function of an interview is to assess whether a candidate is sufficiently capable for a vacant position. Motivation, judgment, qualifications and experience on the job are part of the issues to be considered. Beside a talk with a candidate also tests (e.g. computer tests, knowledge tests, work on case studies, driving a car) can be part of an interview.

A Selection panel would be formally constituted and would have a prefixed date and place for selection. Clear, unambiguous and transparent criteria for selection or rejection of candidates should be placed. The panel members should be oriented on the interview process and techniques of observation/evaluation.

The interview panel for vacancies below management level shall comprise of the HR, Administrator, the concerned Program Manager and one more Management team member. The concerned Section Head will chair the interviewing panel. The members of this panel will decide on the procedure to use in conducting the interviews and recommend the suitable candidate.

The panel for management level positions shall comprise of the HR, Associate Director, Executive Director and one more member from the Management Team. For positions on management level one or two interview rounds are held.

If a post is very specialized an expert can be asked to join the interviewing panel. During the interview the interview panel fills in an interview form (see Annex) for each candidate. This will later help to compare the results of the interviews.

After each round of interviews all candidates are discussed and the decision is taken by vote among the interview panel members. Each candidate is informed about the interview results in writing. If the result is positive the candidate will receive a job offer including an invitation to discuss the terms and conditions of employment.

For candidates living far away it is advisable to plan their interview at a convenient time to enable such candidates to reach the office where the interview takes place and to be able to leave in time. Any candidate coming from outside the district (and thus incurring travel costs) may be reimbursed traveling expenses (against actual train (sleeper class) or bus fare (non AC) directly after the interview if required. Hotel costs are not reimbursed.

3.10 Selection of successful candidate(s)

If during the first round of interviews no definite selection can be made, a second round of interviews

with a limited number of the candidates will be held. For a second round of interviews the interview panel may consist of more panel members than in the first round if believed necessary. During the second interview usually more in depth questions are asked. If no suitable candidate is found after two interview rounds the recruitment process starts again.

3.11 Appointment procedure and signing of contract

After final selection of a candidate, the HR or Administrator, with permission from the concerned Program Manager (for the lower than management level positions) or the Executive Director (for the management positions), will write and send to the candidate's email a job offer letter. The job offer letter will clarify the requirements for accepting the job offer and reporting on duty. The candidate will have to react to the job offer letter within a week. If the candidate shows interest in the job offer, an appointment letter will be issued by the Executive Director with all terms and conditions of employment.

The appointment letter will officially announce his/her position within the organization, the place of assignment and the effective date of employment. The appointment letter will carry annexes, specifying the employee's job description, employment contract, employee undertaking, code of conduct and job description, terms of reference, salary and benefits and other relevant terms of employment.

SECTION 4 Induction and Orientation

All induction and orientation program at JVS will be guided by its induction and orientation norms.

4.1 Objectives of the Induction program:

1. To acquaint the new participants with the organizational culture, systems, policies and operational norms of existing systems of JVS.
2. To facilitate the adjustment of the new entrants in the new environment

4.2 Guidelines for induction program

Topics and aspects to be covered in the orientation program

- Overview of JVS
- Organization's vision, mission, goal and history
- Nature of organization
- Functioning pattern of the organization
- Distribution of operational blocks
- Major target groups of JVS
- Organization Organogram
- Organization set up
- Developmental issues/concerns/areas of intervention
- Area of operation
- Area profile
- Projects and programs at a glance
- Methodology
- Roles and responsibilities of personnel
- Meetings and events of the Organization
- Publication
- HR manual
- Child protection policy
- Gender policy
- Finance policy

4.3 Process of induction

Process will be for the two different functional levels:

4.3.1 At the Management, Admin and Coordination level:

- **The Induction program will be for:** The Manager / officer / officer / Accountant /coordinators /Admin Assistant or any other staff of the above mentioned level.

- **Duration:** The module will provide five days exhaustive orientation to the participants. Initial two days will be in-house orientation followed by three days at any of the intervention area of JVS.

4.3.2 At the community Centre level:

- **Induction program will be for the facilitators.**
- **Duration:** The module will provide six days exhaustive orientation to the participants.
 - 1 day at the Main Office
 - 2 days in - house (Community Centre)
 - 3 days in the field (Community Centre)

4.4 Operational Aspect:

Responsibility: Associate Director/Administrator will be the over all In-charge and person responsible for the all the Induction programmes at JVS. He will be supported by the management team. At the community centres, induction programme will be organised by the Community centre In-charge and the Community centre level Coordinator/ programme coordinator with the support from the Associate Director.

4.5 First working day

On the first working day the targets for the probation period are discussed with the probationer by the Hr or Administrator. This includes a clear explanation about what is expected of the employee. The probationer is introduced to the organization. He/she will receive from the HR or Administrator the employee handbook.

After the introduction and administrative procedures on the first working day, the probationer is handed over to his/her supervisor who will from guide the probationer during his/her probation period.

4.6 Probation period

The goal of a probation period is:

- a) To test the ability of the probationer to perform well on the job
- b) To test the suitability of the probationer's character to fit into the organization

Probation period for contract employees will be of 3 months from the date of joining. The first month of probation is meant to familiarize the probationer with the organization and also to help him/her to settle down and understand the organization's operations.

If it is decided to continue the probation period, a panel consisting of the HR / Administrator, concerned Manager, Associate Director and Executive Director evaluate the performance of the probationer at the completion of another 6 months from the start of the probation period. At this panel, the employment of the probationer is either confirmed or extended. If decided to dismiss the probationer, the decision is notified to the probationer during the probation evaluation meeting.

SECTION 5 Staff Contract Policy

5.1 Termination of Contract

Purpose :

This outlines the policy and procedures related to the termination of an employee.

Policy:

In all cases of termination, the Society shall follow the procedure of Govt. of India. The termination notice shall invariably state the reason for termination and circumstances prevailing at the time of issuing such notice. One month's notice for termination is necessary for all cases.

Procedure:

The Manager, Human Resources will make all reasonable efforts to ensure that all appropriate steps leading to termination of an employee have been taken.

All termination decisions have to be confirmed by the Executive Director.

5.2 Notice of termination of contract

Written notice to terminate employment, by the organization to the employee or by employee to the organization must be done as follows:

- During probation: 7 days in advance
- Employees up to one year employed: 30 days in advance.
- Employees longer than 1 year employed: 30 days in advance or with one month's payment in advance

The organization may revoke these conditions on the basis of: (in such cases all the privileges enjoyed by the employee will cease to exist)

1. Provisions within disciplinary procedures. Immediate dismissal can be given in case of insubordination, absenteeism, lack of performance, lack of co-operation, any malpractices, reception of bribery and theft.
2. The employee has been certified permanently unable to work by a medical practitioner.
3. The employee has been imprisoned or convicted of an offense.

5.3 Resignation by the employee

An employee may resign from his post and the appointing authority shall be competent to accept or reject such resignation. The employee, who intends to resign, shall give at least one month notice.

The acceptance of such resignation by the appointing authority shall take effect from the date of relieving, if he is on duty or from the date of communication, if he is on leave, or if the said authority so

directs from the date of expiry of leave. Before actually relieving the employee, it should be ensured that the amounts due from the individual to JVS are fully recovered.

5.4 Re-employment

Former employees who have left the organization (whether being under casual/temporary or permanent employment) by resignation (of their own accord) or who have had their employment terminated for any reason connected with their performance or conduct will in principle not be re-employed. However, the management may use their discretion to modify this policy where he/she considers if that it may be of mutual benefit to the individual and the organization. For the case of re-employment, the person would have to apply through the formal application procedures (during recruitment round).

SECTION 6 Payment Policies and Procedures

6.1 Salary and wages

Salary means payment for work, made to an employee with an employment contract, usually done in the form of a monthly cheque payment. Wage is monetary compensation or remuneration paid to an employee in exchange for work done. Payment may be calculated as a fixed amount for each task completed, or at an hourly or daily rate, or based on an easily measured quantity of work done. The salary/wage system is evaluated once a year by JVS. An overview of the salary system is provided in **Annex**.

6.2 Salary and wages payment

The amount of salary is paid according to the employment contract of the employee. This is by cheque or bank transfer. The staff shall be paid on 5th of every following month and if it falls on a public gazetted holiday then payment shall be made on the previous or the following day. Staff shall be paid mid-month salary advance if one desires so and the remaining balance will be paid at the end of month. For this purpose the employee has to fill in a mid-month salary advance request (**see Annex**), one working day in advance. The mid-month salary advance shall not exceed 50% of the salary/wages payable to the employee.

Employees will be expected to pay their government graduated tax to the concerned according to the law prescribed. It is not the responsibility of the employer to pay this tax or to remind the employee to pay.

Incomplete months are paid by calculating the number of days actually worked.

Each employee on the payroll (on permanent contract) signs a pay slip (in duplicate) at the end of the month stating the above. One signed pay slip will remain with the employee and the other with the organization.

For each position in the organization (for an overview of the positions see Annex) it has been defined what the salary should be.

The salaries depend on:

1. The position of the employee
2. The time an employee has worked in the organization,
3. The performance of the employee.

6.3 Salary increase (performance related)

After each year of employment a performance appraisal is done with the employee. If the performance has been shown satisfactory improvement; this results in an increment of the salary, which is between 6 to 10% on the basic salary based on employee's performance. This means that the employee from the following month will receive a prescribed increment decided by the Management team / Executive Director.

Employees with unsatisfactory performance will attract no promotion or step increase, but will continue to receive the same salary/wage as of previous year.

6.4 Consultants

Consultants are professional experts hired by NGO on short-term basis only for the completion of specific tasks and assignments related to NGO or one or more of its projects. Separate and limited contracts, defining their job description, timeline, deliverables, reporting procedures and payment details will be issued to consultants. They will be paid on daily/monthly/weekly/project basis depending upon the nature of their assignment. They will not be considered as full-time or part-time employees of the organization.

6.5 Change to another position

If an employee takes up another position in the organization his/her salary will be according to the grading level, starting as if the employee was newly employed (thus starting for the grading system at year 1, unless the position is at the same or a lower grading level).

SECTION 7 Performance Evaluation Policy

7.1 Introduction

The organization has a system of staff development in place for employees at all levels. This consists of planning and performance appraisals of the employees and the possibility for employees to follow internal and external trainings when they are invited to do so. Employees are also free to apply for training courses that they would like to follow.

7.2 Performance planning

The performance planning stage enables employees and supervisors to come to an agreement on what is to be accomplished during the year and how it will be carried out. The following procedures and tools are used to facilitate this stage:

- a) Job description or list of duties: Each employee must have an up-to-date job description defining the purpose of the work and the responsibilities involved.
- b) Setting of objectives: For each key responsibility associated with a position, at least one objective should be established for a particular period. The objectives should be clear and quantifiable, and the assessment criteria should be mentioned.

7.3 Performance Monitoring and Management

Staff performance and productivity should be managed on an ongoing basis throughout the year. The following elements among others are involved.

- a) On-going Supervision: This means taking the time to observe, examine sources of difficulty and seek solutions.
- b) Regular Communication: This involves regular exchanges so that employees can receive feedback about their performance and receive the necessary supervision.
- c) Periodic Evaluation This involves formal, scheduled meetings between an employee and supervisor to discuss activities carried out, end results and the adjustment of the action plan and objectives, if necessary. A minimum of one meeting every six months is suggested to ensure satisfactory results.

7.4 Employee performance appraisal

Performance appraisal is a continuous process of reviewing or discussing one's job and aims at improvement of performance in the current job.

7.5 Objectives of performance appraisal

- To satisfy the individual's needs for feedback on performance and to assist him/her in improving the performance in the current job.
- To strengthen supervisor - employee relationships.

- To get feedback on the level of employee motivation.
- To help the employee to perform better in order to strengthen the organization as a whole to perform better.

7.6 Performance appraisal process

After completion of the probation period and annually, each member of staff will undergo an appraisal exercise to review his/her performance and to agree on new targets, as well as identifying training and employee development needs. Each employee is evaluated based on targets set, and then other new targets are set for the next year. The employee should be appraised over the whole period since it was last appraised. It is the responsibility of employee and immediate supervisor to ensure that individually set targets are monitored on regular basis as specified in the completed performance appraisal report. Failure to comply with this will have an adverse implication on the part of the immediate supervisor and concerned employee.

The report (a filled in performance appraisal form; see Annex) is prepared and should be endorsed by the employee, supervisor and the Executive Director. One copy of the appraisal form is given to the employee in duplicate and the original copy of the form is filed in the employee's personal file maintained at the office. If the employee does not agree with the outcome of the appraisal, he/she can appeal with the Director.

7.7 Training

The organization supports a policy of progressive development of employees. Training needs of employees at all levels will be assessed regularly and where required for the job, internal or external training will be organized at the organization's expense. Training wanted and initiated by the employee but not suiting the organization's budget or priorities should be paid by the employee and be done outside working hours.

Employees who pursue courses sponsored by the organization, and whose total cost decided by the management, are obliged to serve the organization for a minimum of years decided by the management depending on the amount after training before they can resign/retire from the organization. They will have to sign an agreement under this arrangement.

7.8 Use of notice board

All important communication regarding vacant positions, the change in positions of employees (Change of policies, induction of any new policies, whether being promoted, acting on behalf of, new appointments, resignations, etc), training courses and other important issues regarding staff development should be announced on the notice board in the office for every employee's information.

