

# HR POLICY OF MVSS

**Manav Vikas Seva Sangh**

**Bishop House**

**Sagar cantt**

**P.B. no 32**

**(Sagar) M.P.-470001**

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## **Foreword**

The goal of Human Resource Development (RD) is to improve the performance of Organizations by maximizing the efficiency and performance of people through working on developing knowledge and skills, actions and standards, motivation, incentives, attitudes and work environment.

The role of HRD in improving organizational efficiency is through increasing and enabling capabilities, facilitating individuals to recognize their potential and use best of their potential for organization and self, maximize individual autonomy, facilitate decentralization through delegation and shared responsibility, facilitate participatory decision making, creating balance between current culture and changing culture, continuous review and renewal of the function.

### **A good HR policy will help MVSS:-**

- To promote a collaborative environment,
- To improve efficiency and productivity,
- To enhance performance
- Better job satisfaction
- Clear understanding of goals, roles and responsibilities
- Effective channelization of capabilities
- To improve preparedness towards change
- To enhance organizational capacity for retention of capable and diverse talent
- Cost reduction.

## **Core Values that guide HR Policy of MVSS**

The Vision and Mission will guide the Human Resource policies of MVSS. We draw inspiration from the vast experiences of the pioneering members of MVSS and also from the reflections of the members through various deliberations. These values are embedded in the social teachings of the Catholic Church, and MVSS being part of the Catholic Social Service Organizations, 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. The dignity of the human being:**

MVSS, 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. MVSS in all its efforts will promote respect for human lives irrespective of Religion, Caste, Culture, Gender, Language, Territory or any other distinction.

### **2. Equity:**

MVSS 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. MVSS is aware of the need to be gender sensitive, gauging the limitations of the present society. Our efforts are to ensure indiscriminate participation of women and men. 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 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.

### **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 the ones 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.

#### **4. Solidarity:**

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

#### **5. Transparency and Accountability:**

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

- We believe that every person is accountable for his/her actions.
- Transparency in all decision making processes utilization of resources, assessing performances and communication.
- We believe in sharing the concerns and apprehensions of all whom we serve in a spirit of trust and mutual respect.
- 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.

#### **6. Professionalism:**

MVSS 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.

**Conclusion:** These above mentioned core values served as guiding principles for the organization right from its inception in all its initiatives and interventions. In one way or the other, these values will find its expression in the formulation of HR policy of the organization to make organization and its human resource function smoothly, effectively and efficiently both at the organizational and grass root level.

#### **I. Overview of MVSS**

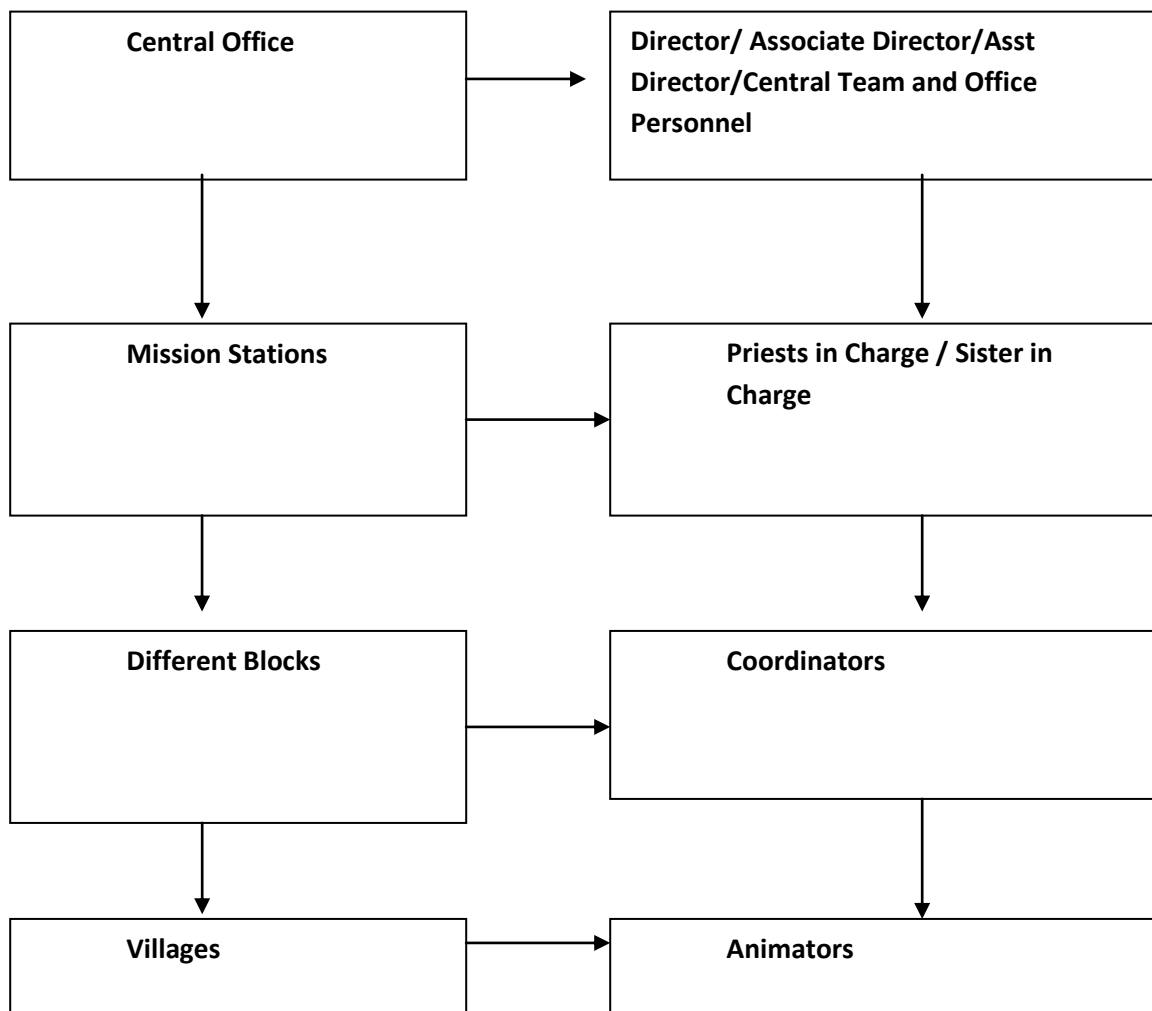
Manav Vikas Seva Sangh (MVSS) is a non-profit making, charitable voluntary organization registered under Societies Registration Act, 1860. The organization is the Social Service Unit of

