

HUMAN RESOURCE DEVELOPMENT MANUAL



**Meghalaya State Rural Livelihood Society
Myntdu Building Shillong -793001**

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1 INTRODUCTION AND GUIDING PRINCIPLES FOR HUMAN RESOURCE POLICY

A Project aimed at empowerment of the people through a systematic process needs to handle its human resources effectively. In such projects, the role of the ‘staff’, their motivations and attitudes towards work and the community assume critical importance along with their knowledge and skills. A community demand driven project like NRLM, thus, has to invest in developing and operationalising a Human Resource Development Policy which ensures retention and high morale of the staff.

The Meghalaya State Rural Livelihood Society (MSRLS) aims to enhance social and economic empowerment of the rural poor in Meghalaya through development of their self sustained and community managed institutions. This is expected to be done by developing organizations of rural poor and producers and enabling them to access and negotiate better services, credit and assets from public and private sector agencies and financial institutions. The project will also invest in building capacity of public and private service providers and promoting micro-finance, micro-enterprises and agribusiness sectors.

Meghalaya Rural Livelihood Society has been constituted by the Government of Meghalaya for implementation of the project. For successful implementation of the project, a three tier management structure is designed in the Society corresponding to state, district and block levels. At each level, a team of professionals (and field staff at Block level) would be inducted to manage the Project to achieve its objectives. Considering the outreach as well as profile of the project, there requires an Human Resource Development Manual to suggest policy framework and its implementation guideline for governance as well as meeting the requirement of Human Resource associated with the Society is imperative. This HRD manual is prepared to meet this objective

1.1 Definitions of terminology commonly used in the manual

- “The Society” means Meghalaya State Rural Livelihood Society (MSRLS) registered under Meghalaya Cooperative Societies Act and all its offices at District and Block levels.
- “The Project” means National Rural Livelihood Mission “AJEEVIKA” being run with assistance from the Ministry of Rural Development, Govt. of India.
- “Government” means the Government of Meghalaya
- “Employee” or “Staff” in these rules means individuals appointed to posts on contract or deputation. This will not include those working under services being outsourced.
- “Employer” means the Meghalaya State Rural Livelihood Society.
- HR Policy/ HR Manual means HR Policy/ Manual of MSRLS.
- “Executive Committee” means the Executive Committee of MSRLS

1.2 Preamble of HR Manual

- The HR Policy would proactively contribute towards achieving the overall goals of MSRLS by laying down principles, guidelines, and rules/norms to ensure smooth functioning of the Project staff.

- 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.
- The HR Policy would advocate for outcome based performance by all project staff which is aligned with the organisational goal.
- The Policy aims to build a culture of trust, transparency and integrity among all staff.
- The HR Policy would create a learning environment within project where each staff member improves his/her understanding about the Project and enhances skill for delivering outputs as assigned.
- The HR Policy would try to ensure that the best available talent is attracted to work in the Project, and to ensure that this pool of talent is retained with high motivation and performance levels.
- The HR Policy would provide equal opportunity for all staff across all levels to display performance ability and exercise rights as available within project framework.
- The HR Policy would not tolerate any discrimination of staff on grounds of gender, disability or Selection.
- The HR Policy would try to establish high levels of accountability towards the Project among staff at all levels.

1.3. Contents of the Manual

The HRD manual lays the policy as well as related rules for the following

- Staff Contract Policy.
- Process of Recruitment, Selection and Induction.
- Deputation as well as hiring of employee and outsourcing services.
- Staff Compensation Package, Incentive and Rewards.
- Staff transfer, travel and leave.
- System of appraising capacity building needs of staff.
- Performance Management System.
- Grievance Redressal mechanism.
- Disciplinary control system, communication and professional conduct as well as accountability of Staff.

1.4. Important considerations while preparing the HRD Manual

- Realizing the dearth of skilled human resources and fast changing work environment, MSRLS reiterates the need to revisit and constantly renew its HRD manual to ensure its objective. Thus the HR Policy would be a dynamic document subjected to review and redesign as per the changing needs.
- 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 by which these rules 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.

- HRD manual claims at creating “minimum hygiene” for smooth functioning by staff and display ‘care’ for the employee. Hence a proactive role is required by all. This has great role in retention of good staff within society.
- The HRD manual recognizes the importance of laying down Business 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 HRD 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 Salient Features of HRD Manual

This HRD manual aims to nurture an environment where the human resources employed remain motivated to excel in their performance and contribute towards achieving the overall goals of MSRLS. This manual proposes relevant policy frameworks aimed to attract and retain good human resources in the Society and provides them opportunities to learn, improve professional skills and develop an experience which is valued across the development sector.

Equity is one of the core principles of this manual. It ensures no discrimination on the basis of caste, class or gender. The policies framed under the manual bring fair representation of women and weaker sections in employment with MSRLS. Thus, related provisions in recruitment (viz. following reservation rules of Government of Meghalaya, lowering eligibility criteria for women in case of field positions etc.) are made.

The manual also acknowledges its staff as critical resources for the success of the Project, providing opportunities for enhancing learning through structured capacity building, exposure visits etc. It also provides opportunity to existing MSRLS staff to compete for higher positions within Society.

Continuing its focus on human resources, it has put in place a robust selection process which is transparent, and not only assesses knowledge and skill, but also the attitude of the person to explore whether s/he fits the profile of the job. To retain them, it provides challenging job profiles, invests in building the capacity of its staff, and provides a stable job security by contracting them for a longer period, subject to their performance. The remuneration package designed for various positions is comparable to the best available in the development sector in Meghalaya. The remuneration and benefits package are proposed with consideration of meeting both present and future requirements of the staff. Hence this package includes Basic Pay, House Rent Allowance (HRA), Project Allowances, Employees Provident Fund (EPF) and Insurance Cover for a staff till s/he serves in the Society.

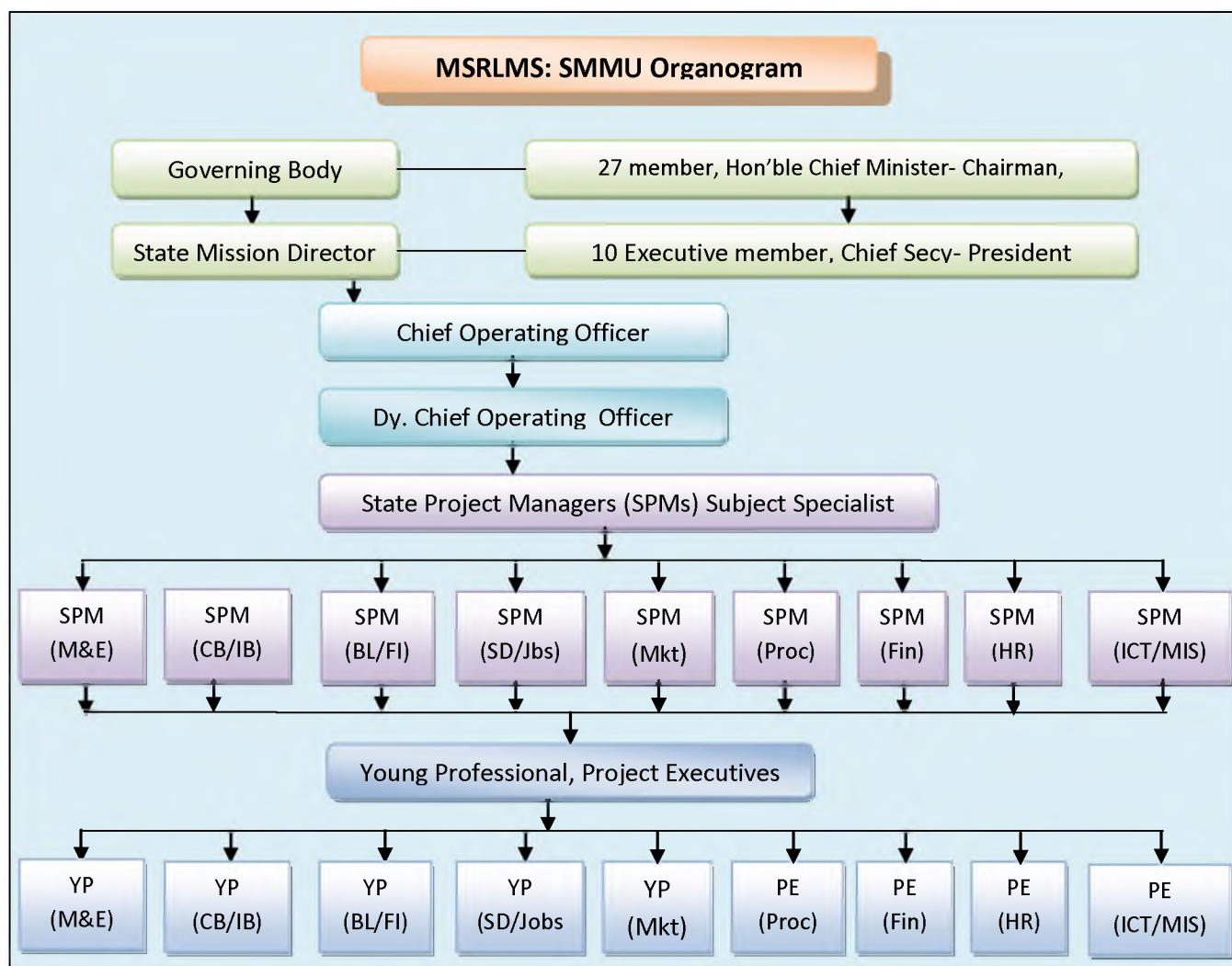
A key initiative prescribed in the HR Manual, is the provision of a Performance Management System, where performance is measured on predefined parameters, and staff is provided incentives, recognition and rewards, thus placing a value on productivity and performance. A system of Grievance Redressal of staff is given due importance and it is significantly said in this manual that late response to grievance would be treated as denial of it. A structured mechanism is proposed therefore to address grievances on time.

MSRLS expects its staff to be disciplined. Standard professional conduct and accountability is expected on part of each and every staff. The Manual treats as a serious offence, any financial irregularity, non adherence to the norms being laid down by the Society, any involvement in fraudulent or criminal activities and misappropriation of Society’s asset and these are treated as reasons enough for discontinuation from the Society. Performance and discipline will be valued and given its due weightage.

2.2 Organisational Structure and Roles

The Meghalaya State Rural Livelihood Society (MSRLS) is led by its General Body, from which a more functional Executive Committee has been formed for taking all policy level decisions and advising the functionaries of the society on the management of the MSRLS. Representatives from the Government of Meghalaya, civil society, banks, and developmental institutions form the executive committee of the Society. The salient features of the organization structure for implementation of the Meghalaya State Rural Livelihood Society (MSRLS).

2.2.1 Project Structure at State Level



At the state level, the State Project Management Unit (SPMU) has been formed and staffed with a team of dedicated development professionals. The Society is headed by a Chief Operating Officer who is also the OSD of Community & Rural Development Deptt. Along with COO, various functional specialists are positioned as State Project Managers and Project Managers, to oversee and manage the various functions within the Jeevika project. The COO will be assisted by an Dy. COO and State Project

Managers. The allocation of roles and responsibilities of this State Project Team will follow a matrix structure where they will be responsible for a function (specialized and thematic) and a district during project implementation.

The structure of the organization is based on a model where the core functions within the project of mobilization of communities into SHGs, VOs and Federations will be implemented in house and certain other functions which will emerge or in which there is already domain experience within Meghalaya, the project will use an outsourcing partnership model. Three organizational innovations will be sought in future for management of the project at the state level, keeping in view the institutional dimension of implementing a project in Meghalaya, which has low institutional capacity.

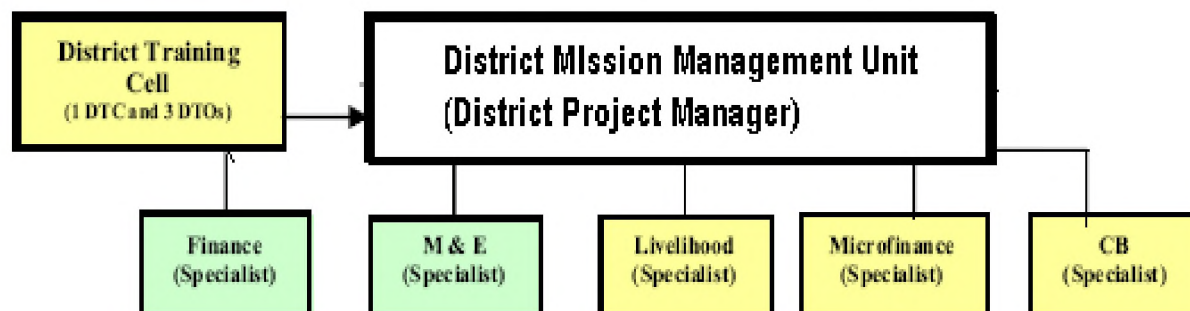
First, a Training and Capacity Building Cell is being formed which will look after the large scale staff and community level training needs in a multi functional and multi disciplinary manner. At a later phase this cell may be spun off as an independent organization to look after the training needs of the state for rural development professionals.

Second, a Business Facilitation Cell is being formed to promote livelihoods through various kinds of partnerships that would allow for sector based technical assistance, marketing tie ups, and subsectoral based turnkey partnerships for specific commodities and products. The cell would continuously endeavor to introduce innovations in livelihoods into the project.

Third, a Partnership Cell is being formed to look at partnering civil society institutions who will be stakeholders in specific field locations. The cell will promote partnership and assist such NGOs in their capacity building with a package of services for upgrading their SHG and Federation group quality.

The financial function of the society and project will be managed by a State Project Manager (Finance), who will be responsible for both the fiduciary governance of the project funds as well as introduction of best business processes to ensure timeliness of funds flow to the field based community organizations S/he will be assisted by a Finance Officer, a Procurement Specialist and an experienced and reputed Financial Management and Technical Support Consultant (FMTSC) or a Young Professional(Finance). The State Project Management Unit will proactively work for designing policy, planning intervention and frame operational strategies for the project.

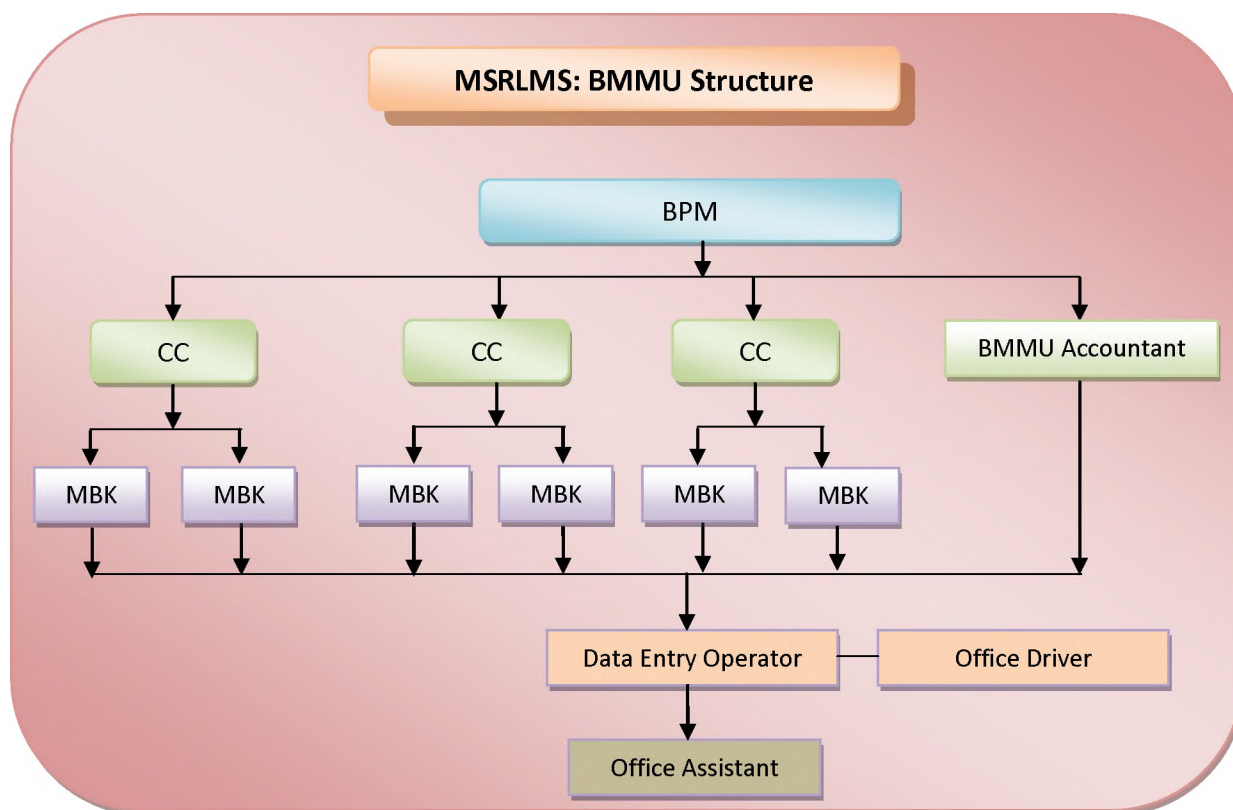
2.2.2 Project Structure at District Level



There will be seven district units of the Society established as District Mission Management Unit (DMMU). These units will be operational at district headquarters in Shillong, Nongstoin, Tura, Williamnagar, Baghmara, Jowai and Nongpoh. A District Project Manager (DPM) will be appointed by the Society to head each of the district unit. To support the DPM, Functional Specialists will be placed as per the requirement of the project. To begin with, a District Training Coordinator (DTC) will be functional at DMMU to meet all capacity building requirement of staff working at block level. To assist the DTC, District Training Officers (DTO) will be deputed.

The DMMU will be responsible for coordinating, implementing and managing project activities across the blocks under project operation and in the district. Initially, the DMMU will be a lean and flexible structure, as the pattern of programme expansion in specific themes and specific districts will be dependent on a variety of factors. Initially it is proposed that at the district level District Project Manager along with DTC and DTO will be posted and greater attention will be given to institution building at the block and village level. Depending on progress horizontally across villages and emerging livelihood according to thematic areas, other functional specialist will be introduced into the district team.

2.2.3 Project Structure at Block Level



At block level, the Society will place a Block Mission Management Unit (BMMU). This is a key unit of the project. Quality of this unit will determine how effectively the project rolls out in the field. Altogether 39 (total no of block in all seven Districts) such units will be created during the project period. This will correspond to the block coverage plan spread into phases. The Block Project Manager will be the functional head of this unit. S/he will be supported by Community Coordinator and a minimum number of Finance and Administrative staff. Primarily this unit of the society will work as a mirror functional unit to the proposed Community Organization to be built up over the project period. Hence one of major functions of BMMU will be to facilitate the formation and functioning of Block Level Federation. The block unit will facilitate a graduation process of community institutions which over a time period would take over the functions of the BMMU.

2.3 Classification of Positions in the Society

For administrative and governance purposes different positions in the society are categorized as per following

Categories	Posts	Scale
Category I	<ul style="list-style-type: none"> • Chief Operating Officer cum Project Director • Dy. Chief Operating Officer cum Administrative officer & Resource Mobilisation 	As per provision of Government of Meghalaya
Category II	<ul style="list-style-type: none"> • Finance Officer (FO) • State Project Managers (SPM) • Procurement Specialists or Young Professionals • District Project Managers (DPM) • District Project Coordinators (DPC) • District Training Coordinator (DTC) 	Scale 1-2 or 1-3 with defined salary structure
Category III	<ul style="list-style-type: none"> • District Training Officer (DTO) • Block Project Managers (BPM) • Area Coordinators (AC) • Community Coordinators (CC) • Procurement Assistant • System Analyst • Data Administrator • Accountant (at SPMU) • Office Assistant • Cashier • DTP Operator • Accountant cum Office Asst. • Data Entry Operator • PA cum Steno to CEO/Addl. CEO 	Scale 1-2 or 1-3 with defined salary structure
Category IV	<ul style="list-style-type: none"> • Support Staff – Drivers, peons, Office boy, security guards 	Scale 1-2 or 1-3 with defined salary structure

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- New Positions created would be placed in the respective category and relevant salary scale will be fixed.
- When an existing staff is selected for higher position, the notified person remains in the same category unless the order mentions specifically that s/he has been moved into another category.