SECTION 8 Attendance And Absenteeism Policy

8.1 Introduction

An effective attendance policy or absenteeism policy helps the organization to ensure employee attendance to accomplish work. Depending on the type of work the attendance policy or absenteeism policy may designate the number of days on which employees can be absent from work. A fair and consistently administered attendance policy or absenteeism policy is critical for success of the organization.

8.2 Applicability

These rules shall be applicable to all the employees of Jan Vikas Samiti.

8.3 Managing absenteeism

The responsibility for managing absenteeism has fallen primarily on immediate supervisors. These supervisors are often the only people who are aware that a certain employee is absent. They are in the best position to understand the circumstances surrounding an individual's absence and to notice a problem at an early stage. Their active involvement in managing absenteeism is critical.

8.4 Attendance Guidelines

Attendance registers are to be maintained in all the places where staffs are working. When the employee comes for duty they have to either punch to the Fingerprint Attendance Bio Metric System or sign in the register. A separate movement register is maintaining in all the offices and staff will enter the date, time and the purpose they are leaving the office. Excuses are reviewed and excessive absenteeism is a disciplinary issue.

SECTION 9 Leave Rules and Regulations

9.1 Introduction

Leave is a provision to stay away from work for genuine reasons with prior approval of the authorities. It may be granted under various heads. Leave cannot be claimed as a matter of right. Accordingly, leave rules and norms have been categorized under various heads. The following leave rules and norms give details about the different types of leave and how they can be availed of. These rules should be used for the better understanding and utilization of the leave rules and norms and are only complementary and explanatory in nature and in no way meant to supersede the leave provisions of the Government of India.

9.2 Applicability

These leave rules shall be applicable to all the employees of Jan Vikas Samiti.

9.3 Planning of leave

A tentative leave calendar should be drawn at the beginning of the year and agreed upon by each Coordinator and by the Executive Director, which is then forwarded to the Administrator. Each Coordinator is responsible for inquiring with his/her section about the leave plans of employees working in the Section.

9.4 Requests and authorization procedures

Amendment to the schedule will be at the discretion of the immediate coordinator in consultation with the HR / Administrator. For each scheduled leave period, the employee will submit a leave form (see Annex) to the HR / Administrator after agreement by the Manager (who signs the form for approval). This will be done at least two weeks in advance (except for sick leave and compassionate leave). Depending on the circumstances, the Manager may reschedule the leave (in consultation with the concerned employee). The Admin will verify the leave record (see Annex) and sign the leave form for approval. Final leave approval is done by the Executive Director (Associate Director in the absence of Executive Director), or by a member of staff to whom the power has been delegated by the Executive Director, who may sometimes reverse the leave schedule if certain circumstances may warrant this to happen. The Administrator informs the employee about (non) approval and the information will be passed on to respective department and to the Manager.

Employees taking leave are required to return according to the dates agreed in the leave forms. Otherwise the normal disciplinary penalties will apply: a formal written warning and loss of pay for the days the employee was not present at work. Any employee serving on probation is granted leave at the discretion of the Executive Director.

9.5 Types of Leave

In JVS the following types of leaves are applicable.

9.5.1 Casual Leave

Employees who have successfully completed their probation are eligible for Casual Leave/Paid Leave. **This leave can be availed only with prior application from concerned authority and application for leave must be made before 7 working days. Casual leave cannot be more than 6 days in 6 months and not more than 2 days at one time.** Leave not taken within the contractual year shall automatically expire and cannot be transferred to the next contractual year.

9.5.2 Medical leave

Medical/sick leave will be authorized when the employee is unable to work because of sickness or injury, or when the employee needs medical examination or treatment, which can be obtained only during the time when employee would normally be on duty. Application for sick leave should be evidenced by a doctor's certificate if exceeds more than 3 days consecutively, with a written request from the employee. Always a sick leave should be filled in. The coordinator will make approval of sick leave then forward it to the administrator who seeks approval of the Executive Director. The sick leave will start from the first day of absence. The management has the right to visit the employee or send a doctor to visit the employee for the purpose of cross checking.

Employees are entitled to a maximum of 15 days medical/sick leave in a year. This paid sickness benefit may be extended at management's discretion for required days if employee is hospitalized. After 90 days the case will be reviewed and the management will take a decision about termination of employment. This entitlement is not applicable if employee is on probation.

Sick leave is not used for care of family members or treatment for a family member. Absences of such nature are subjected to the normally applying disciplinary procedures. Cases of misused sick leave will be subject to disciplinary action.

9.5.3 Maternity Leave

A female employee shall be entitled a maximum of once every **3 years** to **90 days** maternity leave on full pay and if extended an additional 90 days without pay will be provided based upon the recommendation of a registered practitioner. This leave can be availed by prior application of **30 days** by all female employees. During probation and under temporary terms of service, there are no provisions for maternity and paternity leave.

During the maternity leave period, the normal benefits and entitlements of the employee including her contractual rights and accumulation of seniority shall continue uninterrupted and her period of employment shall not be considered to have been interrupted, reduced or broken. In the event of illness, certified by a registered practitioner, arising out of pregnancy or confinement, affecting the employee or her child, the organization shall grant the employee additional leave as required according to the situation.

Employee is encouraged to announce her pregnancy to her coordinator as early as possible, and on such grounds, she will be allowed time off for her antenatal visits. Similarly same way, the nursing mother will be allowed time off during working hours for breast-feeding. The duration of absence should be determined on case-by-case basis, but should not exceed a period of two hours per day for a maximum of six months after giving birth.

9.5.4 Paternity leave

A maximum of seven days, if applied for, will be given to the male employee once every **two years** for paternity leave. **This leave will be taken within a period of four days after the spouse has delivered.**

9.5.5 Emergency Leave

Emergency leave is granted to employees for any serious illness of a parent, child or spouse and/or person¹ emergencies. A total of 7 days per year can be allowed for emergency leave.

9.5.6 Public holidays & Compensatory leave

Jan Vikas Samiti office remain closed on public holidays such as Sundays and other declared national and regional holidays as defined by the authorities. Jan Vikas Samiti will prepare a list of such public holidays which will be circulated and informed to the employees beforehand. However Public holidays falling within an employee's leave will be counted as leave days and as such are deducted from the employee's leave record.

In the event of obligating employees to work on such holidays and other declared holidays, the organization will compensate these days in time. If any staff is working on any of the holidays then he/she is entitled to have one compensatory leave against that working day. **This compensatory leave has to be availed within one month period.** This can be taken with prior knowledge of the concerned line of authority. The Administrator, Senior Programme Manager, Executive Director in consultation with coordinator will be expected to amend the leave schedules of the involved employees in such cases.

9.5.7 Annual Leave (Home leave)

Fifteen days of annual leave will be granted once a year for the employees. An employee cannot club annual leave with any other leave. Employee has to utilize at least 7 days of annual leave at one time. **Prior approval from the concerned authority should be taken before 3 months of such leave commencement date.**

9.5.8 Leave without pay

Leave without pay will only be granted in exceptional cases to the employees who have been employed with the organization for a minimum of 18 months. The leave should fit into the planning of the organization and it should be able to (partially) replace the employee. The leave should be requested for three months in advance. It will be the discretion of the management to grant or not to grant this leave.

SECTION 10 Travel Policy

10.1 Introduction

The employees may be asked to travel away from their usual workplaces on authorized missions. The policy on payment of travel allowances adopted applies to all employees regardless of job category or status. It also applies to the consultants, when mentioned in their agreement. Any travel for official / project associated purpose will be reimbursed 'on actual expense incurred'

After reimbursable expenses are made, the person making an expense claim shall use the appropriate forms available. The expenses will not be reimbursed if proper justifying documents (original receipts) are not attached. Eligible expenses include:

10.2 Per diem

All employees and volunteers will be provided a maximum of INR 500 to cover the cost of food for each day spent outside the city for official work on furnishing of proper supporting bills.

10.3 Accommodation

All employees and volunteers are entitled to claim expenses incurred for accommodation for official trips outside city. Whenever possible, the employees and volunteers will use the accommodation provided by the partner organizations in their premises. Other times, they may stay in a rest house or hotel in dual sharing basis, for which the maximum claim shall not exceed Rs.2000 including all taxes per night. This also applies during partner meeting, trainings, workshops etc. Claim for accommodation will be reimbursed upon submission of proper bills/receipts.

10.4 Mode of Transport

All employees at Jan Vikas Samiti will use in general surface transport, i.e. bus/trains (3 AC)/auto/taxi. In emergency, for travelling more than 800 kilometers an employee may use air route with prior consent from the Executive Director.

If any individual is using personal vehicle for related work, they can be reimbursed the actual fuel cost based upon the mileage. Some maintenance will also be awarded if required. However, the private transport must be shared by more than one member or employee.

Jan Vikas Samiti will provide vehicle support to the community centers depending upon the budgetary provisions in the respective projects.

Jan Vikas Samiti will reimburse the fuel charges for use of personal motor cycle for official assignments. But, for any such usage the person concerned has to maintain log book for daily travel. JVS will also provide maintenance support for up to Rs.1000 /- per annum.

SECTION 11 Employee Welfare Policy

11.1 Introduction

Employee Welfare has been understood in JVS as desirable state of existence involving the physical, mental, moral and emotional wellbeing. Anything done towards the wellbeing of employees comes under the purview of Employee Welfare. Welfare measures need not be in monetary terms only but in any kind/forms.

11.2 Applicability

It is applicable for all employees of all categories

11.3 Atmosphere in Office

A homely and friendly atmosphere at office of JVS is maintained.

11.4 Washing facilities

Adequate and suitable facilities for washing shall be provided and maintained for the welfare of the employees therein; Separate and adequately screened facilities shall be provided for the use of male and female employees; such facilities shall be conveniently accessible and shall be kept clean.

11.5 Sitting facilities

Suitable arrangements for sitting shall be provided and maintained for all the workers obliged to work in a standing position, in order that they may take rest in the course of their work, whenever necessary.

11.6 Break time tea and coffee

Tea or coffee is served to staff during 15 minutes in the morning and 15 minutes in the evening six days in a week. The exact times are defined by the organization. Tea and coffee items are provided by the organization. Snacks, meals and extra drinks have to be paid for by the employees themselves (Except for the occasions there are provisions as per project).

11.7 Work facilitation

Depending on the position and tasks of the employee the organization will do as much as possible to facilitate the employee in his/her work. This means that the employee can use the organization's resources with prior permission. Stationary can be used in normal quantities as required by the work. Employees can request for equipment or items needed to be able to perform duties. These can be granted at the discretion of the management.

11.8 Employee of the year

Based on the yearly performance ratings and recommendations from the supervisors and coordinators, the staff could be recognised for their performance and could be given titles such as "Best Performer of the Year", "Best Employee of the Year" etc and such employees with consistent performance could be given small gifts during the gathering.

11.9 Birthday celebrations

The employees, whose birthday fall under the particular month could be greeted on the same day in the form of sending E-Greeting Card, Put the greeting card in the Notice Board and during tea break facilitation is arranged to greet the employee.

11.10 Get- together

The employees are invited on any weekly off day, Festival Holiday times to have a get together.

11.11 Welfare measure

JVS sets aside 4.81% of an employee's basic component as a gratuity. The gratuity is payable to all employees who complete five or more years of service at JVS. It is paid when an employee leaves the organization. The basic salary for the purpose of calculation of gratuity will be the last basic salary drawn. The benefit is equal to 15 days' salary for each completed year of service. For the purpose of gratuity calculations, a month will be considered as 26 days.

SECTION 12 Disciplinary Procedures

12.1 Introduction

The organization has developed a Code of Conduct for the employees (Annex). Every employee upon acceptance of a position with the organization signs the Code of Conduct, child protection policy, gender policy at the same day the employment contract is signed. These comprise the rules to which all employees should comply.

Disciplinary procedures apply to all employees at all levels (on permanent and temporary employment) who do not function within the rules of the Code of Conduct. This is to ensure that the organization's policies, standard of performance and behavior are maintained at an appropriate high level. The organization's policy is to ensure that always a positive approach is used to motivate the employee. Disciplinary procedures only come in if the encountered situation is of willful nature and (potentially) damaging to the organization and/or colleagues.

Further on in this chapter the main offences are mentioned. It is at the discretion of the management (for offences by employees below management level) to judge whether an offence is minor or major. Depending on this judgment several procedures can be followed as explained further on. Ad hoc disciplinary committees will be instituted to deal with severe disciplinary cases. The list of such committee is mentioned in appendix

The disciplinary actions described below:

- **Verbal warning** (not recorded in personal file of the employee).
- **Warning letters (level 1-3)**. Each warning letter is recorded in the personal file of the employee. Each warning letter has a particular level, depending on the offense. As long as the sum of the issued warning letter levels to an employee is less than 4 no further disciplinary actions will be undertaken against the employee. If the sum of the issued warning letter levels to an employee is 4 or more during the whole time of service of the employee, the management of the organization can decide to start the procedures for dismissal or suspension of the employee whenever this is necessary.
- **Suspension**. Suspension means that an employee is sent off the job for a limited time of 2 weeks maximum without payment of salary. The decision to suspend someone is taken by the management.
- **Dismissal**. Dismissal can be without pay, depending on the offense. The decision to dismiss someone is taken by the management is always in accordance with the labor laws.

12.2 Procedures to be followed

The programme manager and coordinators/ supervisors are primarily responsible for identifying offenses. They communicate each offense to the Executive Director. In reaction to an offense the Executive Director provides a verbal warning to the involved employee in case of small offenses. In case of larger offenses it is advised that the Executive Director and/or the Administrator coordinate the disciplinary action according the labor laws. After the approval of the legal cell the agreed disciplinary action can then be imposed on the involved employee.