the Catholic Diocese of Sagar encompassing Sagar, Raisen, Vidisha, Guna and Ashoknagar districts.

### I. 1 History:

Manav Vikas Seva Sangh is established for the welfare of the minority community without the distinction of caste, creed, religion, race or other limiting considerations, for the betterment of the poor by rendering formal and non formal education in order to make people aware of their rights and duties as well as to develop leadership so that they can inculcate the values of truth, justice, equality, love, co-operation and brotherhood, so that they shall be liberated from social evils like casteism, communalism etc. Manav Vikas Seva Sangh was registered on December 26, 1989 under M.P. Firms and Societies Registration Act with a special stress to work in the developmental field.

#### 1.1.1 Functioning pattern of the organization:



### 1.1.2 Distribution of Operational Blocks:

s.no	Districts	Blocks
1	Sagar	Banda, Sagar, Rehli, Shaghrh, Tada
2	Ashoknagar	Isagarh, Naiserai
3	Raisen	Udaypura, Raisen, Gairatganj, Majooskalam, Sanchi, Abdullaganj, Baadi

### 1. 1.3 Major Target groups of the organization:

- Women
- Children in distress
- Adult girls and boys
- Poor farmers
- Panchayat representatives
- Men
- Dalits, poor and other marginalized sections of the society
- Flood affected people/victims of natural disasters

## II Vision, Mission and Strategy

**1. Vision:** - We visualize communities where all enjoy equal rights, opportunities and the members respect each other and live in harmony with the nature and the Divine.

**2. Mission:** - Empowering the people to have access to their rights and opportunities as well as bringing about systematic changes in view of good governance and social cohesion.

**3. Strategy:** - A continuous process of animation and advocacy among women and men to make them aware, form and organize into CBOs and federations and to take actions for integrated, participatory and sustainable development.

### **III. Recruitment and Selection**

Selecting apt people for jobs and placing them in right roles play an important part in determining whether they are giving their best to the organization. Thus recruitment and selection strategies play a vital role in ensuring the efficiency of an organization.

To enable the best process of selection for MVSS, the selection criteria and selection process have been decided, keeping in mind the job responsibility of each profile and also the knowledge and capabilities required for fulfilling those responsibilities in the context of the organization and the target area.

MVSS will follow the following recruitment and selection process for different levels of staff.

#### **1. CENTRAL COMMITTEE TEAM**

##### **1.1. Selection Criteria**

- \* Post graduation in social sciences! Graduation with 5 years of work experience in specific area
- \* Adaptability to work in rural environment (travel and lodging in the field)
- \* Good communication skills
- \* Training experience and skills
- \* Documentation skills
- \* Computer proficiency
- \* Good command over local languages like Hindi & Bhojpuri.
- \* Person of character and integrity. (No criminal record and should not be a substance user/addict etc.)

##### **1.2. Process of selection**

- \* Advertisement in local newspapers and on websites like Dev net
- \* Application for the post
- \* Screening of applications
- \* Interview calls to the short listed candidates
- \* Written examination
- \* Interview with the selection board

- \* Information to the selected candidates
- \* Getting No Objection Letter from the previous organisation where the applicant was working
- \* Issuing Appointment Letter with job responsibilities written on it.

**1.3. Responsible person:** Selection committee will be comprised of representation from director, board of members and an expert on concerned subject/ theme.

## **2. DOCUMENTATION OFFICER**

### **2.1. Eligibility**

- \* Post graduation in social science, mass communication, rural management with 2 yrs of experience, or graduation with 3 yrs of experience in the social sector, preferably in documentation and reporting.
- \* Ability to speak and write English and Hindi
- \* Computer proficiency
- \* Person of character and integrity. (No criminal record, should not be a substance user/addict, etc.)

### **2.2. Recruitment Process**

- \* Advertisement in local newspapers and websites
- \* Screening of applications.
- \* Interview calls to the short listed candidates
- \* Written examination.
- \* Interview with the selection board.
- \* Information to the selected candidates
- \* Getting no Objection Letter from the previous organization where the applicant was working.
- \* Issuing Appointment Letter with job responsibilities written on it.

**2.3. Responsible person:** Selection committee will be formed with representation from director & board of members.

### **3. COMMUNICATION OFFICER**

#### **3.1. Eligibility**

- \* Post graduation or graduation with 2-3 years of experience in the concerned field.
- \* Ability to speak and write in English and Hindi.
- \* Computer knowledge.
- \* Documentation and communication skills.
- \* Person of character and integrity. (No criminal record, should not be an addict, etc.)

#### **3.2. Preference**

- \* To be given to the local candidate/s.