**Scale of salary will be used for giving jump to a staff on his/her performances displayed, placed at the time of recruitment based on his/her work experience and/or give award for special achievement and recognition within the project.*

2.4 Reporting Structure

The reporting structure within the society will work as follows For State Project Management Unit:

Sl.no	Posts	Reporting to
1	Chief Operating Officer cum Project Director	State Mission Director /Executive Committee
2	Dy. Chief Operating Officer cum Administrative Officer & Resource Mobilisation.	Chief Operating Officer
3	State Project Managers (SPM)	Chief Operating Officer
4	Finance Officer (FO)	Chief Operating Officer
5	Project managers or Young Professionals	State Project Managers (concerned)
6	Procurement Assistant	Dy.Chief Operating Officer cum Administrative Officer
7	System Analyst	Dy.Chief Operating Officer cum Administrative Officer / State Project Managers, M&E
8	Data Administrator	State Project Managers, M&E
9	Accountant	Finance Officer (FO)
10	Office Assistant	Dy.Chief Operating Officer cum Administrative Officer
11	Cashier	Finance Officer (FO)
12	DTP Operator	Dy.Chief Operating Officer cum Administrative Officer
13	Accountant cum Office Asst.	Dy.Chief Operating Officer cum Administrative Officer
14	Data Entry Operator	State Project Managers, M&E
15	PA cum Steno to CEO/Addl. CEO	Dy. Chief Operating Officer cum Administrative Officer

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16	Drivers	Dy. Chief Operating Officer cum Administrative Officer
17	Peons	Dy. Chief Operating Officer cum Administrative Officer
18	Office Boy	Dy. Chief Operating Officer cum Administrative Officer
19	Security Guards	Dy. Chief Operating Officer cum Administrative Officer

For District Mission Management Unit:

Sl.no	Posts	Reporting to
1	District Project Managers (DPM)	State Project Managers (incharge of concerned)
2	District Project Coordinators (DPC)	Project Manager of Concern District
3	District Training Officers (DTO)	District Project Coordinator
4	Accountant cum Office Assistant	Project Manager of Concern District
5	Data Entry Operator	Project Manager of Concern District
6	Guard cum Peon	Project Manager of Concern District

For Block Mission Management Unit:

Sl.no	Posts	Reporting to
1	Block Project Managers (BPM)	State Project Managers (incharge of concerned) and District Project Coordinator
2	Area Coordinators (AC)	Block Project Manager
3	Accountant cum Office Assistant	Block Project Manager
4	Community Coordinators (CC)	Area Coordinator
5	Master Book Keeper	Area Coordinator
5	Data Entry Operator	Block Project Manager
6	Guard cum Peon	Block Project Manager

The reporting structure will be reviewed and changed as and when required by the Society. For the purpose, COO will be the final authority.

3. RECRUITMENT & SELECTION OF STAFF

3.1 System of Recruitment

The following methods will be applicable for selection of all positions in the Society except the COO cum Project Director & Dy.CO.O cum Administrative Officer & Resource Mobilisation.

3.1.1 By recruiting individuals from the open market, through a competent external agency or by the Society itself.

3.1.2 By selection of personnel on deputation from Government Departments and other Instrumentalities of Meghalaya State, Government of India or Nationalized Banks.

3.1.3 By outsourcing the services to an external agency for support services e.g. Security, Cleaning etc.

3.1.4 By head hunting through HR Agencies or through generating applications by soliciting recommendations from staff, well wishers, other Govt Departments.

3.1.5 By direct campus recruitment from reputed rural development, rural management, management, social work, agriculture as well as other technical colleges/institutions.

For purpose of recruitment, staff categorization and method of appointment will be as indicated in the table below.

Sl.no	Categories of staff	Methods of Recruitment & Selection		
		Directly from Open Market	On deputation	Outsourcing the services through an external agency
1	Category I	NA	All	No
2	Category II	All	All	No
3	Category III	All	All	All
4	Category IV	All	All	All

Recruitment process has to focus on selecting competent individuals who have people centered attitude and their approach must reflect genuine thinking on working for the advancement of poor, ability to perform in team and commitment towards his/her job. Before recruitment of employee in the Society creation of posts must be approved by the Executive Committee of MSRLS.

Once the post is created, COO will be authorized to choose the selection method and accordingly recruit and select staff for all the positions lower than COO and Dy. COO. For normal recruitment for all other positions the following steps will be followed.

- a) COO approves the job profile of the positions to be recruited.
- b) Minimum eligibility criteria for each position are defined. The criteria should define the education and experience necessary for that position, plus desirable criteria if any.
- c) Selection of Agency as per procurement norms (if it is decided by Society to conduct recruitment through external agency).
- d) Notification in leading newspaper/s and/or on related job sites on internet.
- e) Receiving the applications, shortlisting them, inviting shortlisted candidate and conducting selection process.

Suitable working MSRLS staff will also be given fair chance to apply for any vacant position. An internal circulation will be made across the project offices along with notification in the newspaper and floating vacancy on relevant websites.

3.2 System of Selection

The selection process of MSRLS will comply with Government of Meghalaya's rules of reservation as applicable. The grouping of positions would be made keeping the MSRLS as a unit. Grouping would also be done keeping in mind the qualifications, skill sets and remuneration fixed for various position.

All possible effort will be made to fill the reserved positions within the society. The benchmark of eligibility for selection in MSRLS for reserved position may be lowered and approved by the Executive Committee. In case of reserved categories being vacant, vacancies would be filled as per norms followed by Government of Meghalaya but following the prescribed process herein. Further, to encourage women to join, MSRLS eligibility criteria for women for field level positions may be lower than the standard prescribed in general in case required numbers of staff is not available.

In case of filling regular vacancies or conducting recruitment for a few numbers of positions, the Society will conduct recruitment by its own. COO will be authorized to take this decision based on urgency and cost implications. In this case selection process would be followed as described under clause 3.3.

The appointment of COO and Dy. COO will be done by the Government of Meghalaya as recommended by the Governing Council / Executive committee for Execution, Implementation, Monitoring and Evaluation of the project on behalf of the Government of Meghalaya. For appointment of all other positions under the Project, the Executive Committee authorizes the COO to recruit and select suitable individual either directly or through hiring a competent external HR Agency.

3.3 Selection Process

For selection of staff, the Project may utilize the present staff or seek the services of a qualified HR Agency. The selection of the agency should follow the procurement norms of the Project.

For each position a set of minimum eligibility criteria would be defined before hand based on which candidates would be shortlisted for the selection process. This would detail out the following

- a) Minimum Educational Qualification required.
- b) Minimum years of Experience required .
- c) Age limits (if any) For all positions except COO and Dy. COO / Retired personal will not be eligible.

MSRLS would relax the criteria of Years of experience giving weightage in the following cases

- a) If the candidate has been working with MSRLS, MRDS and rural development societies within the State for more than one year, the working experience would be given due weightage.
- b) If the candidate has graduated from a premier institution (e.g. IIM, IRMA, NIRD, XLRI, XISS, IIFM, TISS, XIMB etc.) A list of premier institutions for which relaxation could be given would be drawn by COO as and when required.
- c) If a candidate has worked in reputed organizations, the experience of which would be an asset to MSRLS. A list of premier organizations for which relaxation could be given would be drawn by COO from time to time.

In all the above cases, the minimum years of experience prescribed in the eligibility criteria for the position could be relaxed up to one year.

Broadly, the following characteristics, consisting of knowledge, skills, attitudes, and values, are considered desirable for the different professionals to be selected for different posts in the Project. The table below provides a general list of these attributes.

Attributes	List of Competencies
Knowledge	Conceptual clarity on Poverty in local context, development principles, strategies Knowledge of successful interventions, various actors in development, their roles, and their limitations
	Thematic knowledge based on positions e.g. micro-finance, micro enterprise, finance and accounts, women empowerment, disability etc
Skills	Communication: Listening
	Communication (oral & written), Presentation
	Group facilitation (leading, confronting, clarifying, supporting,) [Process related skills]
	Conflict Resolution
	Leadership (initiating, consensus building, problem solving, providing new ideas) [Task related skills]
	Decision Making (Information Processing, planning, scheduling, Problem solving)
	Community organization skills (promoting groups, conflict management at group level, inclusion, ability to convince)
Attitudes	Pro Poor Facilitative Orientation - Belief in the skills and understanding of the poor, seeing himself/herself as a co-learner with the poor, low stereotyping
	Colleague Orientation - Collegial, Supportive, low stereotyping
	Work Style i) Perseverance, Willingness to work under stress ii) Self Driven/proactive, Risk Taking, result oriented
	Thought Orientation - Creative, critical thinking, willingness to learn, Openness
Values	Honesty, Commitment, Accountability, Transparency

The set of knowledge, skills, attitudes and values would vary from position to position of the project. For teams working directly with the community, attitudes like empathy, pro poor orientation are more crucial than for those for example at the state level. Similarly task orientation, assume criticality, mentoring etc for those at State and District teams.

The selection methodology would take these into account and accordingly identify instruments through which these attributes could be tested. Hence along with tests that judge an applicants knowledge, skill, attitudinal tests too would be conducted to get the right fit between the job requirements and the candidates. Village immersion programme would be included as a test for final selection of Area Coordinators and Community Coordinators or for any other positions as required.

3.3.1 Selection Methodology

The Selection Methodology for MSRLS would be an amalgamation of the following components:

❖ **Use of Multiple, and formal, Tests of Selection.** This allows for a more wholesome understanding of the person to be selected. In order to be able to understand and rate candidates, three kinds of Tests would be used:

- ❖ Psychometric Tests. These are Tests designed to indicate how psychologically comfortable an individual is with the kind of work expected to be taken up in MSRLS. There are various types of psychometric tests which could be used depending on what we want to assess in an individual.
- ❖ Sociometric Tests. These Tests are used to indicate an individual's ability to work in groups. Usually Group Discussions are used as instruments.
- ❖ Evaluation Interview. It is a Test, if handled well, which gives an overall view of what makes an individual tick. The Interview, like other tools in this methodology, is used not so much as a tool of selection, but as a tool of rejection.
- ❖ **Having a formal mechanism of Selection**. 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. In case the process is outsourced, the constitution of the panel would be done by the HR Agency in consultation with the Project.

The Panel for selection of candidates in case the selection is done by the Project itself.

Positions	Panel Members
Category I	Not Applicable
Category II (SPM, AO, FO)	COO, Dy. COO, 1 External Sector Specialist (in the field for which vacancy has arisen) and/or SPM – HR
Category II (Others)	COO, Dy. COO, Concerned Sector Specialist SPM, AO and 1 External Sector Specialist (in the field for which vacancy has arisen) and/or SPM – HR
Category III	COO, Dy. COO, SPM – HR, Concerned SPM, AO and/or 1 HR Specialist
Category IV	SPM – HR, AO, PM – HR and concerned DPM/BPM

3.3.2 System of Outsourcing Support Services

Service of individuals to man the positions like Assistant, Accountant, Stenographer, Receptionist, Driver, Guard, and Office Boy may be outsourced by entering into a contract with a single or multiple service provider agency/ies. The service provider/s could be empanelled by the project and their services sought as per the procurement norms of the project. The COO will hold the authority of engaging and contracting such agencies.

The COO will have the authority to renew the contract with the out sourcing agencies based on the satisfactory performance. In case of unsatisfactory performance by the person whose service is hired, the COO will warn the service provider agency and ask for necessary action. If required, COO will annul the contract made in this regard. The individuals whose service is hired through outsourcing will be the employees of service provider agencies; they shall not be the staff of MSRLS. Hence all liabilities of such person will lie upon the service provider agency.

3.4 Re-employment of Staff

MSRLS would consider reappointing staff that leave the Project due to personal reasons and wish to join back. This would be applicable only if they had no reported disciplinary action against them and were not asked to leave on disciplinary grounds. In cases of re-employment, selection process of MSRLS as described earlier shall apply.

3.5 Induction Programme

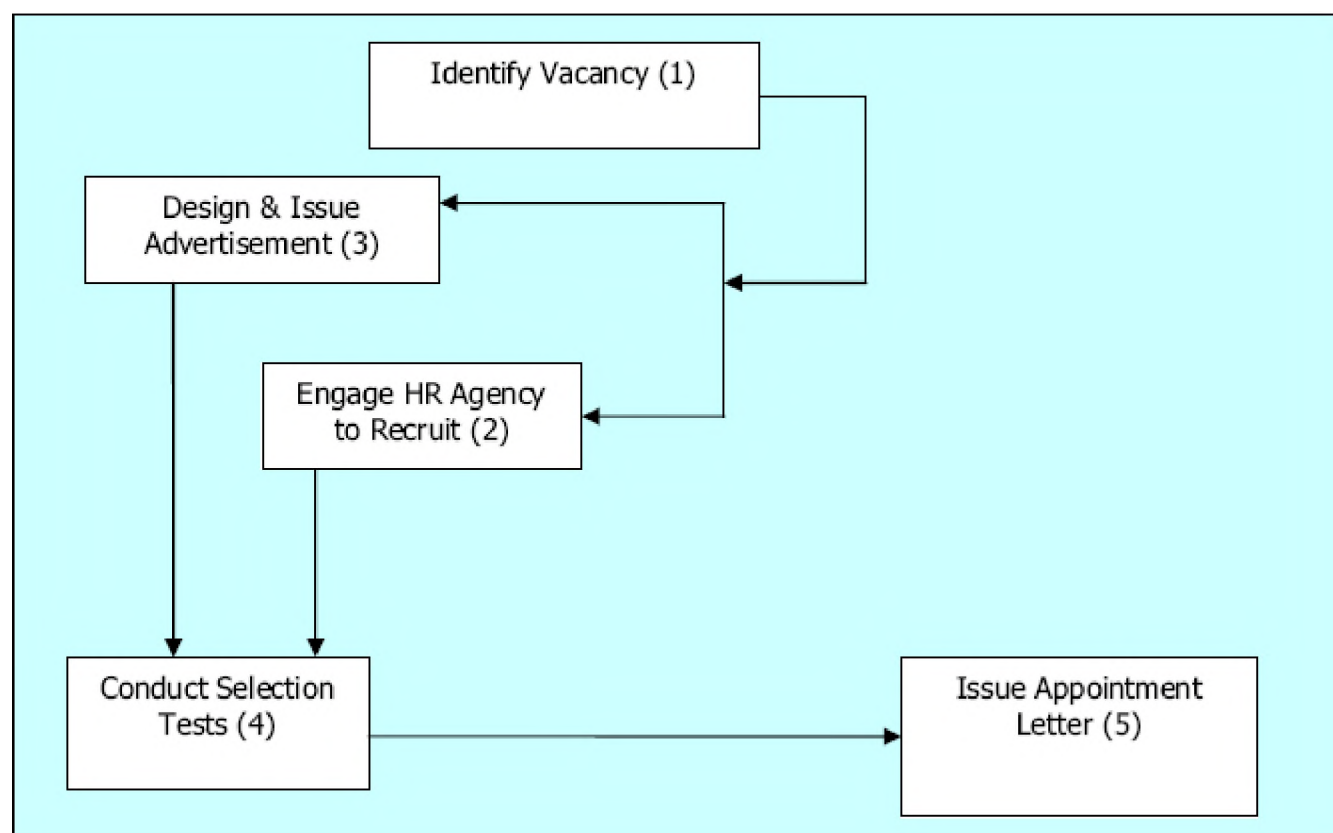
All new staff who have joined the Society will undergo an extensive induction programme. The purpose of induction is to ensure the effective integration of staff into or across the organization for the benefit of both parties. The induction programme would provide all the information that new employees should know at the time of joining. The programme will also involve existing staff of the organization. A design for the programme has been provided below.

Sl No	Topic	Inputs on	Suggested Methodology
1	Organization	Background, Vision, Objectives, Goals, Organizational Chart	MM presentations – Interactive session - participants Session with State Mission Director and COO, Dy. COO,
2	Terms & Conditions	<ul style="list-style-type: none"> • Probation period. • Working time. • Holidays/special leave. • Discipline procedure . • Grievance procedure. 	MM presentations – Interactive session with participants
3	Terms & Conditions - Salary & Benefits	<ul style="list-style-type: none"> • Salary break up, payment date and method . • Bank account opening forms & requirements. • Other Benefits – Insurance, etc. 	MM presentations – Interactive session with participants
4	Terms & Conditions – Travel related	<ul style="list-style-type: none"> • Travel claim norms and procedures • Formats 	MM presentations – Interactive session with participants

5	Thematic Orientation	<ul style="list-style-type: none"> • Project Locations • Project Components • Strategies of Implementation 	MM presentations – Interactive session of participants with concerned SPM Location Visits Village Stay in Project Location
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The induction programme would be planned by the SPM- HRD. It should be completed for all appointed staff before they take programme responsibilities. For field staff, Induction Programme could be organized at the District Level, with District Project Coordinator anchoring the programme with support from the PM HRD.

3.6 Process Flows Defined



3.6.1 Filling vacancy through Open Market

S No	Event/ Activity	Initiation		Approval	
		By (Key Responsibility)	End Time (days)	By (Key Responsibility)	End Time (days)
1	Identifying & Notifying Vacancy- Deciding method of selection	SPM – HR	5	COO	2 days
2	Designing & releasing Advertisement OR Contacting HR Agency with requirements	SPM – HR	10	COO	2 days
3	Short listing from applications received (giving at least 10 days for candidates to apply)	SPM – HR	13	-	-
4	Constituting Panel & Fixing date of selection (time given for candidates to travel)	SPM – HR	14	COO	2 days
5	Selection Interview and Finalizing Candidate/s	SPM – HR	3	COO	2 days
6	Appointment Letter to Selected candidate	SPM – HR	2	COO	1 day
	Total Time for Event		56 days		

4 STAFF CONTRACT POLICY

4.1 Terms of deputation of employees from the Government

Once selected, the appointment of employees from the Government departments and other instrumentalities of the State on deputation shall be in accordance with the terms and conditions stipulated by the Government of Meghalaya. A provision of an additional Project Allowance for those being appointed on deputation will be made. Once appointed, the deputed employee will be governed by the rules and regulations of the Society, to the extent that they are not in contradiction of the terms and conditions of service of their parent department. They would go through the process of Performance Appraisal and would be entitled to rewards as prescribed by the Society.

4.2 Appointment of persons on Contract

- 4.2.1.1** The authority to appoint COO cum Project Director and the Dy. COO will be with the Government of Meghalaya.
- 4.2.1.2** The authority to appoint rest of the positions in the Society will be with COO.
- 4.2.1.3** If and when the Society requires personnel with specific skills/ expertise in handling specific subjects/ special qualifications, such personnel shall be contracted for a consultancy assignment following the procurement norms of the MSRLS.
- 4.2.1.4** The duration of contract of staff employed with Society will be for three years, further extendable based on performance.
- 4.2.1.5** Those appointed on contract shall be initially on probation for a period of 3 (extendable to 6) months and on their successfully completing probation, will be retained for a period of three years including the period spent on probation. In case the probation is not extended even after one extension (a total of 6 months), the candidate would be terminated.
- 4.2.1.6** Probation would be assessed on the following parameters
 - ❖ Performance on tasks given during the period of contract
 - ❖ Task orientation and Team work
 - ❖ Communication skill displayed
 - ❖ Sensitivity towards the target population

4.2.1.7 The panel for assessing the performance during probation would be as follows

Positions	Panel Members
Category II (SPM, FO)	COO and Dy. COO
Category II (Others)	COO, Dy. COO, Concerned SPM, AO
Category III	COO or Dy. COO, Concerned SPM (wherever necessary), SPM – HR, and concerned DPM
Category IV	Dy. COO, SPM – HR, and concerned DPM/BPM

4.2.1.8 The candidate whose performance and character and conduct are not up to the mark while on probation shall be discharged after giving them a fair hearing. They may be discharged without any notice.