The following authorization levels can be distinguished with regards to disciplinary action:

Verbal warning	Program Manager, Administrator, HR, Executive Director
Warning letters	Administrator/HR (in consultation with Executive Director and in accordance with the Labor laws)
Suspension	Executive Director (in accordance with the Labor laws)
Dismissal	Executive Director (always in accordance with the Labor laws)

The table below shows a guideline for how to handle offenses.

Type of offence	Minor	Major
Willful failure to obey legitimate instruction	Warning letter (level 2)	Warning letter (level 3)
Willful loss, misuse, damage, theft, unauthorized use of organization's property	Warning letter (2)	Warning letter (3), suspension or dismissal
Improper publicity of organization's image	Warning letter (3)	Warning letter (3)
Absenteeism	Verbal warning / Warning letter (1)	Warning letter (2,3), dismissal
Lateness or leaving work without permission	Verbal warning / Warning letter (1)	Warning letter (2)
Failure to co-operate with other employees	Verbal warning / Warning letter (1)	Warning letter (2,3)
Gossip among and about colleagues within/outside the organization	Verbal warning	Warning letter (1,2)
Reporting on duty under the influence of alcohol/narcotics	Suspension	Dismissal
Breach of safety rules	Warning letter (1,2)	Warning letter (3), suspension, dismissal
Careless or neglect of work	Warning letter (1)	Warning letter (2)
Fighting at workplace	Dismissal	Dismissal

Sexual Harassment	Dismissal	Dismissal
Child abuse	Dismissal	Dismissal
Financial irregularities	Dismissal	Dismissal
Use of mobiles and telephones for the personal use during office hour	Warning letter (1,2)	Warning letter (3), suspension, dismissal
Use of social network sites	Warning letter (1,2)	Warning letter (3), suspension, dismissal
Threatening behavior towards another worker	Warning letter (1,2)	Warning letter (3), suspension, dismissal
Having private business with suppliers of the organization on organization's deals	Warning letter (3)	Suspension, dismissal
Claiming expenses from the organization which are higher than the actual expenditure or which do not exist	Warning letter (2,3)	Suspension, dismissal
Any other offence not stated above	Verbal warning, Warning letter (1,2,3)	Suspension, dismissal

If a formal warning is written to the employee it should explain the level of the warning letter, and the nature and seriousness of the offense. A copy of this warning will be given to the Administrator and placed on the employee's personal file. Following the delivery of the formal disciplinary action the programme manager and Administrator (if it is not him/her committing the offence) will always hold a formal interview with the employee during which contents of the letter will be discussed. Minutes will be taken and filed as well.

The disciplined employee must countersign all disciplinary letters or minutes of the proceedings of the disciplinary interviews. Failure of the employee member to endorse the document should be reported to the Executive Director and noted on the employee's personal file.

If the offenses add up to 4 or more, the Executive Director can request whenever he feels this is necessary, the management team to execute the required action in accordance with the procedures described in accordance with the labour laws.

12.3 Termination

In the below mention cases, three warnings may not be applicable for any employees termination. Employment may be terminated for **just cause and without notice** after consultation between the

Supervisor and the Executive Director of **the organization** for the following breaches in **organizational** Code of Ethics and/or Guiding Principles:

- Sexual harassment
- Performance of assignment(s) while under the influence of alcohol or mind altering drugs.
- Theft
- Misappropriation of **organization** funds
- Abuse of **organization** equipment or materials
- Falsification of **organization** records
- Misrepresentation of personal information
- Illegal, violent or unsafe actions
- Abusive treatment of clients or co-workers, either physically or mentally
- Projecting negative image about the organization.

12.4 End of Service terms

In normal circumstances, it is expected that both the parties (organization and employee) will provide one month notice before dissolving existing service terms. In case of failure by either of the party one month salary has to be provided by the party who has failed to follow the policy. This norm will not be valid in case any project comes to an end as per the project time schedule. When the employee leaves the organization, an Exit Interview will be conducted in which both the parties (organization Representative and employee) will be present. A Relieving letter will be issued thereafter from the part of the organization to the employee relieving him/her of the post and the responsibility in the organization.

When the employee leaves the organization, he/she has to return back the following:

1. identity card of organization
2. facilitator's diary
3. office files and documents
4. inventory
5. Any advance money taken or adequately settled
6. Any other property of the organization

12.5 Appeals

At any stage in the above proceeding, the employee may appeal through the Administrator for suspension or change of the disciplinary action. The Administrator may ask advice from others within the organization and produces an advise in writing which is handed to the Executive Director, who will make a final decision about the disciplinary action. No further appeals will be permitted.

12.6 Grievance handling procedures

An employee may have a legitimate grievance against a colleague, a manager, coordinator or the organization. This for instance could be conditions of work, unreasonable instructions, poor co-ordination, poor or inappropriate communication or other matters. The employee is encouraged to feel free to seek settlement of problems, complaints and grievances without fear of interference or

dismissal. In such case the employee is, however, obliged to follow the procedure mentioned below. Always shall the person against whom the grievance is held be heard too.

12.7 Grievances against employees

In case of grievance against other employees the employee will approach the Administrator. In case the grievance is against the Administrator the employee approaches the Executive Director. The Administrator (or the director) investigates the matter and if possible solves the issue to the employee's satisfaction.

If no solution is achieved the Administrator (and/or the director) will make a decision on what should be done. In case the grievance is against any employee of the management team (including grievances against the director) members of the Board of the organization are invited to join the conversations and the final decision on the required action (especially if no agreement has mutually been achieved between the involved employees) is then taken by the Board.

In case of grievances against other persons who are involved in the organization the same procedures will be followed as for grievances against employees in the management team. If the involved persons in a personal conversation do not come to an agreement on how to deal with the grievance the management is requested to take a decision which they will do after careful investigation and communication with each other.

SECTION 13 Communication Policy

13.1 Purpose

The purpose of this policy is to control and reduce the communication cost in an effective way. Telephones are the most convenient and fastest mode of communication but for long distance communication, they are expensive. There are other modes for fast communication such as courier, fax or e-mail. And out of these, e-mail is fast and more affordable. JVS prefers to use e-mail for out of station correspondence to reduce the communication costs. Telephones can be used for local calls and in emergency for national & international long distance calls. Internet service at the office can be used to download and send email and to conduct work-related research.

JVS seeks to effectively manage the computer system for guiding the use of emails, internet and use and maintenance and security of the computer equipment. Employees are responsible for ensuring that the procedures and policies suggested here are followed.

13.2 Guidelines

JVS provides the following guidelines to its staff to control telephone use.

- a. Telephone users are requested to keep their conversations short in order to keep the cost down and to keep the lines open for other people in and outside the office that need to use the telephone.
- b. In general, employees should avoid using phones for non-official calls and are encouraged to use STD/ISD facilities available outside the office.
- c. In order to minimize communication costs as much as possible, email should be used rather than fax or direct long distance calls.

13.3 Use

Using computer equipment requires particular care because of its fragility and high cost. Access to the equipment should thus be strictly reserved to employees only. Those employees who are unable to handle commonly-used software will be given an orientation by the senior staff on request. At least one employee will be trained in handling minor maintenance of computers and accessories at the office.

Email and Internet usage assigned to an employee's computer or telephone extensions are solely for the purpose of conducting organization activities. Some job responsibilities at the organization require access to the internet and the use of software in addition to the Microsoft Office suite of products. Only people appropriately authorized, by organization may use the Internet or access additional software.

Internet use is authorized to conduct organization activities only. Internet use brings the possibility of breaches to the security of confidential organizational information. Internet use also creates the possibility of contamination to the system via viruses or spyware. Spyware allows unauthorized people, outside the organization, potential access to organization passwords and other confidential information.

Email is also to be used for organization activity only. Organization confidential information must not be shared outside of the organization, without authorization, at any time. Employees are also not to conduct personal activities using the organization computer or email. Keeping this in mind, the employees consider forwarding non-business emails to associates, family or friends. Non-activity related emails waste organization time and attention.

13.4 Security

a. In order to safeguard the computers against viruses, the external drives (CDs/DVDs/floppies/pen drives/hard drives/SSDs) that are at office are only to be used. In the same way, no external drive from any source other than from sealed packets shall be used in the computers, unless it is first scanned with latest anti-virus software.

b. In order to safeguard computers from viruses, antivirus software has been installed in the computers. The virus list for this program should be updated on a regular basis. It is the duty of the employee who has been assigned a computer to update anti-virus list on her / his computer.

c. There should be at least backups of all important documents.

d. The computers of the JVS should normally be used by its employees. Consultants and volunteers should seek prior permission of employee before using his/her computer in the office.

e. Additionally, under no circumstances may organization computers or other electronic equipment be used to obtain, view, or reach any pornographic, or otherwise immoral, unethical or non-business - related Internet sites. Doing so can lead to disciplinary action up to and including termination of employment

f. Any emails that discriminate against employees by virtue of any protected classification including race, gender, nationality, religion, and so forth, will be dealt with according to the harassment policy. These emails are prohibited at the organization. Sending or forwarding non-activity emails will result in disciplinary action that may lead to employment termination.

g. The organization owns any communication sent via email or that is stored on organization equipment. Management and other authorized staff of the organization have the right to access any material in email or on computer at any time. The employees do not consider electronic communication, storage or access to be private if it is created or stored at work.

SECTION 14 Conflict of Interest Policy

14.1 Purpose:

The purpose of this policy is to ensure fairness in JVS decision-making, to protect the reputation and integrity of JVS and its interests, to ensure broad public trust and confidence in JVS activities and to provide guidance in identifying and handling potential and actual conflicts of interest involving the organization.

14.2 Principles:

Jan Vikas Samiti strives:

- To operate in a balanced, ethical, collaborative, transparent and open manner;
- To prevent financial interests of persons from compromising their duties and responsibilities.

14.3 Policy:

Staff members and other persons acting on behalf of JVS or sitting on JVS panel/ committee should not generally participate in any decision involving a transaction in which they may have a conflict of interest.

Employees of Jan Vikas Samiti are expected to conduct their relationships with each other, inside the organization, and outside organizations with objectivity and honesty. The general rule is that: employees are obligated to avoid and disclose ethical, legal, financial, or other conflicts of interest involving the organization, and remove themselves from a position of decision-making authority with respect to any conflict situation involving the organization.

14.4 Definitions:

a. Conflict of interest:

A “conflict of interest” arises when an employee or an individual related to Jan Vikas Samiti participates personally and substantially in an official capacity in any particular matter in which, to his/her knowledge, he or she or an associated person or an associated institution has a financial interest, if the particular matter will have a direct and foreseeable effect on that interest.

b. JVS person:

“JVS person” includes (a) staff members, (b) other persons acting on behalf of JVS to whom this policy is expressly applied, and (c) any person sitting on the JVS panel/ committee, such as EC members of JVS and experts appointed to panels/ committees for specific situations.

c. Associated person:

“Associated person” means JVS person's parent, spouse, domestic partner, child, brother, sister, business partner, relative, friend or person by whom the JVS person is employed or with whom he or she is negotiating or has an arrangement concerning prospective employment.

d. Associated institution:

“Associated institution” means (i) any legal entity in which a JVS person is serving as a member of any governing body, or of which a JVS person is an employee or a consultant, that receives or may receive funding from JVS or with which JVS has a contractual or other legal relationship; or (ii) any legal entity with whom a JVS person is negotiating or has an arrangement concerning prospective employment.

e. Panel:

A “panel” is any committee deciding on contract or grant awards, or any other standing or ad hoc committee, panel or board created within JVS.

f. Panel Member

A “panel member” is any member of committee deciding on contract or grant awards, or any other standing or ad hoc committee, panel or board created within JVS.

g. Discrimination and favoritism:

To avoid favoritism and discrimination in procurement, organization follows “Standard Operating Procedure (SOP) about Procurement procedures” as per the Human Resource Policy. In recruitment at JVS, general transparent procedures are followed in order to identify the best candidate.

14.5 Procedure for disclosing and dealing with conflicts of interest:

a. Staff members duty to disclose:

All JVS staff members have a duty to disclose:

- The existence of any conflict of interest (actual or potential); and
- The nature of that conflict of interest,
- Whenever he or she becomes aware that a conflict actually exists or that it is reasonably likely to occur.

b. Who to tell about a conflict of Interest:

Disclosures of conflict of interest should be made to the Designated Person. If the Designated Person is subject to a conflict of interest, the matter shall be dealt with by the Designated Alternate allocated by the Executive Director of the organization.

c. Dealing with a conflict:

The Designated Person or Alternate will decide how to deal with the conflict of interest in that particular circumstances of the conflict, and will direct the affected person regarding his or her future duties and involvement in JVS's work so that they are not prejudiced by the conflict. However, where a conflict of interest exists, the JVS staff member will **not** participate in the matter that has given rise to the conflict.

d. Disciplinary action for non-disclosure:

Where a JVS staff member is believed to have a conflict of interest that has not been disclosed to the Designated Person or Alternate as required by this policy, the staff person will be told why it is believed a conflict exists and be given the opportunity to explain his/ her non-disclosure. If, after hearing the response and making further investigations, the Designated Person or Alternate determines that the staff member has failed to disclose a conflict of interest, he/ she may decide that disciplinary action should be taken by JVS in accordance with its grievance and disciplinary procedures. This will depend on the materiality of the conflict and the reasons for non-disclosure.