#### **3.3. Recruitment Process**

- \* Advertisement in local newspapers and websites
- \* Screening of applications.
- \* Interview calls to the short listed candidates
- \* Written examination.
- \* Interview with the selection board.
- \* Information to the selected candidates
- \* Getting 'No Objection Letter' from the previous organization where the applicant was working
- \* Issuing Appointment Letter with job responsibilities written on it.

**3.4. Responsible person:** Selection committee will be formed with representation from director & board of members.

### **4. COORDINATORS**

(Community Centre level Coordinator/Programme Coordinator)

#### **4.1. Selection Criteria**

- \* Post graduation in any social science subject, Professional degree in the concerned field with 1-2 yrs of experience in social sector or graduation with 3 yrs of experience in social sector.

- \* Expertise or sound knowledge of the concerned subject,
- \* Documentation and communication skills
- \* Training skills
- \* Ability to communicate in local language.
- \* Person of character and integrity. (No criminal record, should not be a substance user/addict etc.)

#### **4.2. Preference**

- \* To be given to the candidates who are able to drive two-wheeler.
- \* To be given to the candidates who are fluent in English language.

#### **4.3. Recruitment Process**

- \* Advertisement in local newspapers and websites
- \* Screening of applications.
- \* Interview calls to the short listed candidates
- \* Written examination.
- \* Interview with the selection board.
- \* Information to the selected candidates
- \* Getting No Objection Letter from the previous organisation where the applicant was working.
- \* Issuing Appointment Letter with job responsibilities written on it.

**4.4. Responsible person:** Selection committee will be formed with representation from director & board of members.

### **5. FACILITATOR**

#### **5.1. Selection Criteria**

- \* Minimum qualification: Class 10<sup>th</sup> Pass.
- \* Minimum Age: 20yrs.
- \* 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.)

## **5.2. Preference**

\* The candidates who are able to ride bicycle.

## **5.3. Process of recruitment**

- Information dissemination in the community
- Screening of applications
- Interview calls to the short listed candidates
- Written examination
- Interview with the selection board / committee
- Informing about the selected candidates to the central office
- Information to the selected candidates

**Responsible person:** The selection committee will be comprise of Community Centre — In charge, Chief Coordinator and Coordinator

**Venue:** Selection and interview process will be conducted at the respective Mission center.

## **IV. Induction and orientation policy**

All induction and orientation programmes at MVSS will be guided by its induction and orientation norms.

### **1. Objectives of the Induction Programme:**

1. To acquaint the new entrants with the organizational culture, systems, policies and operational norms of existing systems of MVSS.

2. To facilitate the adjustment of the new entrants in the new environment.

### **2. Guidelines for induction program**

- Welcoming new employees on the first day and introduce them to everyone in office.
- Explain the vision, mission and guiding principles of MVSS.
- Describe briefly and in a culturally appropriate manner, the key ideas of Catholic Social Teachings and the Justice Strategy.
- Describe key office norms and policies.
- Review the employee's job description with the employee.

- Orient the current process for appraising performance (Performance Management System).
- Review the work hours and attendance sheet.
- Review the organizational chart of the office. Clarifying the reporting relationships with respect to supervisors and peers.
- Review the holiday schedule, the procedures on vacation days, sick days and other kinds of leave.
- Orient the procedure and policies on appropriate use of telephone, fax and internet.
- Give the person an opportunity to learn the roles, responsibilities and systems of different office sections / departments, MVSS projects, partners and nature of work being done.
- Conduct an appropriate field visit to at least one of the partners/project sites.

### 3. Process of induction

Process will be for the two different functional levels:

#### 3.1. At the secretariat level:

- **The Induction programme will be for:** The Central team member / documentation officer / communication officer/Treasurer/Accountant/coordinators (Community centre level Coordinator/ programme coordinator) 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 areas of MVSS.

#### 3.2. At the community Centre level:

- **Induction programme will be for the facilitators.**
- **Duration:-** The module will provide six days exhaustive orientation to the participants.
- 1 day at the secretariat (Central office, Sagar)
- 2 days in - house (Community Centre)
- 3 days in the field (Community Centre)