4.2.1.9 The authority to renew contract for all employee lower than COO and Dy. COO will be with COO.

Staff contract formats are provided at **Annexure 1a and 1b**.

4.3 Termination of Contract

The employment with MSRLS may be terminated by the Society or by employee, through a written notice as follows.

4.3.1 One month notice from either side or one month's salary (gross) in lieu of notice period.

4.3.2 In case of termination during the probation period, 7 days notice from the employer and one month notice or one month's salary (gross) in lieu of notice period from the employee.

4.3.3 During the month of termination, the employee will be eligible to all allowances on a pro-rata basis. This clause will however not be applicable to cases of termination without any notice period.

4.3.4 Days in service will be calculated till the last day (rounded off to lower day in case of fractions) presence at office.

4.4 Separation:

Employees may separate from the Society for various reasons including unfortunate case of death of employee. In all cases of separation, settlement of all dues should be made fast and fair not only for the sake of appreciation of her/his services to the organisation but also as a matter of financial discipline.

In all possible cases, a process of counseling would be undertaken to know the reasons due to which the employee is seeking separation. In case there are misunderstandings or an issue which can be resolved, the SPM HRD along with a team of two other employee of the Society (appointed by COO) would try to counsel the concerned person.

The following procedure and guidelines will guide cases of separation:

4.4.1 Separation because of

- i. Resignation tendered by employee
- ii. Non-renewal of contract
- iii. Dismissal due to compelling reasons

The resignation letter should be addressed to the COO cum Project Director with a copy marked to the reporting officer.

In all cases of separation due to above causes, the employee concerned should take a ‘No Dues Certificate’ before the last day of his/her duty from all concerned offices/department of the Society. This certificate should be finally signed and approved by COO for payment of all dues. Accounts unit shall prepare a final list of recoverables (in case of advances) and dues within fifteen days of receipt of the copy of the approved resignation letter. All recoverables must be first settled as per the accounting norms before payment of dues.

The employee should hand over charge to her/his reporting officer or the DPC for all positions at the district and block level. For DPC and all State level positions, the charge should be handed over to the SPM or the Administrative Officer.

4.4.2 Separation because of desertion :-

In such cases the Society shall make contacts over telephone to enquire about reason of desertion. If suitable answers are not received the Society may serve at least two letters to the permanent residential address as per Society records. Accounts unit shall prepare a final list of recoverables (in case of advances) and dues and inform COO. If required legal proceedings (notice through newspaper) may be initiated against the person.

4.4.3 Separation due to death of employee; in case of unfortunate death of an employee, SPM – HRD will be responsible to prepare a status list of clearance from all offices/ departments of the Society and submit to COO for approval. A condolence message from the Society signed by the COO and all the employees may be sent to the bereaved family. Recoverables (in case of advances) may be settled as per the accounting norms and payment of dues made to the nominated member as per Society records within a fortnight.

4.5 Exit Interview

Employees in whatever ranks are ambassadors of an organization and its culture. In all cases of separation except unfortunate death of an employee exit interviews shall be conducted. The purpose of the exercise would be gain critical feedback from the employee on areas which could be further improved within the MSRLS. This process shall be conducted just before the actual release of employee. Exit interview would be conducted by two senior person within the MSRLS. It should be conducted by person not in the direct line of command. It would be done through an in depth interview, with the purpose of seeking feedback for improvement. A set of sample guiding questions have been provided in **Annexure 2**.

5. TRANSFERS

The Livelihood Mission is spread across seven districts in Meghalaya. Teams are placed within the districts as well – at the sub block Level. In the interest of the mission, it is expected that staff may be transferred to different locations based on organizational requirements. The arrangements described below are intended to facilitate such moves, and provide for adequate reimbursement of expenses incurred in such transfers. Transfers should not be made a matter of routine, but generally in order to;

- i) transfer necessitated by the exigencies of the Project
- ii) effect lateral transfers for broader development between similar positions
- iii) transfer in a district/hub unit or division/unit having less than required cadre
- iv) effect physically removing an officer from one duty station on a personal conflict one who made with another officer inside or outside the organization
- v) transfer in a district/hub unit or division/unit on disciplinary grounds
- vi) undertake responsibilities of a new district/hub unit or division/unit or vacant position due to expansion
- vii) accommodate the request of one district/Block unit to another on personal request

In this context, a transfer is defined as relocation exceeding a six month period. Such a move would normally entail shifting of household belongings and family. In such cases, the following expenses may be reimbursed:

5.1 Allowances during transfer

5.1.1 Transfer Allowance: In case of a transfer, one month's gross salary would be given in advance as transfer allowance, to cover all costs of relocation (including shifting the family, finding new accommodation, schooling of children, etc). This advance would be payable to the staff within a week of the approval of the transfer.

5.1.2 Freight & Packaging : The cost of relocation of personal would be reimbursed to the employee transferred as per actual on production of bills, subject to a maximum of Rs 12,000.

5.1.3 No allowances would be payable in case of a request for transfer from staff.

5.2 Authority

For all transfers, the State Mission Director would be the final authority. The request for transfer could be initiated by the State Project Managers or the District Project Coordinator, either due to requirements or due to a request from staff.

5.2.1 Staff on request transfer

The request of transfers of a new employee shall be considered only after one years of service is completed. The request should be made in writing to the State Mission Director, through the reporting authority specifying the reasons with adequate information and documentary proof.

5.2.2 Process of Approval

The request of transfers may be considered by the panel which could include State Mission Director, COO, Dy. COO and SPM – HRD. The decision of approval/ rejection should be conveyed to the concerned staff within thirty days of the receipt of request for transfer, with a copy of the approval/rejection to accounts. In case approval is granted, the accounts would release the transfer allowance equal to one month's salary of the person transferred. This amount should be released within seven days of receiving the approval to facilitate early relocation and ensure that work is not hampered on account of any delays.

5.2.3 Joining Period after Transfer

A staff on transfer shall join the new location of duty within 7 working days of the Issue of transfer letter/ order. This period of 7 days will be granted as leave with pay and will not be accounted for in the staffs leave account. If staff joins immediately and doesn't take leave, s/he will be entitled to avail this leave within a year.

6 REMUNERATION AND BENEFITS

The success of this Project chiefly rests with the people who would implement it. The Project requires high quality interaction and facilitation with the target communities, which will be done by the Project staff. Thus remuneration and benefits for MSRLS have been designed keeping in mind those being offered in similar Projects in other states, and based on market realities to attract the best talent to the Project.

6.1 Remuneration and Benefits to Staff on Deputation

Those joining on deputation from Govt of Meghalaya would continue to draw salaries as per the scales in their parent department. In addition, staffs hired on deputation from all Category are entitled to a monthly Project Allowance of 30% of their monthly basic pay (which includes basic pay and dearness pay), subject to a maximum of Rs 10,000 per month. The staff on deputation may avail either monthly Project Allowance or Deputation Allowance as per his/her option.

6.2 Remuneration and Benefits to Other Staff (from Open Market)

The package would follow a broad based pay structure, with less number of scales within each Level, but higher range within scales. Thus most of the levels would have three scales (two in some). The base pay would be combined with an incentive pay component

which will be performance linked.

The compensation has been divided into a monthly pay and an annual pay. The structure for all positions except Community Coordinators is as follows.

S No	Components	Remarks
A	MONTHLY PAY	
1	Base Pay	-
2	Provident Fund	As per statutory regulations.
3	HRA	20% of Base pay for Positions based in State Capital and 15% for District and Block level positions
4	Project Allowances	
4a	Medical Allowance	To meet employee's (including family) regular medical expenses
4b	Conveyance Allowance	To facilitate conveyance at station where employee is positioned
4c	Child Education Allowance	To cover cost of tuition fees of employee's children
4d	Communication Allowance	Mobile phone and other communication costs – to facilitate smoother communication across all levels
B	ANNUAL PAY	
5	Performance linked Incentive	Maximum of 15% depending upon the performance as measured by the Appraisal System. The percentage fixed can be increased or decreased later on.

All the allowances mentioned above are part of the salary to which the staff is entitled to. They are not reimbursables to be given against claims. Some of the allowances attract tax rebates. The same can be enjoyed by the staff on production of relevant documents. In this case, TDS can be deducted based on the tax plan submitted by the staff. In case no documents are produced at the end of the year, TDS based on the tax liability as per the prevailing tax rates, would be deducted. Salary should be credited to the staff's bank account before the 5th day of every subsequent month.

All new staff recruited would be taken in at scales applicable (based on experience and education) under their respective Positions. The CEO, however can use his/her discretion in allowing people to join in higher scales or with higher salary to a maximum of 10% of what is prescribed for a scale.

A salary structure for various positions in the Society with related details is given as **Annexure 3**.

6.3 Benefits

MSRLS aims to develop a policy which ‘cares’ for the employee. This plays a critical role in building an image of a ‘caring employer’. Thus apart from the salary, MSRLS would also extend the following benefits to its entire staff:

6.3.1 Medical & Accident Insurance: The project will benefit all contracted staff as well as staff on deputation with Mediclaim and Group Accidental Insurance (GAI) cover with appropriate coverage as explained under.

Sl	Categories	Maximum Coverage (Rs.)
1	Category I	Mediclaim up to 5,00,000 and GAI as decided
2	Category II	Mediclaim up to 3,00,000 and GAI as decided
3	Category III	Mediclaim up to 2,00,000 and GAI as decided
4	Category IV	Mediclaim up to 1,00,000 and GAI as decided

This benefit will be available to staffs till their services are continued with the Society.

6.3.2 Support to staff in case of crisis arising while on duty: In case of an unforeseen incident taking place with staff while performing office duty, the Project will take all steps possible to benefit and support the employee concerned.

6.3.3 Self Learning: Provision of reimbursement of expenses incurred for purchasing books and other periodicals will be made to MSRLS staff with a limit as described hereunder.

S No	Category	Max limit per year
1	Category I	Rs 5000
2	Category II	RS 3000
3	Category III	Rs 2000

Employees who have completed their probation will be entitled for this reimbursement. The reimbursement will be made on production of bills and verified by the supervisor. In case of COO and Dy. COO, s/he will be the self verifying authority.

6.3.4 Learning Opportunities for Staff: MSRLS would create opportunities to build the capacity of its staff by sending them for exposure visits to other successful Projects, by organizing training programmes etc.

6.4 Annual Increment (to compensate increased cost of living)

An increment of 5% of the total remuneration would be provided to all contractual staff after completion of one calendar year of working with MSRLS.

6.5 Advance for purchase of Motorbike for Field Employees

For purchase of motor bike, a provision of advance against their salary has been made. The maximum amount, permissible as advance for this purpose, will be minimum Rs 20,000 (Rupees Twenty Thousand only) and maximum Rs 45,000 (Rupees Forty Five Thousand only). This amount would be recoverable from the salary of the concerned employee in a maximum of ten equal installments. For getting advance for purchase of motor bike and claiming mobility expense, the concerned employee must possess a valid driving license in his name, a photocopy of which shall be submitted to MSRLS. The motorbike purchased by staff using advance from MSRLS would be hypothecated to the Society till the advance is completely settled.

Those employees who have purchased their motor bikes after joining MSRLS can also avail of advance as mentioned above for prepayment of their loans taken from other sources if any.

7. LEAVE & TRAVEL RULES

7.1 Leave Rules

7.1.1 General

- a) Leave is to be regarded as a privilege, and not as a right. It is allowed both in the interest of the employee and that of the organization. The employee can not claim leave as an unqualified right.
- b) All leave is granted subject to exigency of services and leave already granted can be curtailed or cancelled at any time by the authority granting the leave. However, this condition will apply to an employee on casual and vacation leave only.
- c) Any leave not covered under these rules shall be referred to the Executive Committee of MSRLS for consideration through the COO.
- d) An employee when on leave shall not take up any paid service/ employment elsewhere unless approved by the COO.

7.1.2 Leave Entitlement

- a) All staff excluding casual and daily paid, shall be entitled to following number of days leave with pay for a calendar year, subject to the provisions under each category of leave. These leaves are over and above the holidays declared as per the Government of Meghalaya..

- ❖ Casual Leave (CL) earned @ 1 leave after completion of every month of service.
- ❖ Earned Leave (EL) earned @ 2 days after completion of every month of service

- b) Altogether an employee of MSRLS will be entitled to 36 days of leave on completion of one year of service. These leaves will be credited to individual leave account in each calendar year. Any employee joining in between the calendar year will be entitled to leave on a pro rata basis.

- c) Casual leave lapses at the end of each calendar year and can not be carried forward or used for encashment.

7.1.3 Absence without Leave

An employee shall not absent herself/himself from duty, without prior approval except under medical emergencies. Even in such cases, intimation about absence shall be sent at the earliest.

If an employee is absent without intimation to his superior officer for more than five days and s/he does not report for duties he shall be deemed to have vacated his post. In extreme cases, the COO could decide whether the staff should be allowed to join back or may be subjected to deduction of Pay if not properly justified.

7.1.4 Leave without Pay

- a) Normally, leave without pay will not be granted if leave with pay is due to a staff. Under normal circumstances, leave without pay shall not be granted in excess of 30 days in one occasion.
- b) COO at her/his discretion may sanction such leave in excess of 30 days in event of any emergency. During the period of leave the staff is not entitled to any kind of salary or allowances.

7.1.5 Leave Encashment

- a) No unutilized leave can be encashed while the staff is employed with MSRLS. Encashment of leave will be allowed only when the staff is separated from the services of MSRLS after completing at least one year of service.
- b) Any staff leaving MSRLS is entitled to full encashment of Earned Leave only subject to maximum limits prescribed under conditions. For encashment of leave, amount payable will be calculated as:

Amount Payable = (current basic pay/30) x No. of days of due leave⁸ .

7.1.6 Maternity Leave

- a) All female staffs are eligible to avail Maternity Leave upon production of a medical certificate.
- b) The period of leave granted may extend up to 3 months, subsequent to its date of commencement or six weeks subsequent to the date of confinement, whichever is earlier.
- c) The leave would be considered as *leave with pay*
- d) This leave is applicable even in case of a miscarriage, including abortion – supported by a medical certificate to that regard.
- e) Maternity leave may be combined with any other leave.
- f) Maternity leave shall not be debited against the leave account.
-) Such leaves will be limited to two occasions subjected to the maximum number of 2 living children. Prior written approval must be taken from the COO before availing maternity Leave.

7.1.7 Special Leave to women

All women staff is eligible to avail two days of special leave every month because of biological reason. This is in addition to all the other eligible leaves.

7.1.8 Paternity Leave

- a) Male staff may be granted Paternity Leave on production of medical certificate of spouse.
- b) Paternity leave shall be granted to a maximum of 15 days from its date of commencement. Period of leave must be within 15 days before / 15 after the date of delivery.
- c) Such leaves will be limited to two occasions subjected to the maximum number of 2 living children. Prior written approval must be taken from the COO before availing Paternity Leave. Any fraction in number of days shall be rounded off to the lower number of day.

7.1.9 Conditions of Admissibility of Leave

- a) Leave shall be granted for all working days involved. Any Sunday/ Holiday which may fall during the leave period (except in case of EL) may not be counted as leave.
- b) An application for leave must normally reach the office of the authority granting leave at least three working days before the date from which the leave is to be commenced. However, when an employee is unable to report for work due to illness or due to un-foreseen urgent circumstances, s/he may convey a message over the telephone or any other means to his/her supervisor and receiver of such message should record it in a register maintained for such calls. Once the employee returns to work, s/he should submit a leave form to cover her/his absence. In such cases, leave applications should be submitted and approved within two day of joining.
- c) The EL can not be availed in anticipation of approval by the competent authority. The employee will avail EL only if it is approved on or before the date of leave. Any special consideration related to EL will only be done by COO.
- d) Leave will not be normally granted for more than 15 days (excluding non-working days) in one spell. COO at her/his discretion may sanction leave in excess of 15 days in event of any emergency.
- e) Merger of two different types of leaves will not be permissible except in case of maternity leave or by approval of COO.
- f) Casual Leave (CL) may be approved by the reporting officer. The table provided in the next section defines the recommending and sanctioning authority of leave for all positions.
- g) Casual Leave may be taken in terms of half day, for either the first or second half; the first half ending with conclusion of lunch interval and the second half beginning with the commencement of lunch interval.
- h) Earned Leave (EL) will be taken for a minimum of three days. Only upon exhaustion of CL, EL can be taken for less than 3 days. A written application should be submitted at least seven days before the date from which leave is requested.

- i) Extension of leave already granted shall not normally be allowed. COO at her/his discretion may grant extension in event of any emergency.
- j) In case of non-compliance to any of the above norms, the COO shall have the full authority to treat the whole period of leave as leave without pay.

During leave, the salary of the staff shall be disbursed as per norms during normal period of work. Only Earned Leaves (EL) not availed will be carried forward to the next calendar year subject to a maximum of 12 days. For staffs joining in the middle of a financial year, number of leaves carried forward will be calculated on a pro-rata basis. The maximum limit for accumulation of leave shall not exceed 60 days.

In calculating Casual Leave, government declared holidays and Sundays should be excluded. Earned leave when it is to be spent outside the station includes Sundays and Government declared holidays falling within the period of such leave.

7.1.10 Authorization for recommendation and sanctioning of leave

Authority granting leave to an officer shall usually be the supervising officer to whom the employee is reporting for work, unless otherwise specified by the COO. Following table details the sanctioning authority for leaves for all positions.⁹

At State Project Management Unit

S.No	Name of Position	Nature of Leave	Recommending Authority	Sanctioning Authority
1	Chief Operating Officer	CL		President – MSRLS
		EL		As per Government Norms
2	Dy.Chief Operating Officer	CL		Chief Operating Officer
		EL	Chief Operating Officer	As per Government Norms
3	State Project Manager	CL		Chief Operating Officer
		EL	NA	Chief Operating Officer
4	Finance Officer	CL		Chief Operating Officer
		EL	NA	Chief Operating Officer
5	Procurement Specialist	CL		Chief Operating Officer
		EL	Chief Operating Officer	Chief Operating Officer
6	Project Manager	CL		Chief Operating Officer
		EL	State Project Manager	Chief Operating Officer

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7	Procurement Assistant	CL		Chief Operating Officer
		EL	Procurement Specialist	Chief Operating Officer
8	System Analyst	CL		Chief Operating Officer
		EL	Dy. COO /Administrative Officer	Chief Operating Officer
9	Accountant	CL		Chief Operating Officer
		EL	Finance Officer	Chief Operating Officer
10	Office Assistant	CL		Chief Operating Officer
		EL	Dy. COO /Administrative Officer	Chief Operating Officer
11	Data Administrator	CL		Chief Operating Officer
		EL	SPM-M & E	Chief Operating Officer
12	Cashier	CL		Chief Operating Officer
		EL	Finance Officer	Chief Operating Officer
13	DTP Operator cum Designer	CL		Chief Operating Officer
		EL	Dy. COO /Administrative Officer	Chief Operating Officer
14	PA cum Steno to CEO/ Addl. CEO	CL		Chief Operating Officer
		EL	Dy. COO /Administrative Officer	Chief Operating Officer

* The Society vests the authority to change the Leave Sanctioning Authority with the COO, whenever it is required.