14.6 Procedure for Panel members for disclosing and dealing with conflicts of interest:

Any JVS panel, as defined above, shall apply the following regulations within the context of this policy:

1. Any conflict of interest shall be disclosed by the panel member to the Panel immediately s/he becomes aware of its existence or aware that it may arise.
2. Any other person participating in the meeting of the Panel/ Committee (in whatever capacity, whether a member of the Panel or an observer) having information regarding any conflict of interest shall immediately report it to the Panel.
3. It is the duty of the Panel/ Committee (in the absence of the panel member) to review these disclosures and to decide by majority vote (the Chair having the casting vote in the event of a tie) whether a conflict of interest exists or may arise, and to decide whether to issue a waiver defining the extent to which that panel member may participate in any discussion of the issue that has given rise to the conflict.
4. Where the panel member failed to disclose a conflict of interest reported to the Panel by any other person, s/he shall withdraw from the Panel.
5. The quorum of the Panel's meeting shall not include the panel member, with regard to the matter in respect of which he or she has a conflict of interest. This means that the panel member may not vote on that matter.

6. Where obliged by a legal agreement with a donor, JVS shall report a conflict of interest to the donor after all necessary and relevant investigations and decisions have been made.

14.7 CONCLUSION

In conclusion, the Organization reiterates its commitment to providing its employees, a workplace free from favoritism/ discrimination and where every employee is treated with dignity and respect.

SECTION 15 General Policy Guidelines

15.1 Identity cards

All employees are provided with identity cards, except daily wagers. Those on temporary/probation get temporary documents, while those on permanent appointment will acquire sealed identity cards. These remain the property of the organization and must be returned on termination of appointment before terminal benefits are paid.

15.2 Personal files

JVS maintains personal records of all employees. During appointment of the employee the photo copies of qualifications and experience are collected along with their joining report and they will be kept in their files.

For each employee (temporary or permanent) a personal file is prepared. The Administrator is responsible for maintenance of the personal files. He/she will ensure that the employee files are kept up to date with maximum safety and confidentiality (he/she can ask the Admin coordinator to do the executive work for this but then has to control the files on a regular basis, remaining the finally responsible person for the accuracy of these files). The following persons can access the personal files:

- Board members (without permission)
- Executive Director/Associate Director (without permission)
- Administrator (without permission)

The employee will access his/her personal file if seeking for some specific document. This is done in the presence of the Personnel Administrator after permission of the District Program Officer. If necessary parts of the file can be kept secret for the employee.

15.3 Harassment

JVS wants to provide a harassment-free environment for its employees and volunteers. Mutual respect, along with cooperation and understanding, must be the basis of interaction between members and staff. JVS will neither tolerate nor condone behaviour that is likely to undermine the dignity or self-esteem of an individual, or create an intimidating, hostile or offensive environment.

There are several forms of harassment but all can be defined as any unwelcome action by any person, whether verbal or physical, on a single or repeated basis, which humiliates insults or degrades. "Unwelcome", for the purposes of this policy, refers to any action which the harasser knows or ought to reasonably know is not desired by the victim of the harassment.

Specifically, caste harassment is defined as any unwelcome comments, racist statements, slurs, jokes, literature or pictures and posters which may intentionally or unintentionally offend another person.

Sexual harassment is any unwanted attention of a sexual nature such as remarks about appearance or personal life, offensive written or visual actions like graffiti or degrading pictures, physical contact of any kind, or sexual demands.

15.4 Workplace Violence

Workplace violence can be defined as a threat or an act of aggression resulting in physical or psychological damage, pain or injury to a worker, which arises during the course of work. Further to the definition of violence, is the definition of abuse. Abuse can be verbal, psychological or sexual in nature. Verbal abuse is the use of unwelcome, embarrassing, offensive, threatening or degrading comments. Psychological abuse is an act which provokes fear or diminishes a person's dignity or self-esteem. Finally, sexual abuse is any unwelcome verbal or physical advance or sexually explicit statement.

JVS has a zero tolerance limit with regards to harassment and violence. Employees or volunteers engaging in either harassing or violent activities will be subject to discipline as per sexual harassment policy of Jan Vikas Samiti, which may include termination of employment, removal from Boards or committees and possibly criminal charges.

15.5 Politics and Religion

The organization is a local non-governmental organization which exists to facilitate the empowerment of the socially and economically disadvantaged (regardless of caste, tribe, religion or political belief), in order that they may access opportunities for sustained improvement in their lives. Therefore, the organization has no political/religious affiliation. The properties and facilities of the organization shall not be used for any political or religious purpose. Employees should express their personal political/religious beliefs without in any way involving the organization directly or indirectly. If the organization feels that religious or political involvement does conflict the interests of the organization, the employee can be disciplined.

15.6 Loss or damage of organization property

Employee on permanent or temporary terms and conditions of service will be personally responsible for the organization's property, which is within his/her control either at work or home. Loss of such property, which cannot be adequately accounted for or explained, shall be treated as theft and if such case occurs it could lead to summary dismissal. If the employee loses organization's tools or equipment which are in the employee's possession he/she will have to pay the costs for replacement.

15.7 Working hours or days

15.7.1 Working Days

Jan Vikas Samiti will follow a 6 days a week working schedule from Monday to Saturday. Third Saturday of the month and Sundays are considered non-working days. Unless otherwise specified, Jan Vikas Samiti will observe the same public holidays as those prescribed by the Government in a year. The Executive Director will approve a calendar of public holidays at the beginning of each fiscal year and circulate it to all staff.

15.7.2 Office Hours

The office hours shall be from 09.00 a.m to 05.00 p.m. All employees are expected to work 8 hours a day in all seasons. There will be half an hour lunch-break and fifteen minutes each tea/coffee break morning and evening.

15.8 Expense claim policy and procedure

Expenses incurred by employees in the course of duties on the behalf of the organization will be reimbursed only if the Executive Director has given prior approval. Expenses are not part of salary but direct reimbursement of expenditure.

Claims for reimbursement must be made on the appropriate form, signed by individual and authorized by programme manager with approval of Executive Director prior to submission to the Administrator.

As a general rule all claims must be supported by bills, receipts and proper vouchers. However, it is recognized that certain items of expenditure e.g. some public transport (Auto, Rikshaws) fares cannot be supported by documentary evidence. In such cases the claim form must include details of the reason of expenditure.

Receipts or invoices that are not agreed on by the organization cannot be sent directly to the organization for payments and cannot be claimed afterwards.

SECTION 16 Annexures

16.1 Code of Conduct

Purpose: This Code of Conduct sets out the basic standard of conduct expected of all staff and the organization's policy on matters like acceptance of advantages and declaration of conflict of interest by staff in connection with their official duties. This Code also applies to temporary or part-time staff employed by the organization.

Jan Vikas Samiti is fully committed to the principle of honesty, integrity and fair play in the delivery of services to the public.

Prevention of Bribery

An employee of JVS must not encourage, solicits or accepts an advantage includes almost anything of value, such as money, gift, commission, loan, fee, reward, or favor in connection with his/her work without the permission of the employer. Staff should decline the offer if the acceptance could affect their objectivity in conducting the organization's operations, or induce them to act against the interest of the organization, or lead to complaints of bias or impropriety.

Misuse of Official Position

Staff must not misuse their official position for personal gains or to favor their relatives or friends. Staff who misuse their official position are liable to disciplinary action.

Handling of Classified or Proprietary Information

Staffs are not allowed to disclose any classified or proprietary information to anybody without authorization from Administrator/Executive Director. Staff who have access to or are in control of such information should at all times provide adequate safeguards to prevent its abuse or misuse.

Property of the Organization

Staff given access to any property of the organization should ensure that it is properly used for the purpose of conducting the organization's business. Misappropriation of the organization's property for personal use or resale is strictly prohibited.

Compliance with the Code

- a) It is the personal responsibility of every staff member to understand and comply with the Code of Conduct.
- b) All managers should also in their daily supervision ensure that their subordinates understand and comply with the standards and requirements stated in the Code. Any problems encountered as well as any suggestions should be channeled to Manager-HR for consideration and advice.
- c) Any staff member who violates any provision of the Code will be subject to disciplinary action.

This is summary of the main JVS rules

1. Work honestly and carefully at all times.
2. Must not be absent from work, arrive late or leave work early without permission.
3. Do not drink alcohol or consume narcotics during working hours.
4. Do not fight assault or abuse a staff member or visitor.
5. Do not use organization property in a careless or neglect way.
6. Must not do any business except that for which the organization pays during working hours.
7. Give respect and do not discriminate anyone
8. Do not abuse or exploit anyone.
9. Always wear protective ware while riding motor cycle when this is supplied to you, or use your safety belts whenever driving.
10. Follow all organization health and safety rules.

You will be disciplined for any of the following offences.

1. Willful failure to obey legitimate instructions.
2. Willful misuse of Organization's property.
3. Improper publicity of information damaging to the organization's reputation.
4. Desertion (absence from work without permission for 4 consecutive days or more).
5. Sleeping on duty.
6. Lateness or leaving work early without permission.
7. For each vehicle/motor cycle, written permission needs to be obtained before one can drive or ride
8. Any discrimination based on religion, caste, creed and gender
9. Calling by surname for addressing any person
10. Public display of any affair of relationship between staff members at work place or community
11. Harming any co employee because of personal rivalry
12. Theft
13. Any form of substance use within premises and on duty.
14. Maligning reputation of co employee.
15. Use of polythene bag in the organizational premises
16. Criminal activities
17. Leaking confidential information
18. Sexual harassment
19. Misappropriation of organizational fund and assets
20. Association with other organization without permission
21. Personal work in office hour without permission
22. Use of abusive language at work place
23. Negligence of duty
24. Leave without approval
25. Canceling or postponing programme without information
26. Misrepresentation of personal information
27. Not Maintaining minimum decorum in terms of dress code, language and behavior
28. Absence from work place without prior information.
29. Child abuse
30. Financial irregularities
31. Use of mobiles and telephones for the personal use during office hour
32. Use of social network sites
33. Careless or negligent of work.
34. Fighting at work.

- 35. Threatening behavior to another employee.
- 36. Having any private business deals with suppliers of the organization on organization's deals.
- 37. Breach of safety rules endangering life, stated below.

Any of the offences described above constitutes serious misconduct and immediate dismissal may occur.

Health and Safety rules

These rules below establish responsibility for both the organization and employees to provide safe conditions at work place. All employees are expected to take reasonable care to ensure own safety and of others who can be affected by what he/she does or does not do.

- 1. Must wear a helmet when riding organization's motor cycle at all times or use your safety belt whenever driving organization's vehicle.
- 2. Must have under gone proper motor cycle/vehicle training course, this means that a one must be in possession of a valid driving license. All employees who use organization motor cycle or vehicle must submit a copy of their driving/riding license to the Administrator for filing.
- 3. One can only ride a motor cycle with written permission from the management for that particular vehicle.
- 4. Motor cycle maximum speed is 60 k.m.p.h on all roads.
- 5. No carrying of passenger on the motor cycle without helmet
- 6. No carrying of community members in the project areas

Repetition of the same offence after committing another within a period of 12 months of the first offence could lead to summary dismissal.

I have read understood and accept the above rules of conduct and agree these rules being a condition of employment by Jan Vikas Samiti.

Employee's name:

Place.....

Employee Signature.....

Date.....

16.2 Equal Employment Opportunity and Affirmative Action Statement

It is the policy of Jan Vikas Samiti to provide for and promote equal employment opportunity in employment compensation and other terms and conditions of employment without discrimination based on age, race, creed, colour, national origin, gender, sexual orientation, disability and marital status.

Jan Vikas Samiti is committed to assuring equal employment opportunity and equal access to services, programs and activities for all employees. It is the policy of Jan Vikas Samiti to provide equal working environment to a qualified individual to enable such individual to perform the essential functions of the position for which he/she is applying or in which he/she is employed.

Jan Vikas Samiti will take affirmative action to ensure that all individuals are treated equally during the employment process without regard to their race, color, religion, ethnic or national origin, sex, disability, age, or status. Such action shall include, but not be limited to, actions to:

- Recruit, hire, train, and promote persons in all job titles, without regard to any of the foregoing prohibited factors;
- Base decisions on employment so as to further the principle of affirmative action and equal employment opportunity;
- Ensure that promotion decisions are in accord with principles of equal employment opportunity by imposing only valid requirements for promotional opportunities; and
- Ensure that all personnel actions such as compensation, benefits, transfers, layoffs, return from layoff, and institution sponsored training, education, tuition assistance, and social and recreation programs, will be administered without regard to any of the foregoing prohibited factors.

The policy applies to all employment practices and actions. It includes, but is not limited to, recruitment, job application process, examination and testing, hiring, training, disciplinary actions, rate of pay or other compensation, advancement, classification, transfer, reassignment and promotions. The designated person for issues concerning Affirmative Action/Equal Employment Opportunity is Manager, HR/Admin of Jana Vikas Samiti.

CONCLUSION

In conclusion, the Organization reiterates its commitment to providing its employees, a workplace with equal rights and opportunity where every employee is treated with dignity and respect.