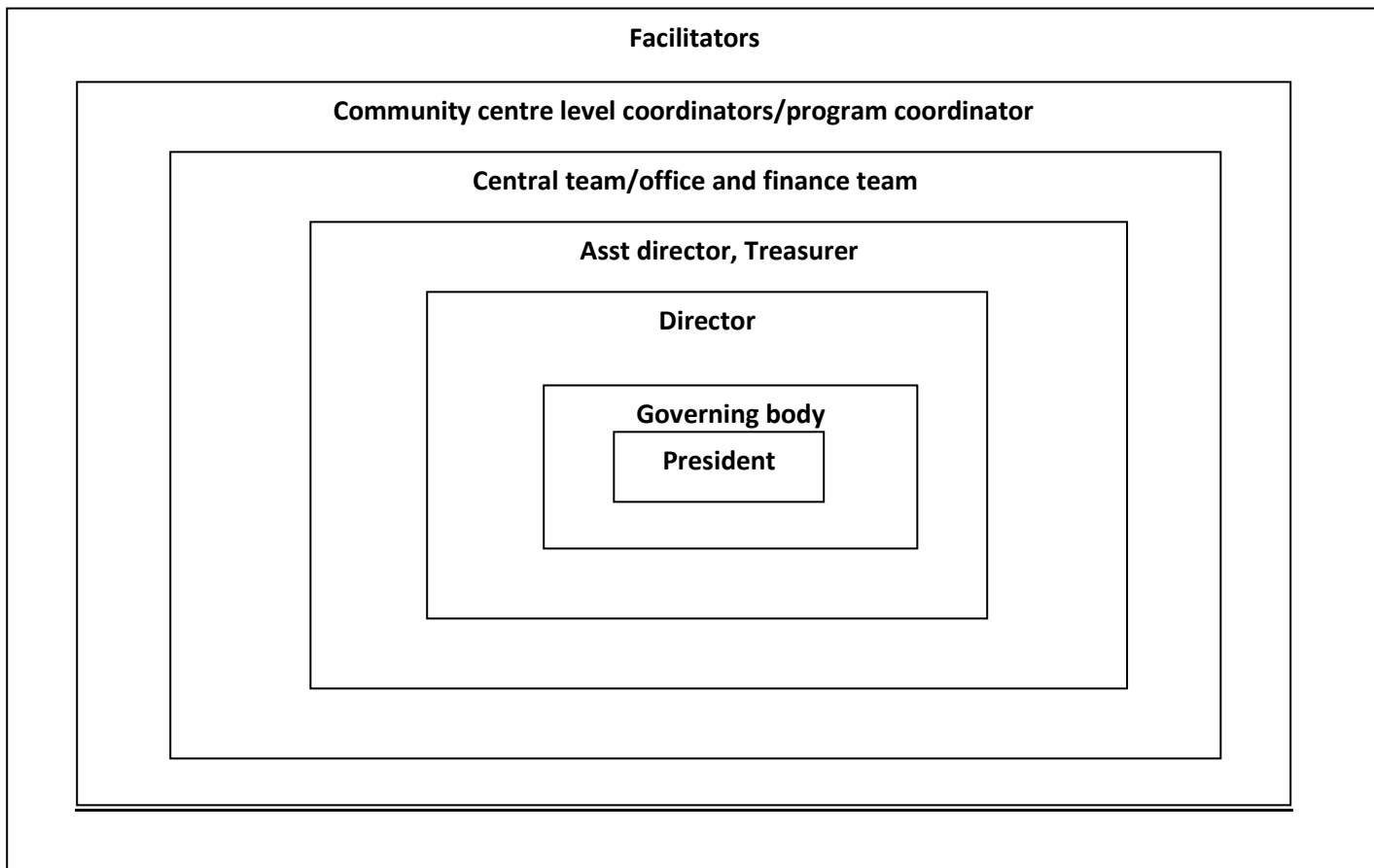
#### 3.3. Operational Aspect:

**Responsibility:** Assistant Director will be the over all in-charge and person responsible for all the induction programmes at MVSS. He will be supported by the Central team at the secretariat. At the community centers, induction programme will be organized by the Community centre In-

charge and the Community centre level Coordinator/ programme coordinator with the support from the Assistant Director.

Note: induction programme will be organized as per lie induction module of MVSS, Sagar.

### **V. MVSS Organogram**



The organizational set up:

1. President:
2. The Governing body
3. Director
4. Treasurer
5. Asst. Director
6. Central team
7. Office personnel/Finance personnel
8. Coordinators
9. Facilitators

## Facilitators

### VI. Job description

**1.0 Operational Aspect:** Individual personnel of MVSS will be provided with a job description. This Job description will be provided with the appointment letter. During the process of induction personnel s/he may receive an additional set of job description which will provide a detail insight of expectation associated with the concerned project for which the person is recruited.

#### 2.0 Director

MVSS Director will occupy the position of Secretary in the organization and is expected to perform the following responsibilities:

- Project In-charge of all the projects under MVSS, Sagar.
- As a secretary, conducting governing body meetings, presenting financial and programmatic report to the governing body and conducting Annual General Body Meeting.
- As a head of the Institution, communicating with funding agency both for Programme and finance related issues.
- Final approving authority for Recruitment and termination of the MVSS team
- Ensuring audit both at organizational level and project level
- Preparing annual plan for the organization and reviewing of organizations strategic planning from time to time.
- Project formulation and follow-up in consultation with DPMC and conducting DPMC meeting
- Sanctioning of long term leave for staff
- Monitoring and evaluation of program implementation and quality control for all programs
- Conflict resolution if any at organizational as well as field level
- Ensuring Performance appraisal of the entire MVSS team takes place
- .Sanctioning authority for disbursement of funds
- Ensuring organizational discipline
- Purchasing and disposal of organizational properties with the consent of the bishop while ensuring maintenance of organizational assets
- Networking with partners, NGOs, funding agencies, government bodies and representation of MVSS in different forums.
- Ensuring communication of all policy level change and development.

### **3.0 Assistant Director**

- Undertaking monitoring visits as per the need.
- Organizing induction process with support from the Central team.
- Leave management and accounting for coordinator and above level with the help of communication officer.
- Maintaining personal files of coordinators and above level.
- Conducting Trainings for the project staff and community.
- Representing the organization at different forums in the absence of Director.
- Assisting in documentation and reporting as and when required.
- Attending meetings of central team and at community centers
- Ensuring the administration of the organization in the absence of the Director
- Ensuring logistical support to the projects with consent of the director.
- Responsible for organizing all organisational level events.

### **4.0 Treasurer**

- Ensuring preparation of financial report for presentation to the Governing body
- Ensuring audits, annual budget and both FCRA and non FCRA under income tax law in time.
- Ensuring preparation of annual financial statements to be presented in AGBM.
- Ensuring disbursement of amounts sanctioned for projects to the community centers, salaries to the staff at center in time
- Ensuring maintenance of organizational assets.
- Ensuring maintenance of daily books of accounts of both projects and organization
- Undertaking financial monitoring visits to the field area
- Managing the daily running of the training centre
- Ensuring proper maintenance of accounts returns and inventory
- Ensuring physical verification of organizational assets both at the centre and community centers
- Assisting the director in budget formulation of projects.
- Attending all planning meeting for different projects.