At District Project Coordination Unit:

S.No	Name of Position	Nature of Leave	Recommending Authority	Sanctioning Authority
1	District Project Manager	CL		State Project Manager (in-charge of concerned District)
		EL	State Project Manager	Chief Operating Officer
2	District Training Coordinator	CL		District Project Manager
		EL	District Project Manager	Chief Operating Officer
3	District Functional Specialist	CL		District Project Manager
		EL	District Project Manager	Chief Operating Officer
4	District Training Officer	CL		District Project Manager
		EL	District Project Manager	Chief Operating Officer
5	Other Support Staff	CL		District Project Manager
		EL	District Project Manager	Chief Operating Officer

At Block Project Implementation Unit:

S.No	Name of Position	Nature of Leave	Recommending Authority	Sanctioning Authority
1	Block Project Manager	CL		District Project Manager
		EL	District Project Manager and SPM (Concerned)	Chief Operating Officer
2	Area Coordinator	CL		Block Project Manager
		EL	Block Project Manager	Chief Operating Officer
3	Community Coordinator	CL		Area Coordinator
		EL	Area coordinator and BPM	Chief Operating Officer
4	Accountant cum Office Assistant	CL		Block Project Manager
		EL	Block Project Manager	Block Project Manager
5	Other Support Staff	CL		Block Project Manager
		EL	Block Project Manager	Block Project Manager

Note: 1. EL of the officers on deputation shall be sanctioned as per the rules applicable to them.

2. COO may further delegate the authority of sanctioning EL as and when required.

7.2 Travel Rules

7.2.1. APPLICABILITY

These rules shall be applicable to all employees of the Society including :

- i) All Category including SMD & Lien holders
- ii) Those on deputation on foreign service terms, unless their terms of deputation provide otherwise;
- iii) Trainees engaged under Society's own training schemes;
- iv) Contract Employees.

These rules shall also be applicable for the members of the State Mission Director, Executive Committee members when they are on tour for the Society. For this purpose, they shall be treated under category I.

7.2.2. SCOPE

These rules are applicable when an employee travels for official work inside/outside his/her place of posting. The area falling under place of posting for employees is given in the table below.

S NO	Designation	Area within Place of Posting
1	All BMMU staff (BPM, AC, CC)	Entire Block
2	All DMMU Staff (DPM, DTC, DTO)	Block where the DMMU Office is located or more than 15 kms one way travel
3	State level Staff	more than 15 kms one way travel

7.2.3. DEFINITIONS

In these rules, unless the context otherwise requires;

- 1. “State Mission Director” and “SMD” mean ““State Mission Director” of the Society.
- 2. “Chief Operating Officer” and “COO” mean “Chief Operating Officer” of the Society.
- 3. “Dy.Chief Operating Officer” and “Dy.COO” mean ““Dy.Chief Operating Officer” of the Society.
- 4. “Executive Committee” mean Members of the Executive Committee of MSRLS.
- 5. “Society” / “Society” means Meghalaya State Rural Livelihoods Society.

6. “Controlling Officer” means the officer empowered by the Management to approve and/or countersign the Travelling Allowance claim (including advance) in respect of employees working under his charge, in accordance with the powers delegated by the Management from time to time, for the purposes of these rules.
7. The executives at the level of “Dy.Chief Operating Officer” and above in the Society are declared as ‘Self-controlling Officers.’ The COO reserves the right to extend the coverage of the term ‘Self-controlling Officer.’
8. “Day” means a calendar day beginning and ending midnight. This is for general reckoning only.
- ❖ “Headquarters” means the normal place of duty of an employee. In case of an employee deputed for training in India or abroad, the Headquarters will mean the place of duty from where he proceeded on training, unless the same is changed in respect of an employee sent on long term training or assignment by a specific order.
9. In respect of a trainee, the headquarters shall mean the place of training at which he is posted. However, in case he is sent for undergoing training for more than twenty eight days, away from his place of posting, the place at which he so undergoes training shall be deemed to be his headquarters for the period of such training.
10. “Management” means the Executive Committee and if authorized by the Executive Committee a Committee of the Society.
11. “Official Tour” means travel on duty of an employee from his Headquarters in pursuance of official assignments.
12. “Capital Cities” means all State Capital Cities in the Country.
13. “Transfer” means the movement of an employee from one Headquarters/station at which he is posted to another stations either (a) to take up the duties of a new post or (b) in consequence of a change of his headquarters.
14. Notwithstanding the above definition of transfer, the movements of a trainee, engaged under the Society’s own training scheme, during the period of training as well as that for joining his duties at the place of posting shall not be treated as transfer.

7.2.4. REIMBURSEMENT OF JOURNEY FARES

An employee on official tour will be entitled to Travelling Allowance which is intended to cover expenditure incurred in connection with journeys performed for the Society’s work, as provided hereinafter.

- 7.2.4.1. The reimbursement of fares for journeys performed between the Headquarters station and tour station by the employees of various categories by different means of transport shall be as per the following entitlement, subject to actual.

7.2.4.2. Nature of Entitlement:

Sl. No.	Category	Entitlement for travel		
		Rail	Air	Road
1.	Category I	Ist AC	Economy Class(Special cases -Executive Class)	Actual Taxi Fare
2.	Category II	IInd AC	Economy class with Prior Permission of COO	Actual AC/Deluxe Bus/Auto/Taxi Fare limited to Rs. 8/K.M.
3.	Category III	IIIrd AC	Special cases - Economy class with Prior Permission of COO	Actual Deluxe Bus/Auto/ Non AC Taxi Fare limited to Rs. 6/K.M. AC Taxi fare can be permitted in exceptional cases if prior approval has been taken.
4.	Category IV	Sleeper Class	Special cases - Economy class with Prior Permission of COO	Actual Deluxe Bus/Auto/Taxi Fare limited to Rs. 4/K.M.

7.2.4.3. Chief Operating Officer / Dy. Chief Operating Officer may allow traveling on higher class in special cases.

7.2.4.4. Charges for sleeper accommodation, tatkal charges, super-fast train surcharge, reservation, telegram charges by railways for booking of tickets as well as telegram charges levied by airlines for reserving accommodation and, with the approval of the COO/Dy.COO, charges for cancellation of tickets for journey not undertaken due to official reasons will be reimbursable.

In addition, agency charges paid to travel agents for booking of tickets, subject to such monetary limit as may be prescribed from time to time by the Chief Operating Officer / Dy. Chief Operating Officer for each journey are also reimbursable on production of vouchers.

NOTE: The current monetary limit for reimbursement of agency charges paid by the employees to travel agents for booking of rail tickets is Rs.50/- per ticket for each journey. Reimbursement may be allowed on production of vouchers/receipts only. Reimbursement of agency charges for booking of Air Tickets on production of actual bills is permissible.

7.2.4.5. In exceptional cases, cancellation charges may be reimbursed, at the discretion of the Controlling Officer where the journey is not undertaken due to unforeseen mishap in her/his family.

7.2.4.6. Non-availability of reservation by train is not an acceptable reason for not performing the journey connected with official work. Also, in case of non-availability of accommodation in the entitled class and/or modes, a employee can travel by higher class but will be entitled only for the fare of designated class, unless specially allowed by COO.

7.2.5 REIMBURSEMENT OF CONVEYANCE CHARGES:

An employee will also be entitled for reimbursement of actual conveyance charges for journeys between railway station/bus stand/airport and residence/place of stay either at Headquarters or tour stations and other official journeys performed by road at tour stations through means of conveyance other than Society's transport. The reimbursement shall be regulated in accordance with the following sub-clauses.

- 7.2.5.1 For journeys to and from railway station/bus stand/airports, at Headquarters and tour stations, the reimbursement will be as per the following

Category	Entitlements
Category I	Actual charges by Taxi fare for all types of Vehicle
Category II	Actual charges by Taxi or three wheeler or fare of a single seat in a taxi, where availed, limited to Rs. 8.00 per Km in all cases. Or actual charges of Government approved prepaid Taxi/Auto services.
Category III	Actual charges by Taxi or three wheeler or fare of a single seat in taxi, where availed, limited to Rs. 6.00 per Km in the latter case. Or actual charges of Government approved prepaid Taxi/Auto services
Category IV	Within 3 Kms – Rs. 20/- Within 4 to 8 Kms – Rs.40/- Within 9 to 15 Kms –Actual Fare of three wheelers/shared taxi, limited to Rs. 4/Km

Notwithstanding the above provision, the employee may be reimbursed actual charges of conveyance with permission of COO/ Dy. COO, wherever emergency arises.

- 7.2.5.2 It is clarified that in case of journeys between place situated in the Urban Agglomeration (UA) of 'A' Class cities such as Greater Mumbai, Greater Kolkatta and the like, journeys between places connected by rail should be undertaken by rail only and if the journeys are performed by road between such place, the reimbursement will be restricted to rail fare as per entitlement. However, self-controlling officers may undertake the journeys between such places by road at their discretion and the reimbursement will be allowed accordingly.
- 7.2.5.3 Employees proceeding on official tour for work in suburbs of 'A' class cities or contiguous industrial complex should normally stay in such places where the official work is to be performed. In case they choose to stay in the 'A' Class city proper, the journeys between the place of stay and the suburbs/contiguous industrial complex if connected by rail should be undertaken by rail, and in case the journey is performed by road between such places, the reimbursement will be restricted to rail fare as per entitlement. However, Self-controlling Officers may undertake the journeys between

such places by road at their discretion and the reimbursement will be allowed accordingly.

7.2.5.4 In respect of the COO/Dy.COO/SPM who are entitled to staff car facility for official duties at their headquarters/tour stations as per their terms of appointment or otherwise, the restrictions laid down in sub-rule 7.2.3.1, 7.2.3.2 and 7.2.3.3 will not apply and they will be reimbursed the actual cost of conveyance charges incurred by them at tour stations, if not provided with staff car facility at such stations.

7.2.5.5 At tour stations the employee will be entitled to travel by rail for local journeys to the places falling within urban agglomeration (as notified by Govt. of India from time to time for the purpose of HRA and CCA) of the relevant tour station.

7.2.6 DAILY ALLOWANCE

An employee on official tour will be entitled to daily allowance intended to cover expenses incurred on food and incidentals in the course of traveling and for boarding and lodging at places other than headquarters, as provided hereinafter.

7.2.6.1 Daily allowance will be admissible at the following rate for Outside State:-

Sl. No	Category	Accommodation charges subject to max. of (Rs./day)		Allowance for food & incidentals (Rs./Day)	
		Capital Cities (C)	Other (O)	C	O
1	2	3	4	5	6
1	Category I	Limited to rent of a single room or suit in a five star Hotel	Limited to rent of a single room or suit in a five star Hotel	600	400
2	Category II	1500	1000	400	300
3	Category III	1000	750	300	250
4	Category IV	750	500	250	200

Actual room rent paid to Govt. /Semi Govt./ Corporation guest houses paid will be reimbursable, subject to maximum amount of column 3 or 4.

7.2.6.2 Daily allowance will be admissible at the following rate for Inside State:-

Sl. No.	Category	Accommodation charges subject to max. of (Rs./day)		Allowance for food & incidentals (Rs./day)	
		3	4	5	6
1	2	C	O	C	O
1	Category I	-	As per Actuals, limited to rent of a single room or suit in a five star Hotel	600	400
2	Category II	1500	1000	400	300
3	Category III	1000	750	300	250
4	Category IV	750	500	250	200

Notes:

A. COO/Dy.COO will, from time to time, issue circulars indicating the admissible rates based on details from the ITDC Hotels which revise the tariffs w.e.f. 1st October of every year.

B. 'C' means State Capitals of the Country.

C. 'O' means other places.

D. Actual accommodation charges limited to the amounts as shown in column (3) in case of Capital cities and in column (4) in case of other places as in sub-rule 7.2.4.1 and 7.2.4.2 for stay in any hotel or any other guest house will be reimbursed subject to production of receipts. The limits of accommodation charges may be relaxed in exceptional cases on merit with the approval of the Chief Operation Officer.

7.2.4.3. For food and other incidental expenses, an employee will be paid as per column (5) and column (6) in case of stay at Capital cities and other places respectively.

7.2.4.4. An employee who does not produce receipts of accommodation charge will be paid daily allowance at the rates indicated in column (5) and column (6) for stay at Capital cities and other places respectively.

7.2.4.5. An employee, who having proceeded on official tour, returns to his Headquarters within a period of 24 hours from the time of his departure from his place of work/residence, will be entitled to daily allowance, at the rate applicable to the place of visit, as per following .

Period of Absence (Hrs)

Admissible Allowance

Upto 6 hours Nil 6– 12 hours Half 12-24 Full

Provided that where the accommodation booking is for a full day, accommodation charges in full will be admissible. Notwithstanding what has been mentioned above, in case the absence from Headquarters involves overnight halt, full Daily Allowance shall be admissible to the place of visit.

- 7.2.4.6 In case an employee proceeds on official tour and the period of absence from Headquarters is for more than 24 hours from the time of his departure from his place of work/residence, he shall be entitled to daily allowance for his day of departure, from headquarters, day of arrival at the Headquarters and for each day in between as detailed here under:-
- i) DA for day of departure from place of duty-full DA if time of departure is 12.00 noon or before and half DA if time of departure is after 12.00 noon, at the rate of applicable to the place where the employee spent the first night (with reference to midnight).
 - ii) DA for day of arrival back at place of duty-full DA if time of arrival is 12.00 noon or thereafter and half DA if time of arrival is before 12.00 noon, at the rate applicable to the place where the employee spent the preceding night (with reference to midnight).
- 7.2.4.7 The allowance will be admissible for the period of absence from Headquarters starting from the time of departure from place of work or residence, as the case may be, and the time of arrival at residence/place of work.
- 7.2.4.8 For prolonged halts, full daily allowance may be drawn for a period of 15 days and for a further period of 28 days, half daily allowance will be admissible. These limits relate to stay at any one station only. The COO may relax these conditions in special circumstances for an additional period upto 60 days with half daily allowance as different entitlements, as the case may be, irrespective of the place of stay. Notwithstanding the above provision, actual accommodation charges as per entitlement will be reimbursed, when daily allowance is not claimed.
- 7.2.4.9 Wherever calculation for daily allowance admissible for journey period is required to be necessarily made, the same is to be regulated on the basis of actual journey time involved starting from the time of departure from place of work or residence, as the case may be and ending at the time of arrival at residence/work place after suitably rounding off in case of period less than 24 hours as under :

Period of Absence (Hrs)

Admissible Allowance

Upto 6 hours Nil 6– 12 hours Half 12-24 Full

- 7.2.4.10 If an employee is provided with both boarding and lodging free of cost, he will be entitled to draw $\frac{1}{4}^{\text{th}}$ of the DA as

per entitlement. If only lodging is provided free of charge, he will be paid allowance as per entitlement as the case may be. If only boarding is provided free of cost, he will be paid 1/4th of the amount of the entitlement, in addition to charges for accommodation as per entitlement, subject to actuals as the case may be.

- 7.2.4.11 The daily allowance will be admissible for journey periods, all halts on tour and holidays occurring during the period of halt subject to the provision in sub-rule 7.2.4.13 but the same will not be admissible for the period of leave of any kind availed while on tour. If an employee breaks journey enroute due to personal reasons, he shall not be paid the daily allowance for such period (s) of halt.
- 7.2.4.12 An employee who is in receipt of House Rent Allowance or is provided with government/ Society's leased accommodation, for keeping his family at a station other than his headquarters, will be entitled when on tour to such station to draw only 1/4th of the daily allowance as per entitlement, as applicable in addition to the allowance admissible for the period spent on journeys between headquarters station and tour station.
- 7.2.4.13 The places, at which duration (more than 28 days) training arrangements are made for the trainees, shall be deemed to be the headquarters. Accordingly, no TA/DA etc. shall admissible to the trainees for their stay at such place. However, when the trainees are required to be sent for their Headquarters for short duration to other places for work visits, practical demonstration etc. as part of their training; they will be entitled to TA/DA etc. as per rules. For this purpose, any period of stay up to 28 days at a particular outstation shall be treated as short duration visits. In case the stay exceeds 28 days at any one outstation, the Headquarters of the trainees would be deemed to have been changed from previous place to the new place of training.
- 7.2.4.14 When the trainees move from one Headquarters to another, the TA/DA etc. for the journey period will be admissible to them; and they will be entitled to bare journey time only, but no preparation time.
- 7.2.4.15 When the trainees are recalled from outstation to Headquarters at the fag end of their training for final appraisal and placement etc., and if the period of stay at Headquarters during the period of training is not more than 28 days, the same will be treated as on tour and accordingly, TA/DA etc. will be admissible to them.
- 7.2.4.16 If a trainee is sent on official tour other than training TA/DA etc. shall be admissible to him as per his entitlement. Recourse to this provision can be taken only in very exceptional cases with specific approval of Controlling Officer.

7.2.5 MISCELLANEOUS INCIDENTAL CHARGES ON OFFICIAL TOUR.

- 7.2.5.1 The following tour incidental expenses if actually incurred will also be reimbursed on production of receipts:
- i) The excess baggage charges for carrying official records;
 - ii) The expenses on account of official telephone calls (local and trunk) and fax/telex/telegram/phonogram if specifically sanctioned by the Controlling Officer;
 - iii) Any other expenses, not covered hereinbefore, incidental to and incurred during the course of tour, at the discretion of the COO/Dy.COO.

- 7.2.5.2 In exceptional cases, on merits, the COO/Dy.COO may permit employees to travel by a class/mode higher than their entitlement.
- 7.2.5.3 The rate of reimbursement for road journey as well as daily allowance rates as mentioned above under different entitlements may be reviewed annually by the COO with consent of President of Executive Committee who shall have the powers to change the rates subject to a maximum variation of 25% of the prevailing rates on one such occasion, keeping in view the trends in prices of petroleum products, boarding and lodging charges and other relevant factors.

7.2.6 ADVANCE:

- 7.2.6.1 An employee proceeding on official tours outside the District and State may be granted an advance to meet the expenses towards travelling allowance as per his entitlement to the tune of 100% of the anticipated fares for journey(s) and anticipated amount towards daily allowance and conveyance charges for a duration not exceeding 28 days at one time. The request for advance should be made on the prescribed form, duly countersigned by the Controlling Officer.
- 7.2.6.2 In case of advances covered under rules 7.2.6.1, the advance towards journey fare, conveyance charges and daily allowance may be drawn within a period not exceeding 28 (twenty eight) and 60(sixty) days respectively before the proposed date of journey but shall have to be refunded forthwith if the employee is not able to produce documentary evidence to show that the amount of advance has been utilized for the purpose of tickets within 15 days of the drawal of advance.
- 7.2.6.3 An account of advance under this rule shall be rendered by the employee immediately after completion of the journey and in no case later than 30 (thirty) days from the date of completion of return journey, wherever applicable.
- 7.2.6.4 An employee shall not be granted an advance towards travelling allowance under these rules, if he has failed to render the account of advance(s) earlier drawn by him except with the approval of Controlling Officer in each case.
- 7.2.6.5 In case of failure to produce the documentary evidence/account of advance as required, the advance sanctioned shall be recovered from the employee's salary and/or otherwise.

7.2.7 CLAIM

- 7.2.7.1 Claims for reimbursement of travelling allowance in all applicable cases will be entertained only on completion of the return journey, wherever applicable.
- 7.2.7.2 Claims for reimbursement of journey fare (other than IInd Class rail fare) and baggage allowance, wherever applicable,

must be supported with adequate proof of the amount of expenditure incurred such as ticket number/money receipt/ticket folder (in case of air journey).