16.3 Vacancy Identification Guidelines

Purpose	Job vacancies will be assessed to ensure that the position vacant is required and necessary.
	To ensure that there is consistency in the pre-recruitment processes.
Scope	This process applies to all vacant positions.
Before position is advertised	
Review need for position - Manager of the Respective Department	<p>Discern if the position is:</p> <ul style="list-style-type: none"> • new • still required – short term or long term • consistent with the strategic goals and organizational structure of the organization • full-time, part-time or can it be contracted out • a fixed term contract • required according to contractual or legislative obligations • budgeted
Job Analysis -	<ul style="list-style-type: none"> • Identify a position • Review or develop the position description

Manager, HR	<p>Options for consultation</p> <ul style="list-style-type: none"> • Executive Director • management team • any other specified stakeholder consultation or involvement <p>Preferred Options</p> <p>Position vacant:</p> <ul style="list-style-type: none"> • internal transfer • internal promotion <p>Position surplus:</p> <ul style="list-style-type: none"> • prioritize possibility to absorb staff into another role within the organization <p>Proceed to:</p> <p>Advertising and selection process.</p>
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16.4 Job Description Form

Job title	<i>The formal title of the position</i>
Reports to	<i>The title of the position that the job incumbent reports to</i>

Job purpose

Provide a brief description of the general nature of the position; an overview of why the job exists; and what the job is to accomplish.

- The job purpose is usually no more than four sentences long

Duties and responsibilities

List the primary job duties and responsibilities using headings and then give examples of the types of activities under each heading. Using headings and giving examples of the types of activities to be done allows you to develop a flexible job description that encourages employee to ‘work outside the box’ and within reason, discourages “that’s not my job”.

- Identify between three and eight primary duties and responsibilities for the position
- List the primary duties and responsibilities in order of importance
- Begin each statement with an action verb
- Use the present tense of verbs
- Use gender neutral language such as s/he
- Use generic language such a photocopy instead of Xerox

- Where appropriate use qualifiers to clarify the task – where, when, why or how often – for example instead of “greet visitor to the office” use “greet visitors to the office in a professional and friendly manner”
- Avoid words that are open to interpretation – for example instead of “handle incoming mail” use “sort and distribute incoming mail”

Qualifications

State the minimum qualifications required to successfully perform the job. These are the qualifications that are necessary for someone to be considered for the position.

All qualifications must comply with provincial human rights legislation.

Qualifications include:

- Education
- Specialized knowledge
- Skills
- Abilities
- Other characteristics such as personal characteristics
- Professional Certification
- Experience

Working conditions

If the job requires a person to work in special working conditions this should be stated in the job description. Special working conditions cover a range of circumstances from regular evening and weekend work, shift work, working outdoors, working with challenging clients, and so forth.

Physical requirements

If the job is physically demanding, this should be stated in the job description. A physically demanding job is one where the incumbent is required to stand for extended periods of time, lift heavy objects on a regular basis, do repetitive tasks with few breaks, and so forth.

Direct reports

List by job title any positions to be supervised by the incumbent.

Application Period

Mention the maximum application period for the said job.

Approved by:	<i>Signature of the person with the authority to approve the job description</i>
Date approved:	<i>Date upon which the job description was approved</i>
Reviewed:	<i>Date when the job description was last reviewed</i>

Ideally, a job description should be reviewed annually and updated as often as necessary.

16.5 Job Application Format

Cover Letter

To,

Manager, Human Resource Department

Jan VikasSamiti

Provincialate, Christnagar Post

Varanasi, Uttar Pradesh, 221 003.India

Respected sir,

Further to your recent advertisement for the position of _____

dated _____ in Jan Vikas Samiti, I would like to apply for this vacancy and enclose my

CV for your review.

I have the necessary educational qualification and work experience to be considered for this vacancy. I would appreciate an offer from your esteemed organization.

Yours Sincerely,

Signature

Date: _____

Name _____

Address _____

Attached: Application form and Resume

APPLICATION FORM

Post applied for:

Date:

1. Name of the applicant:
2. Gender:
3. Date of birth & age:
3. Marital status:
5. Religion & caste:
6. Father's name:
7. Nationality:
8. Educational qualification:

Name of Degree	Discipline/Subject	Name of College/University	Year of passing	% of total marks

9. Work experience

Name of organization	Post held From (Month & Year)	To (Month & Year)	Scale of pay	Designation

I certify that the information I have provided in the present document is true, complete and correct to the best of my knowledge. I understand that any misrepresentation or material omission made in this document may lead to the termination of my appointment or to dismissal.

Signature

Name

16.6 Personal Details Form

Personal Details Form

PHOTO

Section A. Employee Bio Data

First Name		Marital Status	
Last Name		Native Language	
Father Name		Blood Group	
Sex		Age	
Place of Birth		ID: DL/Adhaar/Voter ID No	
Date of Birth	Day:	Month:	Year:
Qualification		Work Experience	

Section B. Employee Contact Details

Permanent address			
Country	City	District	
Complete Detailed address:			
Present address			
Country	City	District	
Complete Detailed address:			
Official e-mail address			
Official phone number			
Private e-mail address			
Phone Number			
Home phone number			

Section C. Who should JVS contact in case of an emergency?

No	Name	Relationship	Phone Number
1			
Complete Address			

--

No	Name	Relationship	Phone Number
2			
Complete Address:			

No	Name	Relationship	Phone Number
3			
Complete Address			

E. Employee Banking Details:

Bank Name	
Branch Name	
Account Name	
Account Number	
Swift Code	

I,, declare that all the above information correct, accurate and complete.

Signature.....

Date.....

Received by Human Resource Department, Jan Vikas Samiti, Varanasi

Signature

Date.....

Attached

1. Copy of AADHAR
2. Copy of PAN Card
3. Copy of Voters ID
4. Copy of bank passbook
5. Copy of all degree certificates
6. Copy of past employment certificates
7. 2 photos

16.7 Job Offer Letter Format

Date

Name

Address

City, Province

Postal Code

LETTER OF OFFER OF EMPLOYMENT

Dear *Mr. /Ms.* _____ Following our recent discussions, we are delighted to offer you the position of _____ with Jan Vikas Samiti.

Jan Vikas Samiti (JVS) is a charitable society registered under Societies Registration Act, 1860 since 1997. From its inception it has been rendering dedicated and committed services for the empowerment of the marginalized and vulnerable groups of the society with special focus on women, children and dalits. JVS operates throughout North and North East India, with a prime focus to provide rehabilitation services for children and youngsters with disabilities in the remote rural and tribal areas, primarily targeting the poorest section of the population.

If you join Jan Vikas Samiti, you will become part of a fast-paced and dedicated team that works together to change the society for better.

As a member of the team, we would ask for your commitment to deliver outstanding quality and results that exceed client expectations. In addition, we expect your personal accountability in all the products, actions, advice and results that you provide as a representative of our Organization. In return, we are committed to providing you with every opportunity to learn, grow and stretch to the highest level of your ability and potential.

We are confident that you will find this new opportunity both challenging and rewarding. The following points outline the terms and conditions we are proposing.

Title: _____

Job description: *See attached*

Start date: _____

Salary: _____

Probation: _____

Hours of work: _____

Reporting To: _____

Following the initial probationary period, a progression and performance review will be conducted to assess performance to-date, and to clarify or modify this arrangement, as the need may arise.

This arrangement may be terminated by either party upon notice in writing to either party with notice that complies with legal law in India.

We look forward to the opportunity to work with you in an atmosphere that is successful and mutually challenging and rewarding.

Sincerely,

Name

Title

Jan Vikas Samiti

With the signature below, I accept this offer for employment.

Name

Date

16.8 Appointment Letter Format

Date: -----

Ref. No. -----

Place: -----

To,

Ref: Letter of appointment to the Position of _____ for the project

We are pleased to confirm you our offer of employment to the position of ----- . To help you understand the full extent of our offer, we have set the below terms and conditions of your employment. Your employment conditions are governed by the HR policy of Jan Vikas Samiti. As a team member of the organization you will be dealing with various staff/ collaborators and maintaining a streamline contact to promote good work of the organization.

Following are the terms and conditions of your employment;

1. Designation and Placement

- 1.1) Your designation will be; -----
- 1.2) You will be located at -----
- 1.3) You will report to the concerned Manager of the project/ Program

2. Joining Date/Term of Contract

Your employment will commence from-----.

3. Remuneration/Salary

You will be paid a gross salary of Rs----- (-----) per month on a monthly basis through cheque or bank transfer to the bank account that may be nominated by you in your name. Any queries, complaints regarding the remuneration/salary should only be discussed with the concerned managers/ directors and not with any other work colleagues or employees of Jan Vikas Samiti. Tax Deductions on the salaries will be made as per the applicable laws.

4. Salary increment/ Revision

Salary increments/Revision will depend upon your annual performance during the year reviewed by the management team/Executive Director. The increment rate would be between 6% to 10% on your basic salary depending upon your performance. Salary revisions are discretionary and will be subject to the performance appraisal.

5. Probation period

You will be employed on an initial three months of probationary period. Your continued employment with the organisation depends upon your successful completion of the probationary period. This period will be an opportunity for both parties to assess your suitability for the job. After the successful completion of the probationary period you will receive an employment confirmation letter else your employment with Jan Vikas Samiti will automatically be terminated.

6. Hours of work

Your ordinary working hours will be 8 hours a day from 9.00 a.m. to 5 p.m., Monday to Saturday. You may be requested to work outside these hours even on Sundays or on any other public holidays if the organization is in need of your service.

7. Leave provisions

You will be entitled to leaves such as casual leave, medical leave, and personal leave, paternity/maternity leave as prescribed under the applicable law and according to the policy of the organization.

8. Confidentiality

You will not, at any time, during the employment or after, without the consent of the Executive Director disclose or divulge or make public, except on legal obligations, any information regarding the organisation's affairs or administration. The major confidential information's including;

1. Information like method of operating, strategies and legalities.
2. Information concerning the donors, collaborators and supporters
3. Competitive and financial information concerning the business which is not in a public domain.

9. Smoking, alcohol and drug policy

Smoking, consumption of alcohol or any form of substance abuse is not permitted at any time in the premises. You shall not be under the influence of drugs or alcohol during duty hours or while representing the organisation. Breaches of this policy may result in instant dismissal of your employment.

10. Grievance procedure

Our policy is to resolve grievances internally through an informal consultation process. Should you at any time need to discuss any matter, you are encouraged to report any grievances immediately to your Manager or Executive Director.

11. Termination of employment

Termination of this appointment will require one month prior notice by both the employee and employer as required under the agreement. In the case of serious misconduct by employee, no such notice is required. In the case of charges of misconduct, the management will not give any notice or payment in lieu thereof.

12. Reimbursement of other costs

Travel for field visits, accommodation cost and per diem will be reimbursed as per JVS policy.

13. Medical Fitness

Your appointment and employment with the organization is subject to your being, and remaining, medically fit.

14. Policies and procedures

You are required to comply with the policies and procedures of the organisation as may vary from time to time. Failure to comply with the policies of the organisation may result in disciplinary action. All employees are expected to comply with these policies and procedures.

Yours sincerely

Executive Director-Jan Vikas Samiti
Varanasi

Encl:

- 1. Roles and Responsibilities (Annex: 01)

Acceptance of offer of employment

I, _____, have read, understand and accept the terms and conditions of the offer of employment as _____ **for the Project** _____ as set out above.

Dated this _____, day of _____

Signed: _____

16.9 Employee Undertaking

I, the undersigned _____ do hereby solemnly affirm, undertake and agree as follows:

1. That I recognize that Jan Vikas Samiti [JVS] is a registered charitable trust and society engaged in public service directly, as well as through its several divisions, work centres, branches etc all of which I collectively refer to, herein, as Jan Vikas Samiti.
2. I recognize that by working in a public service trust like JAN VIKAS SAMITI I may not be eligible for the privileges normally available to the employees of commercial undertakings.
3. That being desirous of taking up service in JAN VIKAS SAMITI so as to contribute to its social service objectives, I had made a formal application to it, giving my details and particulars and had undergone its scrutiny processes through its test / interview / referrals. Upon my request and on my confirmation to comply with its HR policies, now and as amended later, JAN VIKAS SAMITI agreed to induct me in its service.
4. Accordingly, I accepted to serve JAN VIKAS SAMITI in earnest in accordance with its terms of service and HR Policies as in force today and as may be amended from time to time, in fulfillment of its mission. I affirm my total loyalty to JAN VIKAS SAMITI and commit myself to its vision and mission. I shall follow its HR Policy, standard operating and reporting protocols and procedures, job cards and work guidelines, office orders, and will keep myself updated with their amendments.
5. Unless terminated by JAN VIKAS SAMITI during the probation, I am bound to put in regular service for a minimum period of _____ months, including the period spent on probation. I irrevocably undertake to complete the service of this stipulated duration.
6. After completion of the stipulated minimum period, if I wish to quit this service, I will have to tender a written notice of resignation, with working service of one month
7. I understand that I shall remain on a probation for three months, unless regularized earlier by JAN VIKAS SAMITI. During this period JAN VIKAS SAMITI can terminate my service at any time without assigning any reason or giving any advance notice or compensation in lieu thereof. But once I am confirmed in service, JAN VIKAS SAMITI shall retain me for the period stipulated herein. JAN VIKAS SAMITI may, however, terminate my service at any time and without assigning any reason therefor by either giving me a notice of one month or paying me one month's salary in lieu of the notice, unless I have been guilty of misconduct as defined elsewhere in this agreement.
8. However, nothing prevents JAN VIKAS SAMITI from terminating my services on grounds of my misconduct, including my crass inefficiency or failure of productivity below the level I claimed, glaring dereliction of duty, breach of faith and trust, moral turpitude, financial impropriety and any other major, deliberate failure, after explaining the offence and giving me a fair hearing. Such termination will be deemed equivalent in financial consequences to my quitting JAN VIKAS SAMITI's service, and will entail upon me the same obligation as if I resigned the service prematurely. I recognize that no one ought to be able to misbehave and take advantage of this misconduct to escape the liability accruing from premature resignation.
9. That JAN VIKAS SAMITI shall be free to regulate and to keep regulating the terms of my service so as to suit its social service and administrative objectives best, including adjusting my work timing, dividing it in to shifts, transferring me to different divisions, centres or branches, assigning me any role and responsibilities commensurate with its needs and my capabilities etc
10. That the above minimum stipulated period can be extended and or renewed with my consent and at the discretion of JAN VIKAS SAMITI.