### **5.0 Accountant**

- Assisting Treasurer in maintenance of accounts for both projects and organization
- Preparing periodical financial reports for funding agencies
- Preparing annual financial statements to be presented in AGBM
- Preparing accounts for audit both at organizational level and project level at prescribed time
- Maintenance of financial accounts of organizational assets
- Undertaking financial monitoring visits to the field area
- Physical verification of organizational assets both at the center and community centers
- Assisting the treasurer in budget formulation of projects and organisation
- Prepare financial report for presentation to the Governing body.
- Explaining accounts of MVSS as and when required.

## **6.0 Central Coordinator**

- Providing facilitation support for prioritization and selection of potential intervention area.
- Preparing monthly plan for monitoring visit.
- Initiation of rapport building with new the communities.
- Conducting federation level meeting.
- Attending central team meeting.
- Conducting exit meeting at the respective community centre after community centre visit.
- Preparing and sharing of community visit report with the director and the concerned community level coordinator/ programme officer.
- Facilitating the process of documentation, Social analysis with the coordinators.
- Training needs assessment for field level staff.
- To assess and ensure quality work at field level
- Attending training whenever asked.
- To provide training to external organization
- Conflict resolution in work areas.
- Introducing MVSS as an organization and its program to the external bodies and new staff.
- Conducting Mass awareness programs at various levels.
- Networking with other NGOs and Government office
- Collection and updating of library and resource material for MVSS
- Communication of central team programme to field. (in case of any change.)
- Follow up and evaluation of training conducted within the organization.
- Supporting Assistant Director in organizing induction programme.

**Note:** The central committee of MVSS will act as resource, support and monitoring team for the field level interventions and function as an linking body between the central office and the field.

## **7.0 Networking officer**

- Publication and distribution of quarterly magazine
- Publishing Annual report in consultation with the director
- Publication of brochure
- Maintenance of reading room and periodicals
- Ensuring media coverage for MVSS
- Reviewing news papers and disseminating relevant news to others
- Preparation of IEC material for the field level interventions
- Maintenance of albums and photos
- Maintenance of library
- Chronicle writing
- Receiving letters on behalf of the director
- Communication with government officials on behalf of the organization
- Information to community centers and maintaining concerned registers.
- Assisting documentation officer in project writing.

- Maintaining and updating database for MVSS
- Maintenance of office cabinet
- Occasional Field visit
- Ensuring dispatch and maintaining dispatch register
- Managing Stocks
- .Helping Asst. Director in managing leave accounts.

### **8.0 Local in Charge or Local Coordinator (Father or Sister)**

- In charge of the development programs of MVSS in the community centre.
- Attending monthly staff meeting.
- Attending meetings and trainings in central office.
- Making monitoring visits to the program areas.
- Verifying t financial documents before submitting to MVSS.
- Managing the assets of the community centre.
- Selection of facilitators with coordinator.
- Mentoring the team.
- Liasoning with line departments.
- Logistic arrangements for the visit of central team, any visitor, exposure team etc.
- Logistic arrangements of meetings and training of CBOs.
- Ensuring proper keeping of necessary registers and records, log book etc.

### **9.0 Project Coordinator**

- Ensuring implementation of all projects at community center level.
- To represent MVSS at community center/ block level.
- Documentation for case studies.
- Conduct quarterly MVSS level meeting for evaluation of work and planning.
- Quarterly reporting for MVSS and project reporting.
- Mentoring, guidance and monitoring of facilitator's work.
- Problem solving at field level.
- Training and Capacity building of beneficiaries and field level staff
- To keep records for leave/salary, but leaves for long duration to be taken with consultation with the director.
- Conducting monthly meeting at community center level.
- To disseminate information received from the central level to the field level and vice versa
- To organize exposure visits for central team, funding agencies or any visiting organization and ensure that they accompany the visiting person.
- To maintain media liaison.
- Maintenance of assets and its legal papers at community centre level.
- Implementation and follow up on the suggestions given by the central team.
- Record keeping (Visitors, Monthly meeting).
- Ensuring team spirit in the team.
- Conflict resolutions if any among facilitator level.

- Identifying and recruiting potential staff through the director's approval and conducting their orientation.
- Forwarding training requirement information to central office.
- To maintain personnel file.
- Video-graphy and Photography of relevant field level intervention.
- To conduct field visits for at least 18 days per month.
- Networking with Government and Non Government organization for program level work.

## **10.0 Animator**

- Regular field visit for 22-24 days per month.
- Relationship building with gram panchayat and block level government officials.
- To establish credibility of the organization at the community level
- Facilitate the formulation, capacity building, and managing and documentation of CBOs.
- To motivate and facilitate CBOs to undertake social activities.
- Implementation of all project related activities.
- To disseminate awareness about Government schemes at community level and to help the community to avail them.
- To ensure participation of CBOs in panchayat.
- To motivate CBOs for organizing festivals and events.
- To ensure the presence of CBOs for block level and divisional level meetings.
- To be present at block level meeting for CBOs.
- Follow up and implementation of decisions taken at block\ level meeting of CBOs.
- Creating Awareness on social issues in the community.
- Exposure visit for CBOs in consultation with the coordinator.
- Maintaining daily dairy for work done.
- Participating in the monthly meeting at the Community Centre Level.
- Participate in different trainings.
- Conducting surveys as and when necessary.
- Participate in developing action plan at the Community Centre level.
- Sharing field level information with the concerned coordinator.
- Preparing and submitting Monthly and Quarterly reports to coordinator.
- Implementation of suggestions from director, assistant director and central team.
- Evaluation and Grading of CBOs.
- Accompanying any visiting person to the field.
- Accounting for all financial activities at block and gram level.
- Other responsibilities as they are allocated.