- 7.2.7.3 All claims for journeys undertaken under these rules should be preferred in the prescribed proforma, within the time limit of 30 (thirty) days as prescribed in rule 7.2.6.3, duly countersigned by the Controlling Officer/supervising authority.
- 7.2.7.4 Claims for reimbursement of traveling allowance after one month will not be entertained normally except with the special approval of COO/Dy.COO, when he is satisfied that non-submission of the claim on the part of an employee was due to reasons beyond his control. .

7.2.8 LOCAL TRAVEL

The provisions of this section shall apply to local journeys performed by the employees at their headquarters in connection with the Society's work as provided hereinafter but shall not apply to local journeys performed by Society's trainees in connection with their training at their headquarters.

NOTE:

- i) In case an employee is deputed to undergo training within a radius of 15 Kms/municipal limits of his headquarters, for a period of more than 28 days on a continuous basis and is normally not expected to get to his place of duty everyday after attending training, the headquarters of the employee concern shall be deemed to have been shifted to the place where he is required to undergo training; and accordingly, s/he shall not be entitled to reimbursement of local traveling expenditure for local journeys performed by him between his residence and the place of training.
- ii) For local journeys performed by an employee, in connection with Society's work, within his normal place of duty such as from his office to temporary/permanent Township etc. by his own conveyance, reimbursement of local traveling expenditure shall be admissible at the rate of Rs. 5 per kilometer for four wheeler and Rs. 2.5 per kilometer for two wheeler as per his/her entitlement.

7.2.8.1 Definition

❖ "Local Journey" means any journey performed by an employee in connection with Society's work within a radius of 15 kms from the headquarters or within municipal limits of the headquarters, whichever is more.

❖ "Local Traveling Expenditure" means the expenses incurred by an employee on local journey and includes conveyance charges.

7.2.8.2 Entitlement

The reimbursement of conveyance charges for journeys performed by the employees of various categories by different means of transport shall be as per the following entitlement, subject to actual.

7.2.8.3 Nature of Entitlement :

Category	Entitlements
Category I	Actual charges by Taxi fare for all types of Vehicle
Category II	Actual charges by Taxi or three wheeler or fare of a single seat in a taxi, where availed, limited to Rs. 8.00 per Km in all cases. Or actual charges of Government approved prepaid Taxi/Auto services.
Category III	Actual charges by Taxi or three wheeler or fare of a single seat in taxi, where availed, limited to Rs. 6.00 per Km in the latter case. Or actual charges of Government approved prepaid Taxi/Auto services.
Category IV	Within 3 Kms – Rs. 20/- Within 4 to 8 Kms – Rs.40/- Within 9 to 15 Kms –Actual Fare of three wheelers/shared taxi, limited to Rs. 4/Km

For journeys to places within municipal limits of the headquarters (including the areas coming under urban agglomeration as notified by the Govt. for the purpose of HRA and CCA from time to time) an employee may choose either of the mode of travel namely rail or road depending upon his convenience; but the reimbursement will be as per actuals restricted to his entitlement.

7.2.8.3 Charges for waiting/halting of taxi/three-wheeler, where unavoidable, will also be reimbursable at the discretion of the respective controlling officer.

7.2.8.4 When the journey, performed within municipal limits commences from and or terminates at residence of an employee, he will be reimbursed actual conveyance charges. In case of journey to outside municipal limits actual conveyance charges will be reimbursed. Provided, however, if an employee is deputed to a place other than the office/place of work on a holiday, and the journey commences from and ends at the residence of the employee, he will be allowed conveyance charges from his residence to the place where deputed and back as admissible.

7.2.8.5 The COO/Dy.COO may permit travel by a mode higher than the entitlement of an employee in the following exception cases:

i) In case of journey commencing from the office/place of work:

Outward journey only, when an employee is required to perform the same on urgent basis;

ii) In case where an employee is directed to perform the official work on urgent basis on his way from residence to office/place of work, for the portion of the journey from the place of visit to office/place of work; and

iii) When the journeys are performed during odd hours and the public transport/entitled mode of transport is not available during such hours.

- 7.2.8.6 The COO/Dy.COO shall have the powers to permit an employee to travel by a mode higher than his entitlement in other special circumstances on merits of individual cases, for reasons recorded in writing.
- 7.2.8.7 An employee who performs local journey shall return to the Headquarters on the same day immediately after the work is over. However, in exceptional cases, if the employee is required to stay overnight, due to lack of availability of transport or the nature of work being such that it could not be completed on the same day, he will be paid daily allowance in accordance with the relevant provisions, subject to the approval of the concerned Controlling Officer.
- 7.2.8.8 The rate of reimbursement for road journey may be reviewed annually by the Chief Operating Officer, who shall have the powers to increase/decrease the rates subject to the maximum variation of 25% of the prevailing rates on one such occasion, keeping in view the increase/decrease in prices of petroleum products, eatables and other relevant factors.
- 7.2.8.9 No advance shall be admissible to meet the likely expenditure in connection with the local journeys.
- 7.2.8.10 For all the journeys performed in a week, a single claim for reimbursement should be preferred.
- 7.2.8.11 Every claim should be preferred in the prescribed proforma, duly countersigned by the Controlling Officer, within a period not exceeding 15 days from the date of completion of the journey(s), beyond which it will not be entertained normally. However, COO may relax the time limit for a further period of 15 days at his discretion in deserving cases. No claim shall be entertained after expiry of the period of one months from the date of completion of the journey(s) and the same shall stand forfeited.

7.2.8.12 Local Travel – Mobility Expense

These norms are applicable in case of the field staff (at DMMU and BMMU) who travel within the place of posting (as defined earlier) on official duty. Those field employees, who possess a motor bike of their own and use it for Project purposes, will be entitled for mobility expense @ Rs 2.50 per km. For this, duly filled log book shall be maintained and produced before the concerned BPMs, DPMs, DTC and SPMs. The maximum limit for reimbursement of mobility expenses will be as per following details.

SI	Categories	Positions	Maximum limit of kilometer traveled per month
1	Category II	DPM	1000
2	Category III	DTC, DTO and BPM	1000
3	Category III	Area Coordinator	800
4	Category IV	Community Coordinator	500

7.2.8.13 Additional Benefits for Female Staff

- a) For female staff, an additional 25% over and above the prescribed rates for lodging would be permissible in case they are traveling alone outside their place of posting.
- b) In cases when they have to stay at work after office hours due to meetings, etc, an official vehicle would be made available to drop them home.

7.2.9 PROVISIONS FOR TRAVEL CLAIM IN CASE OF FOREIGN TOURS

It is expected that only Category I and II staff would travel abroad on official duty. All categories that travel abroad, special provisions may be made as approved by the President of the Society on recommendation of State Mission Director /COO.

The cost of obtaining a visa, and other costs related to travel (travel insurance, etc) would be borne by the Society.

An advance to cover the probable cost of the entire duration of travel would be provided to the staff traveling abroad. An additional amount (not exceeding 20% of the probable cost) would also be given as advance to cover any exigencies.

In case a staff travels abroad on official duty, the travel costs would be covered as per provisions to be notified by the Society.

7.2.10 GENERAL

- 7.2.10.01 Unless otherwise specified, relaxations of any nature as provided under these rules can be approved by the COO, in respect of self-controlling Officers, if any.
- 7.2.10.02 All claims for travelling allowance/local travelling expenditure under these rules are to be preferred with respect to the material facts as regards pay existing at the time when the journeys were undertaken.
- 7.2.10.03 In no circumstances, arrears payment/recovery will be made/effectuated due to increase/decrease in pay for any reason whatsoever subsequent to the submission of claims.
- 7.2.10.04 The President, State Mission Director and Chief Operating Officer is empowered to make amendments to these rules which involve changes of a minor nature.
- 7.2.10.05 In case of any doubt in regard to interpretation of any of the provisions of these rules, the matter will be referred to the President, State Mission Director and Chief Operating Officer whose decision shall be final.
- 7.2.10.06 Incidental expenses incurred while on tour can be self verified for bills up to Rs 100. In such cases, two signatories, have to attest the bill.
- 7.2.10.07 Incidental expenses on account of meetings with field staff, consultants and with other stakeholders is permitted up to a limit of Rs 1000 per trip for SPMs, FO, and Rs 500 per trip for PMs and DPMs.

- 7.2.10.08 The travel claim shall be verified by the controlling officer/supervising authority before submission to accounts for reimbursement/ settlement of travel advance. The claim form once verified and signed, has to be accepted by the accounts. In case of any discrepancy, the accounts shall seek explanation and clarify its reservations from the concerned employee within a maximum of seven working days. This clarification could be sought over the email, phone or in writing.
- 7.2.10.09 Deductions made, if any, have to be informed in writing or through email to the concerned employee giving explanation for the reasons of deductions.
- 7.2.10.10 Any unspent advances will be settled within fifteen working days, or along with the submission of the travel bills to accounts. The accounts should issue a receipt of the amount received.

7.2.11 WORKING HOURS & ATTENDANCE

- a) All MSRLS offices shall be opened from 10.00 hours to 17.00 hours on every working day for official duties. However the nature of work may require different working hours at times and hence office timings could be flexible across individuals and locations.
- b) Lunch interval for an employee shall be from 1:15 to 1:45 pm.
- c) An attendance register must be kept in every office, in which the time of arrival and departure of all staff of the MSRLS should be written, with his/her signature. In case a staff is on official tour or leave, the attendance register will be marked “T” or “L” by a person authorized by Head of office.
- d) A monthly statement showing attendance and leave taken by staff if any would be prepared for all locations and maintained with the accounts unit at the head office for accounting purpose / Earned Leave and Casual leave Software may be prepared.

8. PERFORMANCE MANAGEMENT SYSTEM

8.1 Objectives of Performance Management System

Performance management is an integral part of a comprehensive human resource management strategy. Its objective is to maximize staff performance and potential with a view to attaining organisational goals and enhancing overall effectiveness and productivity. A performance management system aims: -

- ❖ **To enhance Performance of individuals/Teams/ and thus help achieve Project objectives.** Projects formulate strategies and objectives to support their vision, mission and values. To achieve these broad objectives, the teams have to turn them into specific objectives and targets for the districts, and subsequently individual job objectives and targets for implementation. Performance Management acts as a tool to define and focus on critical elements on which the overall performance of the organization depends.
- ❖ **To enhance self esteem of the staff by rewarding performance** The staff performance management system provides a mechanism to monitor and evaluate staff/ team performance. Performance objectives are set at the beginning of the performance management cycle through open discussion between the Project Management and the teams. Progress is

monitored regularly and feedback from staff is collated to help clarify objectives and output expectation; and to enhance performance. Teams which perform are then recognized and rewarded for their achievements. Thus the system should also be seen as a tool for enhancing the self esteem of the performing employee and to bring in a culture of healthy competition to perform.

- ❖ **To identify gaps in performance and pave way for future capacity building** The performance management system serves as a multi-purpose management tool. It provides valuable information to help identify gaps in performance and hence training needs of staff/ teams to develop their potential further.

8.2 Guiding Principles of Performance Management System

- (i) As far as possible, the System should be based on clear and simple Key Performance Areas (KPA), each of which will be defined with Key Performance Indicators (KPI). These should be linked with the action plan for the State/ District/ Block Levels.
- (ii) The methods of verification of Key Performance Areas should be developed to make the process transparent.
- (iii) The system should look at the team as a unit of assessment as well. The rewards should be based on the performance of the individual as well as that of the team.

8.3 Measuring Performance

What would be assessed? (Key Result Areas)

The Project Implementation Plan lists three broad objectives for the Project. There are a number of activities which would be performed to achieve these three broad objectives. These are:

- i. Building and strengthening inclusive Organizations of the Poor
- ii. Improving their access to credit & Livelihoods Opportunities
- iii. Supporting capacity enhancement of public, private and non governmental service providers for credit & livelihoods support services for Poor & their organizations.

The Performance Management System would focus on monitoring the performance of the Project on these three broad objectives which would be the basis of defining the Key Result Areas for the staff. To deliver these, efficient business processes have to be defined and implemented. The Performance Management system would also monitor how well the business processes are conducted.

The role of the district and the state teams are more in the realm of building the capacity of the rest of the staff, ensuring technical resources are available to the Block and the Village institutions, while the key role of the Block Teams is 'action' which will be measured to assess performance.

From these broadly defined objectives, the Project would prepare Annual Action Plans. From these plans, indicators on which performance would be measured would be developed. Thus a new set of KPIs would be developed every year, once the annual

action plan for the project has been finalized. The process for developing the KPIs for Year 2 and every subsequent year has been indicated in the section - Actionalizing Performance Management System. The schedule assumes a January to December cycle annually, so that increments could be announced by end of March for the next financial year.

How will Performance be assessed?

Performance assessment would be done mainly through two sources.

- a. By collecting secondary data from the MIS Reports. As far as possible, all quantitative data related to performance (viz. no. of groups formed, amount of money disbursed etc) would be collected directly from the Monitoring & Evaluation System of the project.
- b. Through assessment of quality by collecting data directly from the field. This would entail field visits and meetings, getting data from minutes books of people's institutions promoted etc.

In case the project envisages incorporating other systems like Process Monitoring, community score cards etc, the qualitative data could be sourced from these reports to obtain data regarding performance.

Who will be assessed?

All staff working in the project including those on deputation would be assessed. Apart from measuring individuals, team performances too would be assessed.

Defining the Team:

The Block Team would consist of the following:

- 1 Block Project Manager
- 2 Area Coordinators
- 3 Community Coordinators
- 4 Accountant cum Office Assistant

The District Project Implementation Unit team would consist of the following

- 1 District Project Manager
- 2 District Training Coordinator
- 3 District Training Officer
- 4 Functional Specialist

The State Project Management Unit Team would consist of the following

- 1 State Mission Director.
- 2 COO cum Project Director
- 3 Dy. COO cum Resource Mobilisation & Administration.
- 4 State Project Manager – Monitoring & Evaluation , Learnings.
- 5 State Project Manager - HRD
- 6 State Project Manager – Microfinance
- 7 State Project Manager – Institution & Capacity Building
- 8 State Project Manager – Communication
- 9 State Project Manager – Livelihoods
- 10 State Project Manager – Social Development
- 11 Project Manager – Microfinance
- 12 Project Manager – Institution & Capacity Building
- 13 Project Manager – Communication
- 14 Project Manager – Livelihoods
- 15 Project Manager – Social Development
- 16 Finance Officer
- 17 Accounts Team – comprising Cashier and Accountant
- 18 Administrative Team – comprising Office Assistant, Procurement Assistant, Data Administrator, PA cum Steno and DTP Operator
- 19 System Analyst

Additional posts created during the Project, would be added to the respective teams.

Define Performance Year

The period of January 1 to December 31 of a calendar year is defined as the performance year. Since the financial year is from April 1 to March 31, the lead-time between January 1 to March 31 can be the period when all appraisals are completed in the organization and necessary advice be passed on to the finance section for award of performances.

Identifying Key Persons for coordinating Performance Management

A key person is needed to anchor the system at the State as well as the District Level. The SPM – HR, PM – HR and the DPM would be the key persons responsible for managing the Performance Management System. These persons would be responsible for collating all the necessary data for performance appraisal.

8.4 Actionalizing Performance Management System

The table below identifies steps through which the Performance Management System would be implemented.

S No	Component	Process	Key Responsibility
1	Identification of KPIs ¹⁰ (for the Assessment Period)	Step 1 : Finalization of Project Action Plan	Dy. COO & F.O
		Step 2 : Finalizing KPIs at all levels through regional workshops (quantitative & qualitative, individual & team performance)	Dy. COO & SPM - HRD
		Step 3: Official communication of final KPIs across levels	Dy. COO, PM - HRD & DPMs
2	Performance Assessment	Step 1 : Consolidation of quantitative indicators for each from MIS data.	PM - HRD & DPMs (for dist level)
		Step 2a : Formation of teams for qualitative assessment of performance of Field Teams. Team Leader for each team assigned.	SPM - HRD and AO
		Step 2b : Qualitative assessment of performance.	Respective Team Leader
		Step 3 : Consolidation of scores	PM – HRD DPMs (for dist level)
		Step 4a : Forming appraisal teams for personal appraisal interviews.	Dy. COO & SPM – HRD
		Step 4b : Personal Interview with the appraisee. Submission of Final Appraisal Report	Team Leader of appraisal interview.
3	Identification of Capacity Building Needs	Step 1 : Analysis and consolidation of areas identified as weak/average. This could be done at two levels – i) Team based (Field Teams, DMMU, SPMU) or ii) Position based (Team Leaders, Area Coordinators, DTOs, etc)	Dy. COO & SPM – HRD
		Step 2 : Communicating CB needs to the SPM – I & CB for initiating CB initiatives	Dy. COO & SPM – HRD
4	Rewarding	Step 1 : Categorizing staff based on performance for monetary reward.	Dy. COO & SPM – HRD
		Step 2: Finalizing non monetary rewards	Dy. COO & SPM – HRD
		Step 3 : Organizing Performance Rewards Function for recognizing and awarding the performers	Dy. COO & SPM – HRD

Component 1 : Identification of Key Performance Indicators

As indicated earlier, the Key Result Areas and Key Performance Indicators would flow from the Overall Project Objectives and Annual Action Plan for the year. Defined and refined time to time by the Society in the aegis of the Project The reference design of KPIs for staff at BMMU, DMMU and SPMU are provided in **Annexure 5A**. These KPIs will vary from time to time as per progress in the project and changing role of the project staff. Hence the annual KPIs will finally be prepared in the beginning of the each project year. The and SPM – HR will be responsible for preparing the KPIs in consultation with team and COO.

Component 2 : Performance Assessment

Most of the indicators can be measured by the data provided by the MIS system of the Project. It would be the responsibility of the PM- HRD to obtain the necessary data needed for performance assessment from the MIS system.

It would be the responsibility of the SPM – HRD to compile data from any other source in case required.

The Field Team assessment scores would be compiled and shared with them by the concerned DPC along with one representative from the SPMU.

Component 3 : Identification of Capacity Building Needs

The appraising team would identify areas of growth and capacity building for staff based on the performance and data from one to one interaction. Areas in which performance is below 60% could be explored for further capacity building. This could be done at the time of the Personal Interview with each staff for reviewing Performance Appraisal Scores.

These would be consolidated by the DPC (for all Block Teams) and PM – HRD (for all DMM and SMMU staff). The areas emerging as capacity building needs would be shared with the SPM – CB and a plan to address the gaps will be developed and approved by the COO.

8.5 Qualitative Assessment

In case where a system is not functional through which data on quality of performance can be assimilated, an alternative design of assessing quality of work done would be taken into consideration.

The quality of the institutions (SHGs, Federations, Producer Groups etc.) formed among the community and the strength of the livelihoods promoted would also be assessed. At least 5% (or 10, which ever is lower) of the Institutions promoted should be visited by the assessment team to look at quality of work done. The design principles followed include

- 1 Prioritizing parameters according to the goals of the project.
- 2 Identifying source of data to assess and verify performance
- 3 Developing a range of scores to assess quality
- 4 Defining each score to assist panelists and standardize across Districts.

Annexure 5B provides a reference format for the assessment of quality of SHGs, Federations, and Producer Groups promoted by the Block. This format may be revised as per need and field situation with consent of the COO.

Assessment Team and the Procedure A team of 3-4 persons comprising one SPM, One DPM, One PM, one Block Project Manager (two leaders of well performing community institutions may be included as part of the assessment team in later years) would be formed for assessment. This Assessment team should comprise of staff from another Project district/s (than the district for which assessment is being made). They should visit a sample of 5% (or at least 10 institutions SHGs/Federations/Producer Groups) of the institutions promoted. Each team member should give her/his own score on the sheet. Once the field visits are completed, a consolidated score from all the team members should be developed, and scores awarded to the Team.