11. My compensation package has been explained in my appointment letter which I hereby confirm. I have understood the Mission and Vision of JAN VIKAS SAMITI, its Human Resource policy, Communication policy, Conflict of Interest Policy, Policy on Prevention of Sexual Harassment at Workplace, Child Protection Policy and standard operating procedures and hereby undertake to abide by them in letter and spirit. I take a special note of the following terms of service:
- a. I shall fully honour the trust and maintain total secrecy of information, transactions, contacts and affairs of and about JAN VIKAS SAMITI and of its offices, throughout my service and forever thereafter – except when I am called upon by a competent court of law to do so.
 - b. That in an extreme emergency, if I have to leave the service of JAN VIKAS SAMITI before the completion of the stipulated minimum period, I must follow procedures mentioned in HR policy, subject to the discretion and convenience of JAN VIKAS SAMITI.
 - c. That I shall remain fully responsible for the complete safety and preservation of all assets of the organization entrusted to my charge, including cash, all forms of digital media, cheque-books, receipts, machines and instruments, equipments, documents and records, papers, study material etc, and shall tender their charge to the designated official before abstaining from duty in any manner.
 - d. That I shall participate in all of JAN VIKAS SAMITI's events, exposures, training/workshops, picnics, meetings, campaigns, struggles and celebrations in right earnest.
 - e. That in the normal course, after reporting for duty I cannot leave JAN VIKAS SAMITI without proper permission.
 - f. That I cannot take up any work nor hold a position - professional, commercial, political, remunerative, or otherwise - without written permission of JAN VIKAS SAMITI's Executive Director, except for the observance of my personal faith and purely honorary or voluntary services that do not create any conflict of interest for JAN VIKAS SAMITI. However before speaking at any public forum or taking any honorary position I shall seek JAN VIKAS SAMITI's written permission.
 - g. That JAN VIKAS SAMITI can regulate my conduct at office and outside in so far as its public image and standing is concerned, and so as to yield optimum productivity in the duration of time I am committed to.
 - h. That I shall abide by any special rules and regulations that may be laid down by JAN VIKAS SAMITI specifically for me, as well as by those applicable generally to other employees.
 - i. That I must keep JAN VIKAS SAMITI informed at all times of my current address and contact details, and of any changes therein, throughout my service, and up to one year after I quit its service.
 - j. That no material, data, codes, contacts or any other information - physical, digital or otherwise – can be taken out of, or brought into, JAN VIKAS SAMITI, without its written consent, whether physically, electronically, directly or indirectly, in person or through proxy, or through any other means.
 - k. That I shall not bring into JAN VIKAS SAMITI any digital storage or transfer media, including mobile, pen / flash drives, DVDs, camera etc without its consent, nor connect to any web or network sources that can allow any information transfer, email etc without express consent of JAN VIKAS SAMITI.
 - l. That while quitting the service of JAN VIKAS SAMITI I shall inform it of my new employer / vocation and contact details and keep it so informed for up to one year, so that it may reach me for any matter in respect of the time of my service
 - m. The Employer demands that the Candidate should perform his/her duties in accordance with its rules of service, and, additionally in accordance with commonly accepted norms of private service, and seeks due assurances relating to his / her integrity, capability and

punctuality, and also the assurance that he / she shall not leave this service prematurely or without appropriate notice, for one reason or the other,

12. That JAN VIKAS SAMITI has agreed to induct me because I have offered to waive, surrender and forfeit my claims, legally available to me, if any, other than what JAN VIKAS SAMITI has already and expressly offered to me herein, and I do hereby waive, surrender and forfeit my claims, legally available to me, if any, beyond the scope of this instrument, in consideration of this employment.

In witness whereof I hereby affix my signature to this instrument, this the ____ day of _____,

Whereas JAN VIKAS SAMITI [a registered NGO], hereinafter called the Employer, is considering / has decided to appoint the following person, hereinafter called the Candidate:

Signature – Employee

Name

Date

Address

City, Province

Postal Code

16.10 Letter of Confirmation

Ref. No. -----

LETTER OF CONFIRMATION

To,

With reference to (Ref.No. -----) your appointment on probation effective from _____ to the position of _____ for the project _____, I am pleased to inform that you have now successfully completed the required probationary period and hereby I confirm your appointment for the period w.e.f. _____ to _____. On the basis of your performance appraisal, it is extendable after the completion of the said period of contract. You shall be liable to the terms and conditions laid by Jan Vikas Samiti stated in your appointment letter dated _____.

I would like to take this opportunity to congratulate and wish you a continuing and rewarding association with the Jan Vikas Samiti.

Yours sincerely,

Executive Director-Jan Vikas Samiti

Varanasi- 221003

Date :

16.11 Contract Extension Letter Format

Ref: No. _____

EXTENSION OF EMPLOYMENT CONTRACT

To,

This Contract is **extended with Ref: No.** _____ **dated** _____ **on the 1st** day of April _____ between Jan Vikas Samiti, a society registered under the Society Registration Act, 1860, Reg. No. 963/1997-98, and having its registered office at Provincialate, Christnagar Post, Dist. Varanasi, Uttar Pradesh, India, 221003, hereinafter called the employer, of the one part and Mr. _____ residing at _____ Hereinafter called the “Employee”.

On the basis of performance Appraisal of _____ during the last agreement as _____ in Jan Vikas Samiti (JVS) under the program/project _____ the appointment contract is extended for the period w.e.f _____ till _____. On the basis of your performance appraisal and based on the project extension, it is extendable after the completion of the said period of contract. You shall be liable to the terms and conditions laid by Jan Vikas Samiti as stated at the time of your contract extension dated _____.

Fr. Chandran Riymonds

Mr. _____

Executive Director- JVS
Murdaha, Christnagar
Varanasi- 221003

Date:

Encl:

01. **Annexure 01: Duties and responsibilities/ Job Description :**

16.12 Leave Form

LEAVE APPLICATION FORM

Date:

Name	
Employee ID	
Department	
Nature of Leaves	

Nature of Leave	Start Date	End Date	Total Days	Reasons for leave

Leave Request (Filled by HR manager)				
Description	Total	Taken	Remaining	Remarks
Casual Leave	12			
Medical Leave	15			
Annual Leave	15			
Maternity Leave	90			
Paternity Leave	07			

Employee : _____ Date: _____

Manager : _____ Date: _____

HR Manager : _____ Date: _____

Director/Ass. Director : _____ Date: _____

Notes:

1. Employee should submit the leave application form at least fourteen days prior
2. Leave Application must be verified by HR manager
3. Annual Leave, Maternity and Paternity has to be sanctioned by Director/Associate Director

16.13 Performance Appraisal Formats

PERFORMANCE APPRIASAL FORMAT : FORM 'A' –

(For all the staffs at Secretariat Level and Community Level Coordinators / Programme Officers)

Name of the appraisee:

Rate yourself/your subordinates on the following parameters as per the scale given immediately below:

0 – Very low / Very Poor

1 – Low / Poor

2 – Moderate

3 – Good / High

4 – Very High / Excellent

S. No.	Parameters	Rating			
		Self	Executive Director	Appraisal Committee	Total rating
	Basic Pre-requisites				
1.	Quality of work				
2.	Timeliness of work				
3.	Dependability				
4.	Skills related to job				
5.	Documentation skills				
6.	Team work				
7.	Adhering to protocols				
8.	Thinking ability				
9.	Initiative				
10.	Promoting organization culture				

11.	Ability to deal with the NGO partners and other agencies				
12.	Efforts made for one's growth				
13.	Transparent in dealings				
14.	Accountable for results				
15.	Having a perspective on developmental issues				
16.	Knowing the micro details related to the job				
17.	Ability to challenge others in a non threatening manner				
Total score					

Signature of Appraisee:

Date:

PERFORMANCE APPRIASAL FORMAT: Form 'B'

(For Facilitators)

Name of the appraisee:

Rate yourself/your subordinates on the following parameters as per the scale given immediately below:

0 – Very low / Very Poor

1 – Low / Poor

2 – Moderate

3 – Good / High

4 – Very High / Excellent

S. No.	Parameters	Rating			
		Self	Coordinator	Executive Director	Total rating
	Basic Pre-requisites				
1.	Quality of work				
2.	Timeliness of work				
3.	Dependability				
4.	Skills related to job (Interpersonal relationship skills, motivator)				
5.	Relationship with PRI and other stakeholders				
6.	Team work				
7.	Adhering to protocols				
8.	Thinking ability				
9.	Initiative				

10.	Promoting organization culture				
11.	Ability to deal with the Block level partners				
12.	Efforts made for one's growth				
13.	Transparent in dealings				
14.	Accountable for results				
15.	Knowing the micro details related to the job				
16.	Ability to challenge others in a non threatening manner				
	Total score				

Signature of Appraisee:

Date:

16.14 Warning Letter / Memo Format

Ref:

To,

Name

Address

City, Province

Postal Code

Subject: Warning for Disciplinary Violation

Dear (Name of the Employee),

This letter is to serve an official warning to you for the incident that happened on (Mention the Date of Employee's Non-Disciplinary Action). We got to know about (Describe in Brief the Incident). We want you to know that this kind of misconduct in the workplace is unappreciable and intolerable.

Our Organization Policy is designed with the aim to make work environment and work culture liberal, disciplined and safe for employees designated at different levels. So, we expect every employee to respect and follow the policies and code of conduct established in the organization.

Since you have been found violating Jan Vikas Samiti's disciplinary rules, we are putting you on a warning period of (Mention the Duration of warning Period). During this period, your behavior with colleagues, subordinates and seniors will be observed closely. Any re-occurrence of disciplinary violation will impose strict action(s) against you. In that case, Jan Vikas Samiti reserves the right to execute (a) suspension without pay or (b) employment termination without prior notice.

Having said that, we expect you to show immediate improvement in your behavior because we still believe you're a valuable asset to our organization. Looking forward to see positive results of this discussion. In need of any assistance or doubt, please feel free to reach me anytime.

Sincerely,

Name

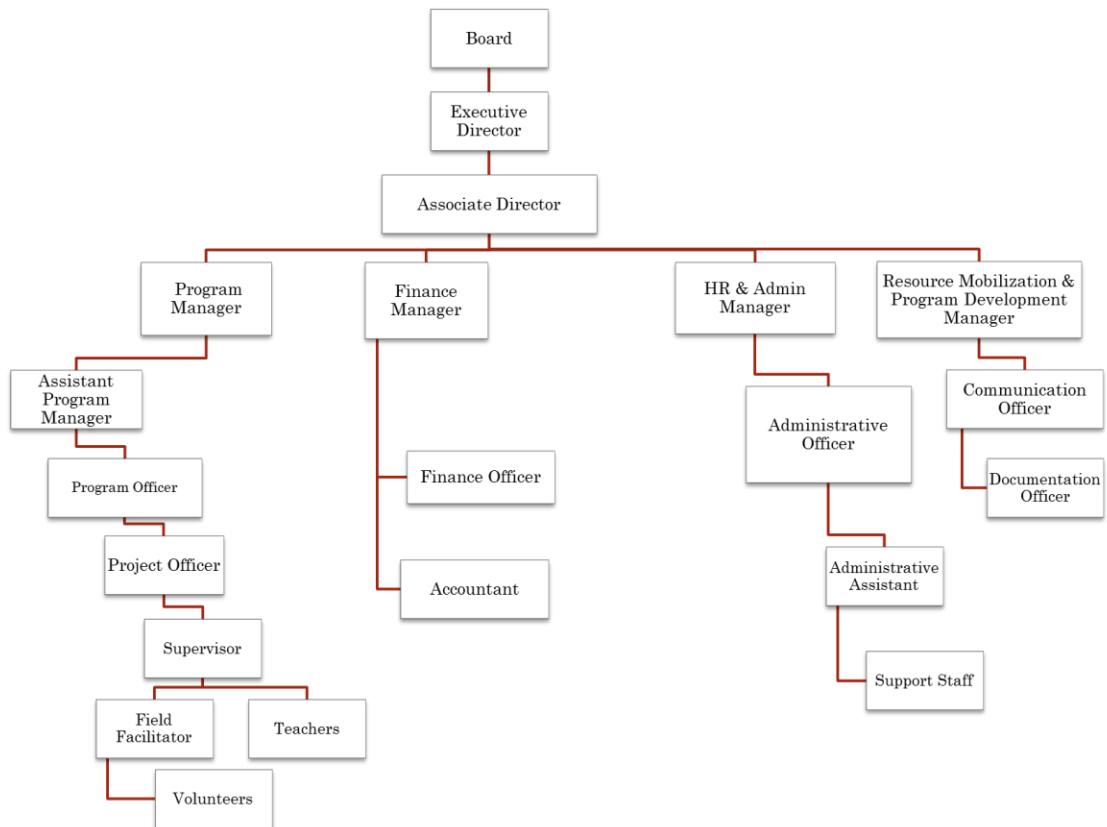
Executive Director - Jan Vikas Samiti

Date:

Jan Vikas Samiti
Christnagar PO
Varanasi 221003
Uttar Pradesh

16.15 Organogram

The below organogram, gives an overview of all possible functions in the organization. In the central office however, not all functions will be occupied, functions may be combined and sections may be drawn together, depending on the situation.