## **VII. PERFORMANCE APPRAISAL**

**1.0 Duration:** Performance appraisal for all employees of MVSS will be done once a year. Increment will be decided based on the ratings of performance appraisal. MVSS will follow financial calendar (i.e 1<sup>st</sup> April to 31<sup>st</sup> march) for all appraisals.

**2.0 Process:** the process of appraisal will involve the employee appraising himself along with his immediate supervisor and then final appraisal by the organization head to reach to a final score.

**3.0 Increment details:** salary increment will be valid only for the employees who score 50% above in all three levels of appraisals.

<b>Score</b>	<b>Percentage of increment</b>
<b>50%-70%</b>	<b>5%</b>
<b>70%above</b>	<b>6%</b>

The following parameters will be considered for performance assessment at different levels.

### **4.0 Parameters for appraisal:**

MVSS will follow two sets of appraisals for appraising its staff:

- Form “A” will be for all the staff at secretariat level and community level coordinators/program coordinators
- Form “B” will be for the facilitators.

### **5.0 Persons Involved In Performance Appraisal**

- Form “A” will be done by self (mentioned above), director and performance appraisal committee.
- Form “B” by self (mentioned above), coordinator (community center level/programme) and director.

## **6.0 Performance Appraisal Formats**

### **6.1 Form “A”**

**(For all the staff at secretariat level and community level coordinators/ programme coordinators)**

**Name of appraise:.....**

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	Director	Appraisal committee	Total rating
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.	Effort made for self 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 the Appraisee:			Date:		

## 6.2 Form "B"

(For Facilitators)

Name of 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	Director	Total rating
	Basic pre-requisites				
1.	Quality of work				
2.	Timeliness of work				
3.	Dependability				

4.	Skills related to job (inert personal skills, motivator)				
5.	Relationship with PRI an other stakeholders				
6.	Team work				
7.	Adhering to protocols				
8.	Thinking ability				
9.	Initiative				
10.	Promoting organizational culture				
11.	Ability to deal with the block level partners				
12.	Effort made for self 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 the Appraise:			Date:		

## **VIII. Benefits**

**1.0 Salary:** Salary and other increment will be disbursed as per the project

### **2.0 Salary disbursement**

- Normally salaries to staff will be disbursed on the first working day of the next month.
- By the first working day of every month every staff must submit one page report through his/her reporting authority (Director) to the Accounts Office for releasing his/her monthly pay cheque. Monthly reports will be forwarded to the office of the Competent Authority for filing in the personal file of the concerned staff.
- However, Management may delay/withheld salary payment to a staff for appropriate and serious reasons. In such cases, the reasons would be explained to the staff concerned and an opportunity to rectify the issues within a specified time will be given to the staff to enable MVSS to pay his salary without further delay.
- Staff positions are evaluated, classified and compensated to ensure 'equal pay for equal work.'
- Accounts office is responsible for administration and maintenance of all required documents concerning the salary administration of the staff.

### **3.0 Advance of Payment**

Advances should be best avoided. However, being a humanitarian and service organization working for human development and relief this may be something hard to deny. If MVSS opts to help out its employees in urgent necessities, it should be restricted to the regular / permanent employees. They should also be clearly made to understand that advances are not a right but release of money based on pure humanitarian consideration and that recovery of the advance amount will be by regular deductions from their monthly pay. Salary advance in emergencies could be paid only for one month.

## **IX. Training and Development**

- As a dynamic and growing organization, MVSS will periodically analyze and identify the job/skill requirements and avenues of capacity enhancement for its staff. This process would help identify required new positions as well as allow re-organization and re- assignment of current jobs & responsibilities.
- MVSS therefore, is committed to the professional development, knowledge and skill improvement of all employees so that job performances, work efficiency and effectiveness ensures better results towards the overall vision and mission of the

organization, as well as the individual's personal growth. MVSS will make every effort to have an annual or timely training for the staff.

## **X. HR Policy on Leave**

**General:** MVSS leave policy detailed below is to promote the mental and physical well-being of its employees and to provide for eventualities that occur and are part of all human beings such as birth, marriage, festivals, death and other family occasions. MVSS encourages its entire staff to avail their leaves especially the earned leave each year.

- Prior approval of the Director should be obtained at least 15 days in advance for availing of earned leave unless in a situation where it is not practical.
- In a situation when an employee has exhausted all his available leaves of a particular kind (Earned, Casual & Sick) and has a reason to be absent from work, the staff can be given leave without pay, on approval of the Director.
- Before proceeding on earned leave, employee shall intimate his address, telephone number at the place of his/her vacationing, to the supervisor for any emergency contact.
- Any exception to the prescribed rules requires written approval of the Director.
- All kinds of leaves (Earned, Casual & Sick) in a year are considered for the period from 1st April to 31st March of each year.
- The procedures required to be followed in applying and granting of leave are set out in the following paragraphs:

### **1.0 Types of Leaves**

At MVSS leave will be provided as per the 'Leave Rules and Regulation Policy'.

#### **1. Public Holidays:**

**Number of Days: 12 days**

MVSS will have 12 public holidays in a year. The competent authority in consultation with the employees will decide the holidays for the year and will announce at the beginning of the year.

#### **2. Professional Leave**

**Number of Days: 10 days**

A Staff may receive a maximum of ten days leave of absence in a year for attending training programme, workshop or conference at his own cost. Competent Authority shall approve such leave based on the relevance of the programme to professional development of the staff. Professional leave is approved on an individual basis. Professional leave cannot be accumulated.