The scores of quantitative as well as qualitative assessment would be consolidated to arrive at one final score for the individual/team. Based on this score the performance would be rewarded.

Annexure 5C provides a format for consolidation of scores.

8.6 Rewarding Performance

A combination of monetary and non monetary incentive system based on performance would be awarded. The details are provided below.

8.6.1 Monetary Incentive

The following monetary incentives as “**Annual Performance Pay**” will be provided.

SI	Performance Score	Score According to Grade	Incentive
1	Those scoring overall Grade ‘A’	Target Achievement 100% or above	15% of remuneration their total
2	Those scoring overall Grade ‘B’	Target Achievement 91 – 99%	10% of remuneration their total
3	Those scoring overall Grade ‘C’	Target Achievement 75 – 90%	5% of remuneration their total
4	Those scoring overall Grade ‘D’	Less than 75%	No performance incentive

9 CAPACITY BUILDING NEEDS ASSESSMENT

- i) **Recognition:** Three best performing Block Team Shield the project will be across instituted and awarded. The basis for selection would be the overall performance score. (in case of a tie, the SPMU would make the judgment).
- ii) Similarly a best performing DMMU Shield would also be instituted. These awards will be presented to the best teams in an event organized for the entire Project.
- iii) The best performing BMMU/DMMU/SPMU team members can be nominated and sponsored to attend short term courses such as MDP (management development programmes) at institutions such as IIMs, IRMA, NIRD, XLRI etc. The decision on this can be taken by the COO.
- iv) In case of a member/ team is awarded an overall 'A' Grade for two consecutive years, s/he (or the entire team) could be sent for an exposure visit outside the state. The decision on this can be taken by the COO.
- v) Further incentives will be designed by COO as and when required.

MSRLS would endeavour to build the capacity of its staff from time to time in order to promote personal growth of the staff as well as improve the quality of work within the Project. A Capacity Building strategy is being put in place which would ensure that all staff operates at the optimal skill and knowledge levels as required by the Society. All staff would undergo the induction programme as well as various capacity building programmes designed for staff at various levels. These would include exposure visits to other similar Projects.

Moreover, to focus on the growth of the individual, MSRLS would try and identify the strengths and the areas which could be further improved. These areas of growth would be identified from the following:

- 9.1 The Performance Management System identifies the key result areas of each staff. Those indicators in which the staff has scored low would be identified from the KPIs. Accordingly capacity building programme would be proposed and executed by SPM – HR.
- 9.2 As part of performance assessment, a one to one interaction with the staff is proposed. All areas identified, would be presented and discussed with the staff during this interaction. Based on this, areas of capacity building would be identified and appropriate programmes would be designed by SPM - HR in consultation with SPM - Capacity Building.

The SPM - HR would follow up with the SPM - Capacity Building or Training Cell to ensure that the required inputs as identified are provided to the staff.

10 GRIEVANCE REDRESSAL SYSTEM

MSRLS recognizes that grievances are incidental to the work environment and that they need to be positively addressed and resolved. A Grievance Redressal Mechanism has been formulated towards providing a channel to staff across all levels for expressing a grievance and seeking quick redressal.

The Grievance Redressal Mechanism has the following precepts:

- ❖ That every grievance needs to be heard and resolved
- ❖ That redressal delayed implies redressal denied
- ❖ That the mechanism is not an alternative for the normal official channels, but an additional channel for staff to seek redressal for their grievances when the official channel fails to provide quick and satisfactory responses.

10.1 Definition of Grievance

It is a cause or source of grief or hardship or burden or distress. In the context of the work environment, the aforesaid may be of various types such as:

- 1 Those related to terms of service and benefits and their interpretations. Examples under this category would be issues related to leave, working beyond normal hours, workload etc.
- 2 Those related to the work environment. Examples under this category would be issues related to cleanliness of premises, space for functioning, furniture etc
- 3 Those relating to interpersonal relationships, discipline and conduct of colleagues
- 4 Those related to Sexual Harassment
- 5 Others not falling under the above mentioned categories.

A nodal person from within the team at the state as well as at the district level would be identified who could be approached by all other for lodging their grievance. This person could be nominated by the SMD/COO.

A three to four member committee to settle grievances should be constituted at the district (District Grievance Redressal Committee) as well as at the state level (State Grievance Redressal Committee). At district level, PM – HRD and the nodal person (of the concerned district) should be as members in the committee. Other member/s could be nominated by the COO. At state level there should be SPM – HRD and the nodal person (at the state level) as its members. Remaining member/s could be nominated by COO. At least one person in the each of the committees should be a woman.

Each of the committees would maintain grievance lodging register which would be kept with the concerned nodal person. An acknowledgement of the lodged grievance would be issued (in writing or through mail) by him/her within an hour of its receipt. There should be a separate minute's book with each of the committees where all proceedings of meeting among members would be recorded.

Step 1 :

The person lodging a grievance shall have to provide all the details of the same to the nodal person. This could be done through a letter, email or any written communication. In case of immediate attention, s/he could be contacted over phone, but a written confirmation should follow.

Step 2 :

For grievance emerging at BMMU and DMMU level.

The nodal person would first determine whether the grievance relates to local issues or staff or to the policies of the Society.

In case the grievance relates to local issues or staff, the nodal person would determine whether it could be handled by the District Grievance Redressal Committee or whether it should be referred to the State Grievance Redressal Committee. In case the grievance can be handled by the District Grievance Redressal Committee, the nodal person would make a reference to it and place it before the committee within two days of the receipt of grievance. The District Grievance Redressal Committee would convene, look into the grievance and resolve it within ten days of the referral of the grievance. The Committee would also give a confirmation report to the State Grievance Redressal Committee through SPM – HRD and the nodal person.

In case, the District Grievance Redressal Committee fails to resolve the issue, or the grievance is beyond it, the same should be referred with note by the nodal person to the State Grievance Redressal Committee within the prescribed period of five days.

All other issues (including those that cannot be resolved by the District Grievance Redressal Committee) would be referred to the SPM – HRD by the nodal person. The SPM - HRD would place the matter before the State Grievance Redressal Committee with the requisite details. The State Grievance Redressal Committee would look into the matter and resolve the issue within a period of five days of the receipt of the reference and confirm the same to the nodal person who had referred the grievance.

Staff at SPMU level would log their grievance directly to the state nodal person. The nodal person would refer the issue with his/her note to the State Grievance Redressal Committee. The State Grievance Redressal Committee would look into the matter and resolve the issue within a period of ten days of the receipt of the grievance.

10.2 Sexual Harassment

In India, “sexual harassment” is defined as any unwelcome sexual determined behaviour (whether direct or by implication) such as

- ❖ Physical contact or advances
- ❖ A demand or request for sexual favours
- ❖ Sexual coloured remarks
- ❖ Showing pornography
- ❖ Any other unwelcome physical, verbal or non-verbal conduct of a sexual nature.

Thus direct or implied request by any staff for sexual favours in exchange for actual or promised job benefits such as favourable reviews, salary increases, promotions, increased benefits or continued employment constitutes sexual harassment.

Unwelcome sexually determined behaviour shall include but not be limited to the following instances

- a) Where submission to or rejection of sexual advances, requests or conduct is made either explicitly

- or implicitly a term or condition of employment or as a basis for employment decisions or
- b) Such advances, requests or conduct (whether direct or implied) have the purpose or effect of interfering with an individual's work performance by creating an intimidating, hostile, humiliating or sexually offensive work environment.

11.DISCIPLINARY CONTROL SYSTEM

11.1 Introduction

Disciplinary action is warranted only in a situation wherein an employee commits any act of misconduct. The objective of a disciplinary action is to inform the employee the type of behavior desired. It is also expected to act as a deterrent for others.

All lapses, acts of misconduct, fraud, neglect of duty, indiscipline, discourtesy, insubordination, general inefficiency and contravention of any official instructions or directions already issued or that may be issued from time to time can therefore be dealt with disciplinary action. These acts mentioned above are illustrative and other acts as defined by the Society could be included later on.

Misconduct is an act which is inconsistent with the fulfillment of expressed or implied conditions of service. It has a material bearing on the smooth and efficient working of the Society or which is otherwise considered a criminal act by the law of the country.

An act of misconduct can be broadly classified as follows.

- a) Minor acts of misconduct – acts of misconduct which are not of a serious nature.
- b) Major acts of misconduct – acts of misconduct which are of a serious nature

Examples of those classifications are given in **Annexure - 6**

11.2 Action by authorized officers

The power of dismissal and disciplinary control of employees of MSRLS is vested with the Executive Committee. The MSRLS may delegate its disciplinary powers to the COO and Dy. COO.

In the case of minor acts of misconduct

- (i) The employee may be cautioned verbally and an entry made in his or her personal record.
- (ii) If the offence requires more than a verbal caution, the authorized official may call upon the concerned employee to furnish

his or her explanation in writing and caution or advice.

In the case of major acts of misconduct, where the Society considers that the interest of the Society is adversely affected, the employee would be relieved of his or her duties without any notice once he is found guilty of it.

Where disciplinary action is contemplated against a staff of the Society, a preliminary investigation would be conducted to ascertain the facts fully and collect necessary evidence in the act of misconduct. Preliminary investigating officer shall not be below the rank of accused officer. COO will appoint the preliminary investigation officer in all cases where the accused officer is below his/her rank.

The list provided in indicative and other provisions may be added as and when necessary.

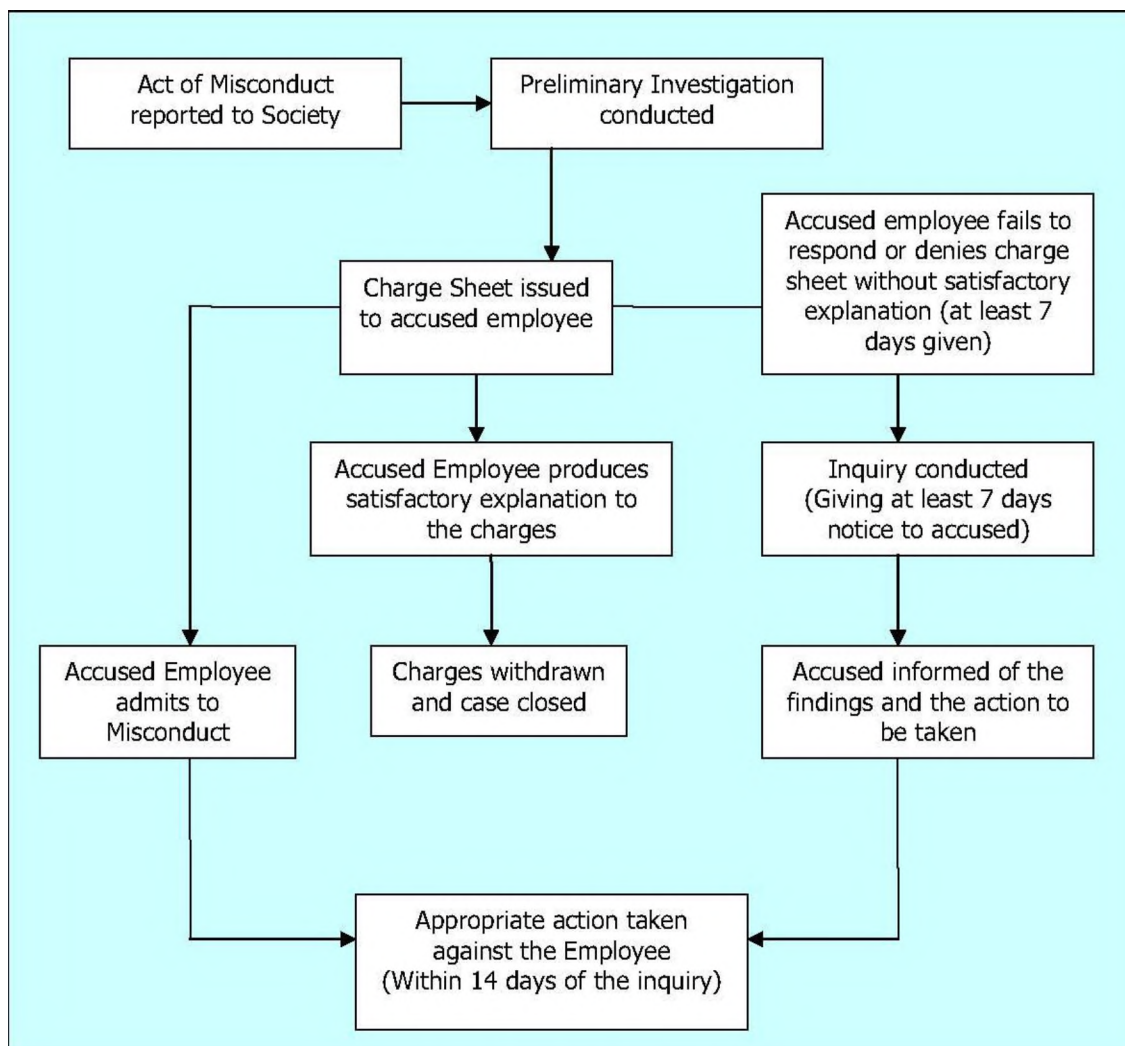
Such preliminary investigation can either take the form of asking witnesses to furnish their own written statements or of a person in authority recording their statements and having them signed by witnesses in question.

On receipt of preliminary investigation report, if the COO is of the opinion that prima facie evidence exists against the employee and that is sufficiently serious to warrant dismissal, then s/he may be asked to proceed on leave without pay.

If a prima-face case against the staff is disclosed in such a preliminary investigation he or she will be issued a charge sheet. The accused officer is expected to reply to the charge sheet within a stipulated period (between one to two weeks). If s/he fails to submit an explanation to the charge sheet within that period, it will be deemed that s/he has no explanation to offer and action will be taken accordingly.

In the case of employees below the rank of COO, disciplinary authority shall be the COO. Officers who may be delegated to exercise disciplinary power under this disciplinary procedure are described in

Appendix 7 Sequence of actions for conducting a disciplinary process is given below.



The disciplinary order made by the Disciplinary Authority should contain

- a) Whether the officer is guilty of each charge and
- b) Punishments imposed in respect of charges of which the accused officer is found guilty.

All acts of misconduct or lapses by employees should be brought to the notice of the relevant authority as soon as possible by the officer holding supervisory or administrative authority over the employee or officer concerned.

Failure to report such instances by officers holding supervisory or administrative authority also amounts to misconduct calling for disciplinary action against the staff holding supervisory and/or administrative authority over the concerned staff.

12 COMMUNICATION

12.1 Disclosure of Information

An employee of the MSRLS shall not, except in the proper course of his duties, whether of a general nature or special nature, divulge to any unauthorized person or body any information relating to administration, programme of work, experiment or any other information concerning the business or finance of MSRLS.

No employee of MSRLS shall be in possession of any minute or document circulated within the Society for any purpose other than those conveyed to him/her for his/her information, compliance or action.

An employee is prohibited from making use of any unpublished or confidential information made known to him in the normal course of his work within the Society for any purpose other than his normal duties.

An employee shall obtain prior approval from the COO in writing for any publication of any book or article or any other work, subject matter of which is connected to the official functions of the Society

An employee shall not release any information to media and /or be involved in any interview with media without explicit approval of the COO of the Society.

12.2 Relationship with outside organizations

An employee shall not engage in any outside occupation which is likely to affect the proper discharge of his duties as an employee of the Society.

No employee may be actively associated with the management of, or hold a financial interest in any business concern, if it were possible for him to benefit from such association or financial interest by reason of his employment in the Society. However, an employee is not debarred from holding shares in a public company unless such holding amounts to controlling interest of such company.

An employee shall not accept any favour or a gift for any services rendered by him on behalf of the Society without explicit approval of the COO.

12.3 Channel of Communication

Reports or any submissions to the senior management or to outside parties for official business should be made through the immediate supervisory officer unless explicit approval has been obtained from the COO to deviate from the normal channel.

Correspondence must follow the norms and standards as laid down.

12.3.1 Letters

- i) All letters received must be marked when received with a date and time stamp by the reception.
- ii) Official letters/communication from MSRLS may be done by the COO or the nominated officers only. If any other member of staff needs to issue a letter/fax, the relevant officer should initial these communiqués on the office copy, before it is sent out. A minimum of one copy needs to be kept in the Office File. As far as possible standard paper, fonts, colour etc should be used for all external communication.
- iii) Signatory – All letters must be approved / signed by the relevant Authorized personnel.

12.3.2 Faxes

- i) All faxes should be replied (if warranted) within 24 hours of receipt.
- ii) Outgoing faxes should be filed in the relevant project file together with the Sending Receipt.

- ❖ All faxes must be sent with a Fax Cover as given in standard fax cover sheet.
- ❖ If the Fax is short or informal, you may write the message on the Cover Sheet itself.
- ❖ Once a fax is sent, a delivery notice must be attached to the original Fax (or copy if the original is sent by post) and then filed in a project folder
- ❖ All faxes must include the disclaimer notice

12.3.3 E-mail

- i) All e-mails should be acknowledged within the course of the business day, if received within normal business hours. If e-mail is received after working hours, this is deemed to have been received the next working day.
- ii) Staffs are requested to use the Auto reply function when out of the office for a length of time that would prevent adherence to the policy (i.e. training days, leave etc). Alternatively, staff should allow access to their inboxes to other staff member for review and supervision.
- ii) All important e-mails (e.g those which announce change in rules/ policies, grant/seek approval or authorizes action in anyway), should be printed and filed.
- iii) Signature must be added in the format as given in standard e mail signatory
- iv) All e-mails must include the standard disclaimer notice

13 PROFESSIONAL CONDUCT & ACCOUNTABILITY OF STAFF

All employees at MSRLS shall live up to the highest standards of conduct, accountability, and performance. The following are guiding principles by which all staff of MSRLS shall adhere to.

- 13.1** S/he will behave in a disciplined manner in all our interactions with colleagues and outsiders.
We will operate on basis of trust and mutual respect.
- 13.2** S/he will not indulge in any activities prejudicial to the interests and reputation of the Society.
We will abide by all the Society rules and regulations.
- 13.3** S/he will show respect to the dignity of all our colleagues, particularly women, minorities, differently abled and other marginalized groups. We will not use authority to undermine a colleague's sense of pride or dignity.
- 13.4** S/he will show due frugality in the matter of use of all resources (funds and assets) at our disposal. We pledge that dereliction in rendering accounts will be treated as a serious breach of professional misconduct.
- 13.5** S/he will not have commercial dealings of MSRLS with parties in whom we, our friends or colleagues have a direct financial interest or connection, or indulge in any dishonesty with its funds and works, or act in a way which will procure undue enrichment for us or others.
- 13.6** S/he will not engage in outside employment or reveal any confidential information relating to MSRLS work to any outsider, nor defame MSRLS or a colleague.
- 13.7** S/he will not smoke in the work place in the interests of the good health and working comfort of all our colleagues and visitors.
- 13.8** S/he will not indulge in substance abuse, or the excessive use of alcohol or drugs.
- 13.9** S/he will endeavour to behave in a manner befitting MSRLS , its values and mission.
- 13.10** In the event that s/he does not observe the code of conduct, in its full meaning, or indulge in unacceptable standards of work, action of behaviour, s/he will render themselves liable to disciplinary action.