16.16 Standard Job Descriptions

The section will have standard job descriptions to be used for recruitment purpose.

16.16.1 Executive Director:

GENERAL RESPONSIBILITIES

1) Board Governance: Works with board in order to fulfill the organization mission.

- Responsible for leading the organization in a manner that supports and guides the organization's mission as defined by the Board of Directors.
- Responsible for communicating effectively with the Board and providing, in a timely and accurate manner, all information necessary for the Board to function properly and to make informed decisions.

2) Financial Performance and Viability: Develops resources sufficient to ensure the financial health of the organization.

- Responsible for the fiscal integrity of Jan Vikas Samiti, to include submission to the Board of a proposed annual budget and monthly financial statements, which accurately reflect the financial condition of the organization.
- Responsible for fiscal management that generally anticipates operating within the approved budget, ensures maximum resource utilization, and maintenance of the organization in a positive financial position.
- Responsible for fundraising and developing other resources necessary to support mission of the organization.

3) Organization Mission and Strategy: Works with board and staff to ensure that the mission is fulfilled through programs, strategic planning and community outreach.

- Responsible for implementation and monitoring of programs that carry out the organization's mission.
- Responsible for strategic planning to ensure that all programs and projects can successfully fulfil its Mission into the future.
- Responsible for the enhancement of Jan Vikas Samiti's image by being active and visible in the community and by working closely with other professional, civic and private organizations.

4) Organization Operations. Oversees and implements appropriate resources to ensure that the operations of the organization are appropriate.

- Responsible effective administration of all operations.
- Responsible for the hiring and retention of competent, qualified staff.

- Responsible for signing all notes, agreements, and other instruments made and entered into and on behalf of the organization.

Professional Qualifications:

- Transparent and high integrity leadership
- Fifteen or more years senior non-profit management experience
- Solid, hands-on, budget management skills, including budget preparation, analysis, decision-making and reporting
- Strong organizational abilities including planning, delegating, program development and task facilitation
- Ability to convey a vision of organization and strategic future to staff, board, volunteers and donors
- Knowledge of fundraising strategies and donor relations unique to non-profit sector
- Skills to collaborate with and motivate board members and other volunteers
- Strong written and oral communication skills
- Ability to interface and engage diverse volunteer and donor groups
- Demonstrated ability to oversee and collaborate with staff
- Strong public speaking ability

Actual Job Responsibilities:

1. Planning and operation of annual budget.
2. Establishing employment and administrative policies and procedures for all functions and for the day-to-day operation of the non-profit.
3. Serving as primary spokesperson to the organization’s constituents, the media and the general public.
4. Establish and maintain relationships with various organizations throughout the state and utilize those relationships to strategically enhance Mission.
5. Report to and work closely with the Board of Directors to seek their involvement in policy decisions, fundraising and to increase the overall visibility of the Foundation throughout the State.
6. Supervise, collaborate with organization staff.
7. Strategic planning and implementation.
8. Oversee organization Board and committee meetings.
9. Oversee marketing and other communications efforts.
10. Review and approve contracts for services.
11. Other duties as assigned by the Board of Directors.

16.16.2 Associate Director:

GENERAL RESPONSIBILITIES

1) Governance: Works with the Executive Director of the Organization in order to fulfil the organization mission.

- Responsible for assisting the Executive Director in leading the organization in a manner that supports and guides the organization’s mission as defined by the Board of Directors.

- Responsible for communicating effectively with the all the staff across department and providing, in a timely and accurate manner, all information necessary for the Executive Director to function properly and to make informed decisions.

2) Financial Performance and Viability: Develops resources sufficient to ensure the financial health of the organization.

- Responsible for the fiscal integrity of Jan Vikas Samiti, to include submission to the Executive Director of a proposed annual budget and monthly financial statements, which accurately reflect the financial condition of the organization.
- Responsible for fiscal management that generally anticipates operating within the approved budget, ensures maximum resource utilization, and maintenance of the organization in a positive financial position.
- Responsible for fundraising and developing other resources necessary to support mission of the organization.

3) Organization Mission and Strategy: Works with Director and staff to ensure that the mission is fulfilled through programs, strategic planning and community outreach.

- Responsible for implementation and monitoring of programs that carry out the organization's mission.
- Responsible for strategic planning to ensure that all programs and projects can successfully fulfil its Mission into the future.
- Responsible for the enhancement of Jan Vikas Samiti's image by being active and visible in the community and by working closely with other professional, civic and private organizations.

4) Organization Operations. Oversees and implements appropriate resources to ensure that the operations of the organization are appropriate.

- Responsible effective administration of all operations.
- Responsible for the hiring and retention of competent, qualified staff.
- Responsible for signing all notes, agreements, and other instruments made and entered into and on behalf of the organization.

Professional Qualifications:

- Transparent and high integrity leadership
- Ten or more years senior non-profit management experience
- Solid, hands-on, budget management skills, including budget preparation, analysis, decision-making and reporting
- Strong organizational abilities including planning, delegating, program development and task facilitation
- Ability to convey a vision of organization and strategic future to staff, board, volunteers and donors
- Knowledge of fundraising strategies and donor relations unique to non-profit sector
- Skills to collaborate with and motivate board members and other volunteers
- Strong written and oral communication skills
- Ability to interface and engage diverse volunteer and donor groups
- Demonstrated ability to oversee and collaborate with staff

- Strong public speaking ability

Actual Job Responsibilities:

- To act as the Executive Director at times when the Executive Director is absent from the centre.
- To provide programmatic and technical support to the Executive Director of the organization on all projects across the departments.
- Assist the Director with program development, implementation strategies, and operations.
- Report to and work closely with the Executive Director to seek their involvement in policy decisions, fundraising and to increase the overall visibility of the Foundation throughout the State.
- Supervise, collaborate with organization staff.
- Strategic planning and implementation.
- Oversee organization Board and committee meetings.
- Oversee marketing and other communications efforts.
- Review and approve contracts for services.
- Other duties as assigned by the Board of Directors.

16.16.3 HR & Admin Manager

HR & Admin manager maintains and enhances the organization's human resources by planning, implementing, and evaluating employee relations and human resources policies, programs, and practices.

- Maintains the work structure by updating job requirements and job descriptions for all positions.
- Maintains organization staff by establishing a recruiting, testing, and interviewing program; counseling managers on candidate selection; conducting and analyzing exit interviews; recommending changes.
- Prepares employees for assignments by establishing and conducting orientation and training programs.
- Maintains a pay plan by conducting periodic pay surveys; scheduling and conducting job evaluations; preparing pay budgets; monitoring and scheduling individual pay actions; recommending, planning, and implementing pay structure revisions.
- Ensures planning, monitoring, and appraisal of employee work results by training managers to coach and discipline employees; scheduling management conferences with employees; hearing and resolving employee grievances; counseling employees and supervisors.
- Maintains employee benefits programs and informs employees of benefits by studying and assessing benefit needs and trends; recommending benefit programs to management; directing the processing of benefit claims; obtaining and evaluating benefit contract bids; awarding benefit contracts; designing and conducting educational programs on benefit programs.
- Ensures legal compliance by monitoring and implementing applicable human resource federal and state requirements; conducting investigations; maintaining records; representing the organization at hearings.
- Maintains management guidelines by preparing, updating, and recommending human resource policies and procedures.
- Maintains historical human resource records by designing a filing and retrieval system; keeping past and current records.

- Maintains professional and technical knowledge by attending educational workshops; reviewing professional publications; establishing personal networks; participating in professional societies.
- Completes human resource operational requirements by scheduling and assigning employees; following up on work results.
- Maintains human resource staff by recruiting, selecting, orienting, and training employees.
- Maintains human resource staff job results by counseling and disciplining employees; planning, monitoring, and appraising job results.
- Contributes to team effort by accomplishing related results as needed.

Qualification

The ideal candidate possesses:

- Master's degree in a relevant field.
- 5 to 10 years of experience
- At least five years in a senior managerial or leadership role in NGOs.

16.16.4 Program Manager

The Program manager oversees all service programs for JVS. The position provides strategic programmatic leadership and direction to all employees. As a dynamic leader, he/she will engage staff and volunteers to find innovative approaches to serve the target group.

Responsibilities

- Manage continual dialogue and effective reporting with external agencies.
- Identify and nurture program development opportunities.
- Identify service gaps and design effective, viable programs.
- Contribute to the development and use of training and coaching programs.
- Build cross functionality among service team members.
- Identify and build leaders within the agency.
- Assure timely completion of performance appraisals and development plans.
- Establish succession planning.
- Represent JVS in advocacy activities as requested.
- Monitors and evaluates the programs and partner organizations from time to time.
- Inform the Executive Director of progress and related matters.

Qualification

The ideal candidate possesses:

- Master's degree in a relevant field.
- 5 to 10 years of experience in the delivery of services in the field of child welfare, disability, mental health, health, women empowerment or education.
- At least five years in a senior managerial or leadership role in NGOs.

Core Competencies for Manager, Programs

1. Highly effective leadership; demonstrates a fundamental respect for the dignity of others. Works collegially and is a proven team builder. Inclined to coach and teach in order to improve knowledge and ability of others, but holds people accountable for results.
2. An innovator, capable of creating or seizing opportunities to improve service effectiveness and client outcomes and build strategic partnerships with other organizations.
3. Understands and values quality improvement; applies managerial and technical skills to measure and improve efficiency and effectiveness and ensure compliance with all regulatory and contractual obligations. Able to effectively address overlapping projects and deadlines. Adaptable and reliable in face of conflict, crisis, or changing priorities.
4. Able to lead a team in managing multiple and often simultaneous tasks and in creating a work environment recognized for a high level of organization, timeliness, cost-effectiveness, accuracy, and results.
5. A demonstrated commitment to diversity and inclusion; valuing a diversity of perspectives and encouraging contributions by all team members.
7. Politically astute and tactful; attentive to the perspectives and competing interests of various internal and external stakeholders.

16.16.5 **Resource Mobilization & Program Development Manager**

The Resource Mobilization & Program Development manager works very closely with the other departments and is responsible for developing new programs and raising the required funds for the same.

Major Duties and Responsibilities - Program Development:

- Play an advisory and technical role to Develop Innovative Programmes, and work towards mobilization of resources where by strengthen the organization.
- Play an advisory role to support strengthen the organization and its programmes. Take a lead role to develop appropriate programmes to strengthen the organization and to look for ways to mobilize the resources to remain meaningful and credible in the society today.
- Advise management of the organization (JVS) ways to strengthen the organization in terms of policy, programme and resources
- Develop Log frame and project format with guideline to prepare the common proposal
- Provide technical input and assist organization to prepare position paper and project proposal specially for the rehabilitation of children and youngsters with disabilities
- Develop M&E framework to ensure the effective M&E mechanism among the partners of JVS-LF network who based in north and north—east India
- Provide technical input and assist organization to cluster the disability rehabilitation programme with the partners of JVS-LF in consultation with programme team and prepare position paper and project proposal accordingly
- Provide technical assistant to ensure effective program management

- Advice and Support to develop and use the developed tools to monitor the existing on time to ensure the sustainability of the programme
- Train the organization and its partners in proposal writing, report writing, M&E and strengthening network (if requested)
- Implementing the required monitoring and evaluation system (if required)
- Works in close coordination with program and finance department in visualizing and drafting proposals for new and innovation programs.

Major Duties and Responsibilities- Resource Mobilization

- To raise the required resources to implement programmes qualitatively. One of your main roles is to build the capacity of the organization to identify the potential donors as well as to secure fund for the projects.
- Fundraising programs are carried out with high ethical standards
- Mapping the potential and previous donors and managing a database.
- Funds are being accepted and used responsibly through communication with individual contributors and contributing organizations
- Appropriate fundraising strategies are in place in line with mission and vision of the organization
- Donors are kept updated and are regularly informed about the organization
- Lead to plan and develop project proposals in line with JVS's vision and mission
- Support key staff (advisory role) of administrative, finance and logistic sectors by providing guidelines/feedbacks to ensure effective and efficient function of their respective department, if needed
- Procuring funds from both within India and abroad to support the organization in terms of new and innovative projects.

Qualification

- The ideal candidate possesses:
- Master's degree in a relevant field.
- 5 to 10 years of work experience in the field of fund procurement, especially with corporates and non-corporate agencies.
- At least five years in a senior managerial role in CSR in corporate/NGOs.

16.16.6 Finance Manager

A finance manager is responsible for providing financial advice and support to enable to make sound decisions and framing policies.

Financial considerations are at the root of all major decisions. Clear budgetary planning is essential for both the short and long term, and organization need to know the financial implications of any decision

before proceeding. In addition, care must be taken to ensure that financial practices are in line with all statutory legislation and regulations.

Roles

The role of FM is more concerned with strategic analysis and be responsible for the collection and preparation of accounts.

- Providing and interpreting financial information;
- Monitoring and interpreting cash flows and predicting future trends;
- Analyzing change and advising accordingly;
- Formulating strategic and long-term organizational plans;
- Researching and reporting on factors influencing performance;
- Developing financial management mechanisms that minimize financial risk;
- Conducting reviews and evaluations for cost-reduction opportunities;
- Managing a company's financial accounting, monitoring and reporting systems;
- Liaising with auditors to ensure annual monitoring is carried out;
- Developing external relationships with appropriate contacts, e.g. auditors, bankers and statutory organizations;
- Producing accurate financial reports to specific deadlines;
- Managing budgets;
- Supervising staff;
- Keeping abreast of changes in financial regulations and legislation.