#### **3. Casual leave:**

**Number of Days: 10 days**

This leave can be availed without any prior application but information must be given to the concerned authority and application for leave must be made after returning. CL cannot be more than 5 days in 6 months and not more than 2 days at one time.

**4. Medical leave:**

**Number of Days: 5 days**

This leave can be availed without prior application but employees have to use a maximum of 3 days in one time. For any leave less than three days person need not to give any supporting documents. But, for medical leave more than two day necessary documents like medical certificate or medicine slips has to be attached with the application letter.

**5. Home leave:**

**Number of Days: 20 days**

This kind of leave can be availed only by employees who are residents of any other state. An employee cannot club home leave with any other leave except privilege leave. Employee has to utilize at least 10 days of home leave at one time.

**6. Privilege leave:**

**Number of Days: 10days**

Privilege leave will be given to all employees who have completed 2 yrs with the organization. Conditions of application will be same as that of casual leave. Privilege leave can be carried forward if not utilized up to a maximum of 2 years and the number of days which can be carried forward is a maximum of 6 days.

**7. Maternity leave:**

**Number of Days: 30 days**

All expectant women employees will be eligible for 12 weeks of maternity leave, which includes accumulated sick leave, with full pay. An additional 30 days can be availed without pay. This is applicable to both regular and contract employees with a prior application. In case of miscarriage! or other specific gynec-related medical conditions an employee shall be entitled to 30 days leave. The request for such leave must be supported by medical certificate from a qualified registered medical practitioner. Maternity leave can be prefixed or suffixed with earned leave. In case of legal adoption, where the adopted child is less than 3 years, the employee is entitled to 15 days' maternity leave. On the basis of each case the duration of the leave could vary. Maternity leave can be availed up to twice by an employee.

**8. Paternity leave:**

**Number of Days: 7 days**

This leave can be availed by all male employees for the first two children. And the period of leave has to be either immediate before, during or after delivery.

**9. Compensatory leave**

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.

#### **10. Leave without Pay:**

**Number of Days: 30 days**

The Director can sanction maximum of one month leave without pay. Leave without payment for more than one month requires the approval of the Governing Body.

#### **2.0 Operational Aspect:**

All kinds of leave except Sick leave are to be availed with prior permission by submitting leave application to the competent authority. The leave applications of field level employees are approved by the Local in Charge with information to the Director. All other leave applications will be approved by the Director.

***Leave Account maintenance:*** Leave account of the field level staff will be maintained by the Local in Charge. The account of the leave will be submitted to the Head Office once in three months. Leave account of all other staff will be maintained by the Accountant in the office.

#### **3.0 Separation from MVSS**

A staff may be separated from MVSS on any of the following grounds:

##### **a) Retirement**

(i) The superannuating age for regular employees of MVSS is 60 years. The last working day of the retiring employee would be the last working day of the month of the registered date of birth. The person may be re-hired on contract after retirement on an annual basis by the management.

(ii) The retiring staff shall be informed about the impending retirement about six months in advance so as to prepare him or her for retirement and also to assist him/her for post retirement life.

(iii) The retired staff may also be engaged in part-time or consulting position if such vacancy exists and if the said staff is found suitable by the Competent Authority.

(iv) MVSS may give a retirement benefit (Gratuity) of a sum calculated in the following way, if he/she has completed 5 years of service in the Organization. The rate of benefit is fifteen days' wages (basic plus dearness allowance) for every completed year of service at the rate of wages last drawn by the employee. The formula is: Last salary drawn X 15 X number of years  
26 working days

The staff may choose to receive the said amount at a time or in installment so as to meet his post retirement financial plan.

(v) On retirement, the staff will also be entitled to the benefits of other savings and group insurance schemes that are in force if the concerned staff remained a member of the same.

#### **b) Resignation**

(i) An employee can resign from the service of MVSS by giving the required notice in writing (30 days in advance) or forfeiting a month's salary, as specified in their contract letter/appointment letter.

(ii) The resignation becomes effective as soon as it is accepted in writing by the management. An employee may not be permitted to withdraw his resignation after it is accepted. However, the resigning employee shall render normal service to MVSS during the notice period.

(iii) The staff cannot avail accumulated leave during notice period.

(iv) All resigning employees shall submit a 'No Claim Certificate'.

(v) The staff has to complete the prescribed exit procedure.

(vi) Final pay and other entitlements if any will be released after the exit procedure has been completed.

(vii) A relieving order will be then issued to them by the management

#### **c) Death:**

In the event of an employee's death, the final pay settlement will include their

(i) Total monthly compensation for that month, any other payments due will be made to the employee's designated nominee after deduction of the applicable income tax or any other pending dues.

(ii) Insured claims under social security schemes of the Organization can be claimed by the nominees directly.

#### **d) Termination of Services:**

a) Medical grounds: During the on-going employment period MVSS management retains the right to terminate the services of an employee by giving three month's notice in writing or three month's pay in lieu, on medical grounds. (e.g. continuous illness of an employee for more than six months in a year or due to physical or mental disability as certified by a medical practitioner).

b) Termination on Disciplinary Grounds: During the on-going employment period, management retains the right to terminate the services of an employee without notice or on payment of one month's salary in lieu of notice on disciplinary grounds. In such instances, the employee shall receive all pending dues. However, the matter of terminal benefits shall be decided, keeping in view the gravity of the charges proven against the employee.

c) Termination due to Reorganization: MVSS being an organization employing staff on the basis of project support received from external funding agencies, it may face a crunch of project funding and may be compelled to downsize its operations and staff strength. During such eventuality, MVSS retains the right to terminate the services of an employee by giving one month's notice in writing or one month's pay in lieu of notice. Other reasons for reorganization of MVSS could be change in programme priorities, re-adjustment of work, reduced size of operation, and change in geographical focus etc. In such cases, the employee shall receive all eligible dues.