Annexure 1a

Staff Contract Format for MSRLS

AGREEMENT OF CONTRACT APPOINTMENT

This agreement is made on, **BETWEEN**Meghalaya State Rural Livelihoods Society (herein referred to as Society),(address)

AND

Ms/ Mr. (herein referred to as employee), aged about..... and residing at(address)

WHEREAS

MSRLS has selected Mr/Ms..... her/his services through an approved selection process by Executive Committee of MSRLS

NOW THEREFORE THE PARTIES HEREBY AGREE AS FOLLOWS:

- 1 The Society hereby engages the employee to render his/her services, as (name of position) as entrusted by its CEO, or any other officer authorized by the COO from time to time.
- 2 The employee would be assigned for the Meghalaya State Rural Livelihoods Society being implemented by the Society. In the event of the project being transferred to any other Society or the Project at a later date, the services of the employee would be transferred to the said Society or the Project.
- 3 The appointment of the employee has been made on a clear understanding that s/he has supplied all necessary information to enable the Society to judge his/her fitness for the job and that the information provided by the employee is true to the best of his/her knowledge and belief. Should it be found later that the employee has given wrong/ insufficient information or misrepresented the facts; the services of the employee would be terminated immediately.
- 4 The employee would report to(name of Reporting Officer with Designation)
- 5 The Employee will be on probation initially for three months. The period of probation can be extended for a further period of three months at the sole discretion of Society. During the probation period, services of the employee can be terminated without any notice period.
- 6 The position offered to the employee is on contract extending not more than three years from (the date of signing this agreement) to..... . The Society might rescind the contract if the performance of the employee is found unsatisfactory.

MSRLS Human Resource Manual - Annexures

1 This appointment can be terminated by the Society by giving the employee one month's notice in writing or payment of one month's remuneration in lieu thereof. The employee may also terminate this appointment by giving one month's notice to the Society in writing or payment of one month's remuneration in lieu thereof. The Society may also terminate this agreement in the event of 7 days or more continuous absence from duty.

2 That the Society, during the continuance of the service of the employee would pay as remuneration a sum of Rs Per annum. The break up is as follows

3 The employee would be entitled to an increment of 5% on total remuneration after completed every year of service in the Society. This increment could be revised by the Executive Committee of the Society.

4 Apart from the sum mentioned in Clause 8, the employee would be entitled TA/DA allowances as per the Society Rules and Guidelines of the Society.

5 The employee will not be entitled to get his/her salary if s/he willfully neglects or refuses or from other cause be unable to perform any of the duties under this agreement. The Society may suspend employee's salary with giving sufficient reason during such neglect, negligence or inability as aforesaid and may further terminate engagement.

6 The employee would be entitled to a total of 36 days of leave, in addition to one day weekly off on Sundays for one year of completed service or on a pro-rata basis. The break up the leave is as follows:

1	Monthly Pay	
	i. Base Pay	
	ii. PF	
	iii. HRA	
	iv. Project Allowances	
2	Annual Performance Pay (0-15%)	

12.1. Casual Leave: 12 days per annum

12.2. Earned Leave : 24 days per annum

The employee would also be entitled to National Holidays, and other festival holidays as per provision made by Government of Meghalaya.

1 The employee would not be entitled to any other benefits except those mentioned above, and others, if any, as per HR Policy of the Society.

2 The employee will have to provide the fidelity Guarantee Insurance Policy of an assured sum of Rs. 20,000/- from a reputed Insurance firm or company for employee's good conduct and for his/her due performance as per this agreement.

The employee will have to execute this within 45 days of joining.

- 3 The employee could be transferred to any of the Project Districts of the Society as and when necessary keeping in view the nature of work assigned and in the best interests of the Society.
- 4 Apart from work in office, the employee can be called upon to perform field duties as and when required by the Society.
- 5 The employee would not be allowed to take up any part time/ full time employment or assignments elsewhere or do any business during the period of the contract with the Society. If the employee engages herself/himself in such employment, this contract will be automatically terminated.
- 6 While in contract with the Society or at any time thereafter, the employee shall not divulge any information or knowledge gained and acquired by her/him during the period of contract which could be detrimental to the interests of the Society.
- 7 The title rights, copyrights and all other rights of whomsoever nature in any material produced by the Society under the period of this contract shall be vested exclusively in the Society, unless otherwise vested in Government by virtue of project document etc.
- 8 During the period of contract, the employee shall not stand for election as Member of a Legislative Assembly, Member of District Council, Member of a Municipal Committee, Municipal Corporation, District Board, Panchayat or any other legislative body.
- 9 The employee would conduct herself/himself at all times with full regard for the purposes and principles of the Society and in a manner befitting her/his relationship with the Society under the contract. The employee will avoid any action and in particular any kind of public announcement which may adversely reflect on that relationship, or on integrity, independence and impartiality which are required by the relationship. The employee will not accept any favour, gift or remuneration from any source external to the Society without first obtaining its approval.
- 10 Notwithstanding anything contained herein before, rules, regulations, bye-laws, instructions, lawful orders, etc. as and when framed and issued by Society relating to the conditions of the service and additions, amendments, modifications, alterations, etc made in the said conditions of service from time to time shall apply to the employee irrespective of whether these matters are provided for herein or not.

IN WITNESS WHEREOF, the parties hereto have caused this contract to be signed in their respective names as of the day and year first above written.

ForMSRLS

Signature of the Staff

(Authorized Representative)

Witnesses:

1.

2.

Annexure 1b

Staff Contract Format for MSRLS

AGREEMENT OF CONTRACT APPOINTMENT

This agreement is made on, **BETWEEN** Meghalaya State Rural Livelihoods Society (herein referred to as Society),(address)

AND

Ms/ Mr. (herein referred to as employee), aged about..... and residing at(address)

WHEREAS

MSRLS has selected Mr/Ms..... her/his services through an approved selection process by Executive Committee of MSRLS

NOW THEREFORE THE PARTIES HEREBY AGREE AS FOLLOWS:

- 1 The Society hereby engages the employee to render his/her services, as (name of position) as entrusted by its COO, or any other officer authorized by the COO from time to time.
- 2 The employee would be assigned for the Meghalaya State Rural Livelihoods Projects being implemented by the Society. In the event of the project being transferred to any other Society or the Project at a later date, the services of the employee would be transferred to the said Society or the Project.
- 3 In case the services of the employee are required for a Community Organisation in future, his/her services may be transferred to such organization. In that case, the existing contract with the Society would be concluded¹.
- 4 The appointment of the employee has been made on a clear understanding that s/he has supplied all necessary information to enable the Society to judge his/her fitness for the job and that the information provided by the employee is true to the best of his/her knowledge and belief. Should it be found later that the employee has given wrong/ insufficient information or misrepresented the facts, the services of the employee would be terminated immediately.
- 5 The employee would report to(name of Reporting Officer with Designation)

¹ Only in case of Community Coordinators

1 The Employee will be on probation initially for three months. The period of probation can be extended for a further period of three months at the sole discretion of Society. During the probation period, services of the employee can be terminated without any notice period.

2 The position offered to the employee is on contract extending not more than three years from (the date of signing this agreement) to..... . The Society might rescind the contract if the performance of the employee is found unsatisfactory.

3 This appointment can be terminated by the Society by giving the employee one month's notice in writing or payment of one month's remuneration in lieu thereof. The employee may also terminate this appointment by giving one month's notice to the Society in writing or payment of one month's remuneration in lieu thereof. The Society may also terminate this agreement in the event of 7 days or more continuous absence from duty.

4 That the Society, during the continuance of the service of the employee would pay as remuneration a sum of Rs per annum to the employee. In addition to that the Society would make contribution in provident fund for the employee.

5 The employee would be entitled to an increment of 5 % on total remuneration after completed every year of service in the Society. This increment could be revised by the Executive Committee of the Society.

6 Apart from the sum mentioned in Clause 8, the employee would be entitled TA/DA allowances as per the Society Rules and Guidelines of the Society.

7 The employee will not be entitled to get his/her salary if s/he willfully neglects or refuses or from other cause be unable to perform any of the duties under this agreement. The Society may suspend employee's salary with giving sufficient reason during such neglect, negligence or inability as aforesaid and may further terminate engagement.

8 The employee would be entitled to a total of 36 days of leave, in addition to one day weekly off on Sundays for one year of completed service or on a pro-rata basis. The break up the leave is as follows:

13.1. Casual Leave: 12 days per annum

13.2. Earned Leave : 24 days per annum

The employee would also be entitled to National Holidays, and other festival holidays as per provision made by Government of Meghalaya.

1 The employee would not be entitled to any other benefits except those mentioned above, and others, if any, as per HR Policy of the Society.

2 The employee will have to provide the fidelity Guarantee Insurance Policy of an assured sum of Rs. 20,000/- from a reputed Insurance firm or company for employee's good conduct and for his/her due performance as per this agreement. The employee will have to execute this within 45 days of joining.

- 3 The employee could be transferred to any of the Project Districts of the Society as and when necessary keeping in view the nature of work assigned and in the best interests of the Society.
- 4 Apart from work in office, the employee can be called upon to perform field duties as and when required by the Society.
- 5 The employee would not be allowed to take up any part time/ full time employment or assignments elsewhere or do any business during the period of the contract with the Society. If the employee engages herself/himself in such employment, this contract will automatically terminated.
- 6 While in contract with the Society or at any time thereafter, the employee shall not divulge any information or knowledge gained and acquired by her/him during the period of contract which could be detrimental to the interests of the Society.
- 7 The title rights, copyrights and all other rights of whomsoever nature in any material produced by the Society under the period of this contract shall be vested exclusively in the Society, unless otherwise vested in Government by virtue of project document etc.
- 8 During the period of contract, the employee shall not stand for election as Member of a Municipal Committee, Municipal Corporation, District Board, Panchayat or any other legislative body.
- 9 The employee would conduct herself/himself at all times with full regard for the purposes and principles of the Society and in a manner befitting her/his relationship with the Society under the contract. The employee will avoid any action and in particular any kind of public announcement which may adversely reflect on that relationship, or on integrity, independence and impartiality which are required by the relationship. The employee will not accept any favour, gift or remuneration from any source external to the Society without first obtaining its approval.
- 10 Notwithstanding anything contained herein before, rules, regulations, bye-laws, instructions, lawful orders, etc. as and when framed and issued by Society relating to the conditions of the service and additions, amendments, modifications, alterations, etc made in the said conditions of service from time to time shall apply to the employee irrespective of whether these matters are provided for herein or not.

IN WITNESS WHEREOF, the parties hereto have caused this contract to be signed in their respective names as of the day and year first above written

ForMSRLS

Signature of the Staff

(Authorized Representative)

Witnesses:

- 1.
- 2.

Annexure 2

Guiding Questions for Exit Interview

- 1 Why have you decided to leave the MSRLS?
- 2 Was a single event responsible for your decision to leave?
- 3 Have you shared your concerns with anyone in the MSRLS prior to deciding to leave?
- 4 What does your new offer that encouraged you to accept their offer and leave MSRLS?
- 5 What did you like most about your job?
- 6 What did you dislike about your job? What would you change about your job?
- 7 Did you have clear goals and know what was expected of you in your job?
- 8 Were your job responsibilities characterized correctly during the orientation?
- 9 Do you feel you had the resources and support necessary to accomplish your job? If not, what was missing?
- 10 Did you receive adequate feedback about your performance day-to-day and in the performance development planning process?
- 11 The quality of supervision is important to most people at work. How was your relationship with your reporting officer?
- 12 What could your supervisor do to improve his or her management style and skill?
- 13 What are your views about management and leadership, in general, in the MSRLS?
- 14 Did you clearly understand and feel a part of the accomplishment of the MSRLS mission and goals?
- 15 What do you value about the MSRLS?
- 16 What did you dislike about the MSRLS?
- 17 We try to be an employee-oriented MSRLS in which employees experience positive morale and motivation. What is your experience of employee morale and motivation in the MSRLS?
- 18 Did the management of the MSRLS care about and help you accomplish your personal and professional development and career goals?
- 19 What would you recommend to help us create a better workplace?
- 20 Do the policies and procedures of the MSRLS help to create a well-managed, consistent, and fair workplace in which expectations are clearly defined?
- 21 What are the key qualities and skills we should seek in your replacement?
- 22 Do you have any recommendations regarding our compensation, benefits and other reward and recognition efforts?
- 23 What would make you consider working for this MSRLS again in the future? Would you recommend the MSRLS as a good place to work to your friends and family?
- 24 Can you offer any other comments that will enable us to understand why you are leaving, how we can improve, and what we can do to become a better Organisation?
- 25 If we could change some things to get you back, what would they be?

Salary Details for Meghalaya AJEEViKA Project Staff : Annexure 3										
	MONTHLY PAY							Other Benefits		Transport allowance (for commuting from home to office).
Name of Position	Basic	HRA	Project Allowance							
			Communication Allowance	Medical Allowance	Transport Allowance	Employer's PF Contribution	Gross Monthly Salary(excluding CEA)			
1	2	3	4	5	6	8	9	10	11	12
State Level		20%				13.61 %				
COO	Provision as per deputation norms									
Dy.COO	Provision as per deputation norms									
Finance Account Officer										
Slab 1 : Starting from minimum 10 years of experience	27,750	5,550	1,500	1,500	1,000	3,777	41,077	500*2	Applicable as per HR Norms	Gross salary proposed 41000-45000. The entry level slab to be fixed according to qualification, relevant experience and negotiation with newly selected candidate. For staff already employed, salary will be fixed according to total years of service contributed in MSRLS irrespective of his/her entry level slab fixed earlier.

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Slab 2: After completion of 2 years of service in MSRLS if entry level salary is fixed under slab 1 (For new staff joining after 1st June 2012)/ from 2 and above years of total service with MSRLS (For staff currently working and had joined before 1st June 2012.)	31,000	6,200	1,500	1,500	1,000	4,219	45,419	500*2		
State Project Manager										
Slab 1 : Starting from minimum 7 years of experience (For new staff joining after 1st June 2012)/ from joining and upto 2 years of total service with MSRLS (for staff currntly working and had joined before 1st June 2012)	24,000	4,800	1,500	1,500	1,000	3,266	36,066	500*2	Applicable as per HR Norms	Gross salary proposed 36000-45000. The entry level slab to be fixed according to qualification, relevant experience and negotiation with newly selected candidate. For staff already employed, salary will be fixed according to total years of service contributed in MSRLS irrespective of their entry level slab fixed earlier.
Slab 2: After completion of 2 years of service in MSRLS if entry level salary is fixed under slab 1 (For new staff joining after 1st June 2012)/ from 2 years and upto 4 years of total service with MSRLS (For staff currently working and had joined before 1st June 2012.)	27,500	5,500	1,500	1,500	1,000	3,743	40,743	500*2		
Slab 3 : After completion of 4 years in MSRLS if entry level salary is fixed under 1st slab or after completion of 2 years in MSRLS if entry level salary is fixed under slab 2 (For new staff joining after 1st June 2012)/from 4 and above years of total service with MSRLS (For staff currently working and had joined before 1st June 2012.)	31,000	6,200	1,500	1,500	1,000	4,219	45,419	500*2		

Salary Details for Meghalaya JEEViKA Project Staff : Annexure 3										
Name of Position	MONTHLY PAY							Other Benefits		Transport allowance (for commuting from home to office).
		Project Allowance								
	Basic	HRA	Communication Allowance	Medical Allowence	Transport Allowance	Employer's PF Contribution	Gross Monthly Salary(excluding CEA)	Child Education Allowance (upto 2 children)	Mediclaim and GA Insurance	Remarks and range of proposed salary
1	2	3	4	5	6	8	9	10	11	12
Procurement Officer										
Slab 1 : Starting from minimum 4 years of experience (For new staff joining after 1st June 09)/ from joining and upto 2 years of total service with MSRLS (For staff currently working and had joined before 1st June 2012)	14,250	2,850	1,500	1,500	1,000	1,939	23,039	500*2	Applicable as per HR Norms	Gross salary proposed 23000-29000. The entry level slab to be fixed according to qualification, relevant experience and negotiation with newly selected candidate. For staff already employed, salary will be fixed according to total years of service contributed in MSRLS irrespective of their entry level slab fixed earlier.
Slab 2: After completion of 2 years of service in MSRLS if entry level salary is fixed under slab 1 (For new staff joining after 1st June 2012)/ from 2 years and upto 4 years of total service with MSRLS (For staff currently working and had joined before 1st June 2012.)	16,500	3,300	1,500	1,500	1,000	2,246	26,046	500*2		

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Slab 3 : After completion of 4 years in MSRLS if entry level salary is fixed under 1st slab or after completion of 2 years in MSRLS if entry level salary is fixed under slab 2 (For new staff joining after 1st June 2012)/from 4 and above years of total service with MSRLS (For staff currently working and had joined before 1st June 2012.)	19,000	3,800	1,500	1,500	1,000	2,586	29,386	500*2		
Accountant										
Entry slab : For first 6 months period till training on talley completed	10,000	2,000	300	500	300	1,361	14,461	200*2	Applicable as per HR Norms	Gross salary range proposed Rs. 14000-20000. For existing staff, total length of service with MSRLS will be considered for salary fixation once they all passed the required talley test. If the existing salary is higher than the slab in which staff falls, the same basic pay will be applicable till s/he become eligible for next slab
1st slab (after completion of talley training to 2 years of working with MSRLS as the position)	11,000	2,200	300	500	300	1,497	15,797	200*2		
2nd slab (after completing the required period as perescribed in 1st slab to 4 years of working with MSRLS as the position)	12,500	2,500	300	500	300	1,701	17,801	200*2		
3rd slab (after completing the required period as prescribed under 2nd slab and above)	14,250	2,850	300	500	300	1,939	20,139	200*2		
Note the next slab followed by the training period will be fixed after completion of six months, becoming trained on computerised accounting using talley and passing a test conducted in this regard.										