Qualification

- The ideal candidate possesses:
- Master's degree in a relevant field.
- 5 years of experience
- At least five years in a senior managerial or regulatory compliance, cross functionality of teams, and budget control.

16.16.7 Assistant Program Manager

An Assistant program manager will assist the Program manager in implementing the various programs of the organization. S/he will provide support for the implementation of all programs in JVS. S/he will oversee day-to-day office administrative and communication tasks in the office related to the project as required.

- Leads the implementation of the project.
- Organizes trainings, roundtables, networking events and other activities to achieve the goal of the environmental NGO capacity building program
- Works together with JVS management team for future program development in community-based/capacity building field
- Assembles and authors guidelines and toolkits for the organization and learn from in order to become more effective
- Develops work plans, budgets and progress reports as required

- Maintains relationships with current and potential funding sponsors and networks with NGOs in order to create a network of environmental NGO in which peer-learning and experience-sharing can occur
- Assists the Manager Programs to monitors and evaluates the programs and partner organizations from time to time.
- Represents to partners, government officials, funding sources, other partners, beneficiaries, and at conferences and other outreach opportunities
- Ensures monitoring and evaluation activities and reporting meet JVS's standards, and are completed on schedule
- Reviews and finalizes program reports

QUALIFICATION:

- An advanced degree in the social sciences, or other related degree
- 3+ years of experience managing development and/or civil society projects.
- Previous experience or understanding of NGO sector in India
- Proven project management skills with experience managing multiple projects
- Strong interpersonal skills and mentoring skills to work effectively with partners/clients.
- A track record that demonstrates energy and creativity, and the ability to successfully prioritize and manage competing priorities.
- Demonstrated success in project planning, financial management, program monitoring, report writing, and identifying and procuring technical assistance.
- Excellent verbal and written communication skills, including public speaking and presentation skills.
- Experience in data processing (Microsoft Word), spreadsheet (Microsoft Excel), E-mail, and Internet browser software.
- Strong English skills (spoken and written) and fluency in Hindi required

16.16.8 Program Officer

The program officer for the particular project in JVS, on a contract basis, has the following job responsibilities.

1. Planning and implementing the agreed action plans, under particular projects, to the agreed standards and deadlines.
2. Ensuring the effective preparation and delivery of all project events and meetings and production of all necessary documentation to JVS as well as to funding agency as per the requirement.
3. Taking responsibility for the effective flow of information between team members, participants in project activities, and the administrative team of JVS.
4. Ongoing evaluation of project activities and reporting on project progress to the director.
5. Build and strengthen effective working relationships with government departments, Networking institutions, stake holders etc.

6. Train and build capacities of local partners, teachers, Project staff and other stakeholders on issues related for the better implementation of the programme.
7. Field visits as per the need.
8. File all project documents (hard and soft copies)
9. Develop and deliver progress reports, proposals, and requirements to the Executive Director.
10. Identify and resolve issues and conflicts within the project team.
11. Assists the Manager programs to monitors and evaluates the programs and partner organizations from time to time.

Qualification:

- Master degree in Social sciences or bachelor's degree in Social work and 5 years' experience..
- Proven project management skills with experience managing projects.
- Strong interpersonal skills and mentoring skills to work effectively staff and the targeted group.
- A track record that demonstrates energy and creativity, and the ability to successfully prioritize and manage competing priorities.
- Demonstrated success in project planning, financial management, program monitoring, report writing, and identifying and procuring technical assistance.
- Excellent verbal and written communication skills, including public speaking and presentation skills.
- Experience in data processing (Microsoft Word), spreadsheet (Microsoft Excel), E-mail, and Internet browser software.
- English skills (spoken and written) and fluency in Hindi required.

16.16.9 Finance Officer

Duties and responsibilities/ Job Description:

- To process and oversee the work of financial transactions, accounts payable, accounts receivables, vouchers, etc., by thoroughly checking and correcting the accounting and other relevant financial records.
- To provide support in preparing the financial reports in the accounting and finance system as per the instructions received from the finance manager.
- To maintain, update, and retrieve the financial information from the financial database and system.
- To assist finance manager in the preparation of receipts and vouchers and their relevant formats, so that the financial details can be entered correctly in the accounting system.
- To apply the basic accounting principles, knowledge, and techniques to analyse the variances, assist in production of journals, and perform routine accounting activities
- To perform accounting computations and calculations accurately, and try to identify if there are discrepancies, and if there are any errors, try to resolve them.
- Collect information and prepare payroll payments for employees.
- Making follow up to get financial requirements from the Partner organization.
- Making payment orders and sending them remittance sheet to the partner organization.

- Assist Finance manager in various events of account preparation.

Qualification:

- Graduate in Commerce or PG in commerce
- At least 3 years of work experience
- Sound knowledge on Tally, MS Office

16.16.10 Documentation Officer

Role

- Would be responsible for collation and documentation of all reports and materials being produced by JVS.
- Also responsible for maintenance of reports and other relevant documents.
- Would assist the programme coordinators in developing and maintaining a documentation unit with background material relevant for programmes policy and planning, monitoring and evaluation, and all the areas of work of the managers and coordinators at JVS.
- Would assist the coordinators in procuring documents required for their area of responsibility.
- Undertake such other assignments, which may be assigned from time to time.

Qualification:

- Post-graduation in social science, mass communication, rural management with 2 yrs of experience, or graduation with 3 yrs experience in the social sector, preferably in documentation and reporting.
- Work experience of documentation for at least 3 years. Experience in the NGO sector and /or government institution is desirable.
- Good theoretical grasp of the issues involved in designing and operationalization of documentation systems.
- Computer proficiency with high level of familiarity with data base management programme and commonly used packages like MS Word, Excel, and Power Point etc.
- Good communication and presentation skills, analytical and interpersonal abilities, written communication skills in English and Hindi.
- Person of character and integrity. (No history of criminal record, should not be an addict, etc.)

16.16.11 Communication Officer

The position of Communication Officer Responsibility is to strategize, design and produce all communication materials required for both Online and Offline communications for JVS with an ultimate goal of raising funds and other Resources that allow the organization to reach its program and organizational objectives. S/He also responsible for Project writing, supporter services, Students program, awards applications, digital marketing, offline marketing, all reporting etc.

Role

Helping in the development and production of all the communication materials required for both Online and Offline Fundraising. Responsible for Project writing, supporter services, Students program, awards applications, digital marketing, offline marketing, all reporting etc.

Major responsibilities

- Management of website, social media, MIS etc.
- Preparing brochure, newsletter, event reports, case stories, good practices, documentaries, annual reports, etc.
- Preparing materials to assist the training, resource mobilization and program teams like, appeals, on-line campaigns, IEC materials, presentations, concept notes, proposals, project reports etc.
- Conducting semi researches, campaigns, surveys, etc on specific themes.
- Communicating and visiting Partner Organizations to gather information and data on specific themes for documenting and program needs.
- Extending support in updating organizations policies, program planning, program implementation, monitoring programs and events as and when required.

Qualification:

- Graduate in communication, multimedia, computer application or other related discipline with 3+ years of relevant job experience, either in a similar position in the non-profit sector or in a similar position in the profit sector.
- Proven ability to deal with multiple tasks in a courteous and service oriented manner in a demanding working condition.
- Computer proficiency with high level of familiarity with data base management program and MS Office.
- Excellent interpersonal and organizational skills.
- Fluent in spoken and written communications skills (English and Hindi)
- Good theoretical grasp of the programs and activities of the organization.

16.16.12 Project Officer

The project officer for the particular project in JVS, on a contract basis, has the following job responsibilities.

12. Planning and implementing the agreed action plans, under particular projects, to the agreed standards and deadlines.
13. Ensuring the effective preparation and delivery of all project events and meetings and production of all necessary documentation to JVS as well as to funding agency as per the requirement.
14. Taking responsibility for the effective flow of information between team members, participants in project activities, and the administrative team of JVS.

15. Ongoing evaluation of project activities and reporting on project progress to the director.
16. Build and strengthen effective working relationships with government departments, Networking institutions, stake holders etc.
17. Train and build capacities of local partners, teachers, Project staff and other stakeholders on issues related for the better implementation of the programme.
18. Field visits as per the need.
19. File all project documents (hard and soft copies)
20. Develop and deliver progress reports, proposals, and requirements to the Director.
21. Identify and resolve issues and conflicts within the project team.

Qualification:

- Bachelor’s degree in Social work and 3 years’ experience..
- Proven project management skills with experience managing projects.
- Strong interpersonal skills and mentoring skills to work effectively staff and the targeted group.
- A track record that demonstrates energy and creativity, and the ability to successfully prioritize and manage competing priorities.
- Demonstrated success in project planning, financial management, program monitoring, report writing, and identifying and procuring technical assistance.
- Excellent verbal and written communication skills, including public speaking and presentation skills.
- Experience in data processing (Microsoft Word), spreadsheet (Microsoft Excel), E-mail, and Internet browser software.
- English skills (spoken and written) and fluency in Hindi required.

16.16.13 Accountant

Duties and responsibilities/ Job Description:

1. To process and oversee the work of financial transactions, accounts payable, accounts receivables, vouchers, etc., by thoroughly checking and correcting the accounting and other relevant financial records.
2. To provide support in preparing the financial reports in the accounting and finance system as per the instructions received from the finance manager.
3. To maintain, update, and retrieve the financial information from the financial database and system.
4. To assist finance manager in the preparation of receipts and vouchers and their relevant formats, so that the financial details can be entered correctly in the accounting system.
5. To apply the basic accounting principles, knowledge, and techniques to analyse the variances, assist in production of journals, and perform routine accounting activities
6. To perform accounting computations and calculations accurately, and try to identify if there are discrepancies, and if there are any errors, try to resolve them.
7. Collect information and prepare payroll payments for employees.

16.16.14 **Supervisor**

Job Responsibility

He/She will be trained persons with experience in this field and will regularly visit the field and give guidance to other staff and people. Supervisor will monitor the work of the instructors, He/she a so will have the responsibility of keeping contact with the district administration and the local NGOs for networking and advocacy.

- To animate the groups and organize activities in the villages.
- Assist SHGs to make savings and inter and intra transactions and make balance sheet
- Assist community based organization in developing SHG fund.
- To mobilize and motivate the villagers.
- To maintain attendance register and records the events chronologically.
- To plan, organize and conduct village meetings.
- To motivate the villagers towards girl child education.
- To assist in planning organize and conducting various training programmes.
- To submit monthly progress report to project coordinator.
- To carry out survey in villages.
- To collect to base line data and assist the Project Coordinators in maintaining the village profile.
- To maintain good rapport with villagers.
- To be sensitive towards social problems.
- To closely monitor health and hygienic aspect and make aware the villagers about it and to carry out the other duties and responsibilities as and when according to the need of the organization.

16.16.15 **Field Facilitator/Animator**

Job Responsibility:

- To animate the groups and organize activities in the villages.
- Assist SHGs to make savings and inter and intra transactions and make balance sheet
- Assist community based organization in developing SHG fund.
- To mobilize and motivate the villagers.
- To maintain attendance register and records the events chronologically.
- To plan, organize and conduct village meetings.
- To motivate the villagers towards girl child education.
- To assist in planning organize and conducting various training programmes.
- To submit monthly progress report to project coordinator.
- To carry out survey in villages.
- To collect to base line data and assist the Project Coordinators in maintaining the village profile.
- To maintain good rapport with villagers.

- To be sensitive towards social problems.
- To closely monitor health and hygienic aspect and make aware the villagers about it.
- And to carry out the other duties and responsibilities as and when according to the need of the organization.

Qualification:

- Minimum qualification: Class 10th Pass.
- Minimum Age: 20 yrs.
- Should be a local person.
- Skills and capacities required for the profile such as good interpersonal and community mobilization skills, leadership qualities etc.
- Interest to work with social issues
- Person of character and integrity (no criminal record, good rapport with the community, should not be a substance user /addict etc.)

16.16.16 Teachers/Instructors/Support staff

Job Responsibility:

- To conduct regular classes and organized extra academic activities in the centers.
- Assist community based organization in developing SHG fund.
- To teach the children at the Balwadi centre and work as animator to mobilize and motivate the villagers.
- To maintain attendance register and records the events chronologically.
- To plan, organize and conduct village meetings.
- To motivate the villagers towards girl child education.
- To assist in planning organize and conducting various training programmes.
- To submit monthly progress report to project coordinator.
- To carry out survey in villages.
- To collect to base line data and assist the Project Coordinators in maintaining the village profile.
- To maintain good rapport with parents.
- To be sensitive towards social problems.
- To closely monitor health and hygienic aspect of children aware the villagers about it.
- To organize village and VEC meeting once a month.
- To organize cultural program and sports for the Balwadi children

16.16.17 Volunteers\Interns

- To conduct activities for the promotion of JVS.
- To conduct activities of a specific project or assignments.
- Respect the Mission, Vision, Values and goals of JVS.
- Volunteers/Interns are expected to act with integrity, respect and respond to others with whom they interact during the course of Volunteering.

- Treat other fellow volunteers/interns, community members and children without any discrimination.
- Do not accept any valuable gifts or monetary resources or give any gifts or lend any monetary resources to the communities /children and other stakeholders.
- Do not take/collect any kind of monetary resources in the name of JVS from anyone.
- Don't engage in charity services in the name of JVS or publish anything on a personal basis in any form of media, without prior approval.
- Do not collect or distribute clothes, stationery or other materials in the community and do not make any promises.
- Volunteers / Interns are expected to commit to the structure and program of the Volunteering/ internship which is decided in consultation with their mentor.