## **XI. Office Discipline and Decorum**

1. In normal conditions, MVSS office follow a six day work in a week. However, field trips, emergency response situations, and task deadlines may result in varied hours work per week, depending on the situation, and employees shall respect these and cooperate.

2. The official timings are from 9:00 a.m. to 5:00 p.m. Lunch break is normally from 1:00 — 2:00 p.m. Due to climatic extremes, management in consultation with the staff may shift work timings to more convenient hours of the day but will ensure that total office hours per day remain the same.

3. All employees shall be at work on time and at the place assigned to them. Habitual late corners shall be liable for disciplinary action.

4. Absence from the office beyond the permitted hours and times in a month will be treated as 2 days Casual leave.

5. All MVSS-owned equipment and computers including data storage devices, printers, monitors, etc. and the data contained thereon, is the sole property of MVSS. All staff shall use MVSS owned equipment only in the manner authorized by the Competent Authority. There shall be no personal use of such computers and equipment unless authorized by the Competent Authority.

6. Official vehicles shall not be used for purpose other than it is approved for Unauthorized use may include personal or recreational activities. A staff who is in need may be authorized to take a vehicle to his residence by the Competent Authority

## **XII. Discipline and Termination**

As per the protocol at MVSS, the following acts will be considered misconduct and will call for disciplinary action from the management.

### **Areas of Misconduct**

1. Any discrimination based on religion, caste, creed and gender.
2. Public display of any affair of relationship between staff members at work place or community
3. Harming any co employee because of personal rivalry
4. Theft
5. Any form of substance use within premises and on duty.
6. Maligning reputation of co employee.
7. Criminal activities.
8. Leaking confidential information
9. Sexual harassment
10. Misappropriation of organizational fund and assets
11. Association with other organization without permission
12. Personal work in office hour without permission
13. Use of abusive language at work place
14. Negligence of duty
15. Leave without approval
16. Late coming to duty
17. Canceling or postponing programme without information
18. Misrepresentation of personal information
19. Maintaining minimum decorum in terms of dress code, language and behavior
20. Absence from work place without prior information.

Based on the gravity of the situation all the violations or misconducts have been categorized into three categories: Minor, major and extreme and based on this categorization, respective disciplinary action will be taken. One type of misconduct may fall into two different categories based on the intention, intensity and the frequency.

### **1.0 Categorization of the offences/ misconducts**

#### **Minor**

Action listed in the Misconduct list as action no 1, 6, 7,8,14, 17, and 18 has been listed as minor misconducts

#### **Major**

Action listed in the Misconduct list as action no 2, 3, 4, 5, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20 and has been listed as major misconducts

#### **Extreme**

Action listed in the Misconduct list as action no 4, 8, 10, 11 and 20 has been listed as extreme violation of codes of conduct.

### **2.0 PROCESS FOR DISCIPLINARY ACTION**

#### **Steps for Disciplinary action**

1. Statement of the disciplinary problem
2. Collection of full information on the case from all concerned stakeholders
3. Levels of disciplinary action
  - Oral warning
  - Written warning
  - Suspension
  - Demotion
  - Withholding of increment or salaries.
  - Termination of services.
4. Choosing among alternate penalties

5. Application of the penalties

6. Follow-up

### **3.0 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.

### **4.0 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.

1. All regular faculty/staff must go through the office of the Competent Authority to conduct exit/clearance procedures if they are going to be separated from MVSS.
2. The final paycheck and the retirement benefits, as eligible, will not be issued until the person has completed exit/clearance procedures.
3. Person is responsible for handing over charge to reporting authority or his/ her designated person, along with (a) returning files, documents, equipment, keys, user ID & password of computers access, if any, and other MVSS property; (b) returning library books to the library; (c) settling financial matters - advance, loan, etc., with the accounts, (d) depositing any inventory collected from stores, etc.
4. Person should leave stamped, self-addressed envelope with the office of Competent Authority if he wants his/her posts to be forwarded.

**To be received from the staff:**

1. In case of resignation, letter of resignation.
2. 'No Claim Certificate'
3. ID card (if one has been issued to the employee).
4. Details of all documents kept in the custody of the person both hard and soft copies and list of the pending work as on date of departure.
5. Any other properties / office items of MVSS with the individual.

**To be provided by MVSS:**

1. One month notice in the form of a letter in the event of non- renewal of contract/ termination/ continuation of contract
2. Experience Certificate/ Service Certificate (on request). However, MVSS retains the right for withholding certificates in situations including, but not limited to: failure on the part of staff to return MVSS property / reconcile all outstanding payments / failure of the staff to sign the 'No claim Certificate" or if the staff has initiated legal action against the organization, or supporting agency, etc.

**CONCLUSION**

Policy is created in order to bring transparent and create a system to function the organization smoothly. For any Organization to function in a professional manner there is a need to streamline the internal systems and processes. This strength will help us to further reaching out to many more target populations more effectively. This Human resource policy manual is a step in this direction, where we have compiled all our existing policies, deliberated with key stakeholders and developed certain new HR systems. This document will help our organization and its human resource in more than one ways. We have adopted the Human Resource Management policy for MVSS. Now it is in the hands of the employees and the management to see that it is followed for the betterment of the organization and the employees.

Rt. Rev. Anthony Chirayath

President, Manav Vikas

Fr. Shaju Devassy

Director, Manav Vikas