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Salary Details for Meghalaya AJEEVIKA Project Staff : Annexure 3										
	MONTHLY PAY							Other Benefits		Transport allowance (for commuting from home to office).
Name of Position		Project Allowance								
	Basic	HRA	Communication Allowance	Medical Allowance	Transport Allowance	Employer's PF Contribution	Gross Monthly Salary(e xcluding CEA)	Child Education Allowance (upto 2 children)	Mediclaim and GA Insurance	Remarks and range of proposed salary
1	2	3	4	5	6	8	9	10	11	12
Office Assistant										
1st slab (upto 2 years of working with MSRLS as the position)	9,500	1,900	750	750	500	1292	14,693	200*2	Applicable as per HR Norms	Gross salary range proposed Rs. 14000-18000. For existing staff, total length of service with MSRLS will be considered for salary fixation once they all passed the required talley test. If the existing salary is higher than the slab in which staff falls, the same basic pay will be applicable till s/he become eligible for next slab.
2nd slab (for more than 2 and upto 4 years of working with MSRLS as the position)	10,900	2,180	750	750	500	1483	16,563	200*2		
3rd slab (for more than 4 years of working with MSRLS as the position)	12,500	2,500	750	750	500	1701	18,701	200*2		
Cashier										
Entry slab : For first 6 months period till training on talley completed	9,500	1,900	750	750	500	1292	14,693	200*2	Applicable as per HR Norms	Gross salary range proposed Rs. 14000-20000. For existing staff, total length of service with MSRLS will be considered for salary fixation once they all passed the required talley test. If the existing salary is higher than the slab in which staff falls, the same basic pay

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										will be applicable till s/he become eligible for next slab
1st slab (after completion of talley training to 2 years of working with MSRLS as the position)	10,750	2,150	750	750	500	1463	16,363	200*2		
2nd slab (after completing the required period as perescribed in 1st slab to 4 years of working with MSRLS as the position)	12,000	2,400	750	750	500	1633	18,033	200*2		
3rd slab (after completing the required period as prescribed under 2nd slab and above)	13,500	2,700	750	750	500	1837	20,037	200*2		
Note the next slab followed by the training period will be fixed after completion of six months, becoming trained on computerised accounting using talley and passing a test conducted in this regard.										
PA cum Steno										
1st slab (upto 2 years of working with MSRLS as the position)	10,500	2,100	750	750	500	1429	16,029	200*2	Applicable as per HR Norms	Gross salary range proposed Rs. 16000-19000. For existing staff, total length of service with MSRLS will be considerd for salary fixation once they all passed the required talley test. If the existing salary is higher than the slab in which staff falls, the same basic pay will be applicable till s/he become eligible for next slab.
2nd slab (for more than 2 and upto 4 years of working with MSRLS as the position)	11,400	2,280	750	750	500	1551	17,232	200*2		
3rd slab (for more than 4 years of working with MSRLS as the position)	13,000	2,600	750	750	500	1769	19,369	200*2		

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Salary Details for Meghalaya AJEEVIKA Project Staff : Annexure 3										
	MONTHLY PAY							Other Benefits		Transport allowance (for commuting from home to office).
Name of Position		Project Allowance								
	Basic	HRA	Communication Allowance	Medical Allowence	Transport Allowance	Employer's PF Contribution	Gross Monthly Salary(excluding CEA)	Child Education Allowance (upto 2 children)	Mediclaim and GA Insurance	Remarks and range of proposed salary
1	2	3	4	5	6	8	9	0	11	12
System Analyst										
Slab 1 : Experience starting from 3 years and less than 5 years	13,500	2,700	1,000	1,000	750	1837	20,787	300*2	Applicable as per HR Norms	Gross salary range proposed Rs. 20000-26000. For existing staff, total length of service with MSRLS will be considered for salary fixation. If the existing salary is higher than the slab in which staff falls, the same basic pay will be applicable till s/he become eligible for next slab
Slab 2 : Experience from 5 to 8 years	15,250	3,050	1,000	1,000	750	2075	23,126	300*2		
Slab 3 : Experience 8 years and above	17,500	3,500	1,000	1,000	750	2381	26,132	300*2		
	-									

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Data Administrator										
Slab 1 : Experience starting from 2 years and less than 4 years	11,000	2,200	750	750	500	1497	16,697		Applicable as per HR Norms	Gross salary range proposed Rs. 16000-20000. For existing staff, total length of service with MSRLS will be considered for salary fixation. If the existing salary is higher than the slab in which staff falls, the same basic pay will be applicable till s/he become eligible for next slab
Slab 2 : Experience from 4 to 6 years	12,500	2,500	750	750	500	1701	18,701			
Slab 3: Expereince from 6 years and above	14,000	2,800	750	750	500	1905	20,705			
DTP operator cum Designer										
Slab 1 : Experienced starting from 2years and less than 4 years	9,500	1,900	500	500	300	1292	13,993		Applicable as per HR Norms	Gross salary range proposed Rs. 13000-17000. For existing staff, total length of service with MSRLS will be considered for salary fixation. If the existing salary is higher than the slab in which staff falls, the same basic pay will be applicable till s/he become eligible for next slab
Slab 2 : Experience from 4 - 6 years	10,750	2,150	500	500	300	1463	15,663			
Slab 3 : Experience from 6 years and above	12,250	2,450	500	500	300	1667	17,667			
Computer Operator							7,500			These services will be outsourced
Driver							7,500			
Receptionist							7,500			
Office Boy							5,000			
Guard							5,000			
The salary strcuture proposed to be effective from 1st June 2009										

Salary Details for Meghalaya AJEEVIKA Project Staff : Annexure E										
	MONTHLY PAY							Other Benefits		Transport allowance (for commuting from home to office).
Name of Position	Project Allowance									Remarks and range of proposed salary
	Basic	HRA	Communication Allowance	Medical Allowance	Transport Allowance	Employer's PF Contribution	Gross Monthly Salary(excluding CEA)	Child Education Allowance (upto 2 children)	Mediclaim and GA Insurance	
1	2	3	4	5	6	8	9	10	11	12
District Level Staff		15%				13.61%				
District Project Manager										
Slab 1 : Starting from minimum 5 years of experience	20,700	3,105	1,000	1,000	750	2817	29,372	500*2	Applicable as per HR Norms	Gross salary proposed 29000-41000. The entry level slab to be fixed according to qualification and relevant experience.
Slab 2: After completion of 2 years if entry level salary is fixed under slab 1.	22,800	3,420	1,000	1,000	750	3103	32,073	500*2		
Slab 3 : After completion of 4 years if entry level salary is fixed under 1st slab or after completion of 2 years if entry level salary is fixed under slab 2	25,250	3,788	1,000	1,000	750	3436	35,224	500*2		

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Slab 4 : After completion of 4 years if entry level salary is fixed under slab 2 or after completion of 2 years if entry level salary is fixed under slab 3.	23,600	3,540	1,000	1,000	750	3211	33,102	500*2		
Slab 5 : After completion of 4 years if entry level salary is fixed under slab 3 or after completion of 2 years if entry level salary is fixed under slab 4.	30,500	4,575	1,000	1,000	750	4151	41,976	500*2		
Training Manager										
Slab 1 : Experience starting from 3 years and less than 5 years	16,000	2,400	1,000	1,000	750	2177	23,328	300*2	Applicable as per HR Norms	Gross salary proposed 23000-27000
Slab 2: Experience from 5 - 7 years	17,750	2,663	1,000	1,000	750	2415	25,578	300*2		
Slab 3 : Experience 7 years above	19,500	2,925	1,000	1,000	750	2653	27,829	300*2		
Training Officer										
Slab 1 : Fresher and upto experience of 2 years	15,000	2,250	750	750	500	2042	21,292	300*2	Applicable as per HR Norms	Gross salary proposed 21000-25000
Slab 2 : Experience from 2 years to 4 years	16,500	2,475	750	750	500	2246	23,221	300*2		
Slab 3 : Expereince 4 years above	18,200	2,730	750	750	500	2477	25,407	300*2		

Salary Details for Meghalaya AJEEVIKA Project Staff : Annexure F2										
		MONTHLY PAY						Other Benefits		Transport allowance (for commuting from home to office).
		Project Allowance								
Name of Position	Basic	HRA	Communication Allowance	Medical Allowance	Transport Allowance	Employer's PF Contribution	Gross Monthly Salary(excluding CEA)	Child Education Allowance (upto2 children)	Mediclaim andGA Insurance	Remarks and range of proposed salary
1	2	3	4	5	6	8	9	10	11	12
District Level Staff		15%				13.61%				
Manager - Livelihoods										
Slab 1 : Experience starting from 2 years and less than 5 years	14,250	2,138	1,500	1,500	1,000	1,939	22,327	300*2	Applicable as per HR Norms	. Gross salary proposed 22000-28000
Slab 2 : Experience from 5 - 7 years	16,500	2,475	1,500	1,500	1,000	2,246	25,221	300*2		
Slab 3 : Experience 7 years above	19,000	2,850	1,500	1,500	1,000	2,586	28,436	300*2		
Manager - Microfinance										
Slab 1 : Experience starting from 2 years and less than 5 years	14,250	2,138	1,500	1,500	1,000	1,939	23,039	300*2	Applicable as per HR Norms	Gross salary proposed 22000-28000
Slab 2 : Experience from 5 - 7 years	16,500	2,475	1,500	1,500	1,000	2,246	26,046	300*2		
Slab 3 : Experience 7 years above	19,000	2,850	1,500	1,500	1,000	2,586	29,386	300*2		

Manager - Social Development										
Slab 1 : Experience starting from 2 years and less than 5 years	14,250	2,138	1,500	1,500	1,000	1,939	22,327	300*2	Applicable as per HR Norms	Gross salary proposed 22000-28000
Slab 2 : Experience from 5 - 7 years	16,500	2,475	1,500	1,500	1,000	2,246	25,221	300*2		
Slab 3 : Experience 7 years above	19,000	2,850	1,500	1,500	1,000	2,586	28,436	300*2		
Finance cum admin Manager										
Slab 1 : Experience starting from 3 years and less than 5 years	20,700	3,105	1,000	1,000	750	2817	29,372	300*2	Applicable as per HR Norms	Gross salary proposed 29000-41000
Slab 2 : Experience from 5 - 7 years	22,800	3,420	1,000	1,000	750	3103	32,073	300*2		
Slab 3 : Experience 7 years above	25,250	3,788	1,000	1,000	750	3436	35,224	300*2		
Slab 5 : After completion of 4 years if entry level salary is fixed under slab 3 or after completion of 2 years if entry level salary is fixed under slab 4.	30,500	4,575	1,000	1,000	750	4151	41,976	300*2		
Accountant										
For first 6 months period till training on talley completed	10,000	1,500	750	500	500	1361	14,611	200*2	Applicable as per HR Norms	Gross salary proposed 14000-20000
1st slab (after completion of talley training to 2 years of working with MSRLS as the position)	11,000	1,650	750	500	500	1497	15,897	200*2		
2nd slab (after completing the required	12,500	1,875	750	500	500	1701	17,826	200*2		

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period as perescribed in slab 1 to 4 years of working with MSRLS as the position)										
3rd slab (after completing the required period as prescribed under slab 2)	14,250	2,138	750	500	500	1939	20,077	200*2		
Office Assistant										
1st slab (upto 2 years of working with MSRLS as the position)	9,500	1,425	750	750	500	1292	14,218	200*2	Applicable as per HR Norms	Gross salary proposed 14000-18000
2nd slab (for more than 2 and upto 4 years of working with MSRLS as the position)	10,900	1,635	750	750	500	1483	16,018	200*2		
3rd slab (for more than 4 years of working with MSRLS as the position)	12,500	1,875	750	750	500	1701	18,076	200*2		

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Salary Details for Meghalaya AJEEVIKA Project Staff : Annexure B2										
Name of Position	MONTHLY PAY							Other Benefits		Transport allowance (for commuting from home to office).
	Basic	HRA	Project Allowance							
			Communication Allowance	Medical Allowance	Transport Allowance	Employer's PF Contribution	Gross Monthly Salary (excluding CEA)	Child Education Allowance (upto 2 children)	Mediclaime and GA Insurance	Remarks and range of proposed salary
1	2	3	4	5	6	8	9	10	11	12
Block Level Staff		15%				13.61%				
Block Project Manager										
Slab 1 : Fresher and upto experience of 2 years	16,750	2,513	1,000	750	500	2,280	23,792	300*2	Applicable as per HR Norms	Gross salary proposed 23000-29000
Slab 2 : Experience from 2 to 5 years	18,500	2,775	1,000	750	500	2,518	26,043	300*2		
Slab 3 : Experience 5 years and above	21,000	3,150	1,000	750	500	2,858	29,258	300*2		
Area Coordinator										
1st slab (upto 2 years of working with MSRLS as the position)	14,250	2,138	1,500	1,500	1,000	1,939	22,327	200*2	Applicable as per HR Norms	Gross salary proposed 22000-28000
2nd slab (after completing the required period as prescribed under slab 1 to 4 years with MSRLS as the position)	16,500	2,475	1,500	1,500	1,000	2,246	25,221	200*2		
3rd slab (after completing the required period as prescribed under slab 2 to 6 years with MSRLS as the position)	19,000	2,850	1,500	1,500	1,000	2,586	28,436	200*2		

Accountant										
For first 6 months period till training on talley completed	10,000	1,500	750	500	500	1361	14,611	200*2	Applicable as per HR Norms	salary proposed 14000-19000
1st slab (after completion of talley training to 2 years of working with MSRLS as the position)	11,000	1,650	750	500	500	1497	15,897	200*2		
2nd slab (after completing the required period as perescribed in slab 1 to 4 years of working with MSRLS as the position)	12,500	1,875	750	500	500	1701	17,826	200*2		
3rd slab (after completing the required period as prescribed under slab 2)	14,250	2,138	750	500	500	1939	20,077	200*2		

Name of Position	MONTHLY PAY							Other Benefits		Transport allowance (for commuting from home to office).
	Basic		Project Allowance							
		HRA	Communication Allowance	Medical Allowance	Transport Allowance	Employer's PF Contribution	Gross Monthly Salary (excluding CEA)	Child Education Allowance (upto 2 children)	Mediclaime and GA Insurance	Remarks and range of proposed salary
1	2	3	4	5	6	8	9	10	11	12
Note the next slab followed by the training period will be fixed after completion of six months, becoming trained on computerised accounting using talley and passing a test conducted in this regard.										
Community Coordinator										
1st slab (upto 2 years of working with MSRLS as the position)	9,500	1,425	750	750	500	1292	14,218	200*2	Applicable as per HR Norms	Gross salary proposed 14000-18000
2nd slab (for more than 2 and upto 4 years of working with MSRLS as the position)	10,900	1,635	750	750	500	1483	16,018	200*2		
3rd slab (for more than 4 years of working with MSRLS as the position)	12,500	1,875	750	750	500	1701	18,076	200*2		
Office Assistant										
1st slab (upto 2 years of working with MSRLS as the position)	9,500	1,425	750	750	500	1292	14,218	200*2	Applicable as per HR Norms	Gross salary proposed 14000-18000
2nd slab (for more than 2 and upto 4 years of working with MSRLS as the position)	10,900	1,635	750	750	500	1483	16,018	200*2		
3rd slab (for more than 4 years of working with MSRLS as the position)	12,500	1,875	750	750	500	1701	18,076	200*2		

Travel Claim Format

MSRLS _____ Place of Visit:..... Month of _____
Name:..... Visit:.....Year.....
Designation:..... Place of Posting:..... Purpose of _____
A. Outstation Travel Details: Visit:.....

S.N o	Date & Time	From Departure Place	To place	Arrival Date & Time	Mode of Transport and Ticket Details	Total Days	DA Claim*	Lodging1	TA Claim2	Others3	Total Amount (*+1+2+3)
Remarks if any:											
Total											

B. Local Conveyance Details

S. No	Date	From	To	Mode of Transport	Distance	Purpose	Amount	Others	Total
Remarks if any: Total									
Grand Total-(In words)									Grand Total (A+B)

This is to certify that I incurred the above expenditure in course of official work and that I have not claimed it from elsewhere.

1-Lodging Bills attached **Signature of Claimant**.....

2-Travel bill/tickets Attached

3-Others/Incidental bills attached

Tour Diary Attached

Tour Approving Authority:.....**Verified By:**.....**Total amount Payable:**.....

Tour Diary Format

Name:..... Designation:..... Tour Diary for the Month.....Year.....

S.No	Date	Time	Place Visited		Purpose
			From	To	

Approving Authority Signature of Employee

Annexure 5

KEY PERFORMANCE INDICATORS FOR Meghalaya AJEEVIKA STAFF	Grade	Score	Grade
Score			
100% or >100%	A	75%– 90%	C
91% - 99%	B	<75%	D

MSRLS HR Manual – Annexure**Name of Staff****Designation****State/ District Posted****SMMU – I & CB**

S No	Performance Criteria	Indicator	Source	Weight Given	Target for the Year
A	INDIVIDUAL KPI				
A.1	Training Modules Designed and tested along with CB Agency	Nos			
A.2	All DMMU & BMMU staff oriented and trained as per Training Calendar	%			
A.3	District Resource Persons identified, oriented and on board	Nos			
A.4	CRP strategy finalized and rolled out				
A.5	Funds available under Capacity Building utilized	%			
A.6	Number of District Training Coordinators and District Training Officers graded ‘A’ as per performance assessment	%			
	Total Score for Individual KPIs				
B	TEAM KPI				
B.1	450 new SHGs & 30 VOs Formed	Nos			
B.2	No. of BMMU received overall ‘A’ grade	Nos			
B.3	At least 95% Fund Utilization as per plan	%			
	Total Score for Team KPIs				

Authorized Signatory

Date

Score	Grade	Score	Grade
100% or >100%	A	75%– 90%	C
91% - 99%	B	<75%	D

Name of Staff

Designation

State/ District Posted

PM – I & CB

S No	Performance Criteria	Indicator	Source	Weight Given	Target for the Year
A	INDIVIDUAL KPI				
A.1	Training Modules and Related IEC Material developed along with CB Agency	Nos			
A.2	% of Training Programmes received ‘A’ grade feedback from participants	%			
A.3	All the members of 300 SHG trained on Group Management & Financial management	%			
A.4	CRPs delivering 90% of expected outputs	%			
A.5	Workshop on project activities done for district govt. officials and line departments	Nos			
A.6	Collaborations established with NGOs in each district for nurturing SHGs	Nos			
	Total Score for Individual KPIs				
B	TEAM KPI				
B.1	450 new SHGs & 30 VOs Formed	Nos			
B.2	No. of BMMU received overall ‘A’ grade	Nos			
B.3	At least 95% Fund Utilization as per plan	%			
	Total Score for Team KPIs				

Authorized Signatory

Date MSRLS

Score	Grade	Score	Grade
100% or >100%	A	75%– 90%	C
91% - 99%	B	<75%	D

Name of Staff

Designation

State/ District Posted

SPM - Communication

S No	Performance Criteria	Indicator	Source	Weight Given	Target for the Year
A	INDIVIDUAL KPI				
A.1	All communication material printed, distributed to DMMUs, BMMUs, VOs and SHGs	Nos			
A.2	% of Project Villages completed IEC activities	%			
A.3	Number of Project newsletters printed and distributed across Project	Nos			
A.4	Release of corporate film on MSRLS				
A.5	Web based Grievance Redressal mechanism established				
	Total Score for Individual KPIs				
B	TEAM KPI				
B.1	450 new SHGs & 30 VOs Formed	Nos			
B.2	No. of BMMU received overall ‘A’ grade	Nos			
B.3	At least 95% Fund Utilization as per plan	%			
	Total Score for Team KPIs				

Authorized Signatory

Date

Score	Grade	Score	Grade
100% or >100%	A	75%– 90%	C
91% - 99%	B	<75%	D

Name of Staff Designation State/ District Posted

PM -Communication

S No	Performance Criteria	Indicator	Source	Weight Given	Achieved
A	INDIVIDUAL KPI				
A.1	All communication material printed, distributed to DMMUs, BMMUs, VOs and SHGs	Nos			
A.2	% of Project Villages completed IEC activities	%			
A.3	At least 90% timely responses to Grievances submitted through the Web based Grievance Redressal System	%			
A.4	No. of articles/case studies on Jeevika published in mainstream media	Nos			
A.5	Number of Govt Departments at State/District Level liaised to establish AJeevika’s image.	Nos			
	Total Score for Individual KPIs				
B	TEAM KPI				
B.1	450 new SHGs & 30 VOs Formed	Nos			
B.2	No. of BMMU received overall ‘A’ grade	Nos			
B.3	At least 95% Fund Utilization as per plan	%			
	Total Score for Team KPIs				

Authorized Signatory

Date

Score	Grade	Score	Grade
100% or >100%	A	75%– 90%	C
91% - 99%	B	<75%	D

Name of Staff

Designation

State/ District Posted

SPM – HRD

S No	Performance Criteria	Indicator	Source	Weight Given	Target for the Year
A	INDIVIDUAL KPI				
A.1	HR Manual Designed, Approved and Implemented across all levels				
A.2	% of staff left the Project during the year	%			
A.3	% of staff whose performance appraisals were completed within January '08	%			
A.4	Establishing all District and Block Offices	Nos			
A.5	% of 'C' & 'D' rated DMMU and SMMU staff for whom training needs were identified and trainings conducted	%			
A.6	% of staff who were rewarded as per Performance Appraisals	%			
	Total Score for Individual KPIs				
B	TEAM KPI				
B.1	450 new SHGs & 30 VOs Formed	Nos			
B.2	No. of BMMU received overall 'A' grade	Nos			
B.3	At least 95% Fund Utilization as per plan	%			
	Total Score for Team KPIs				

Authorized Signatory

Date

Score	Grade	Score	Grade
100% or >100%	A	75%– 90%	C
91% - 99%	B	<75%	D

Name of Staff

Designation

State/ District Posted

PM - HRD

S No	Performance Criteria	Indicator	Source	Weight Given	Target for the Year
A	INDIVIDUAL KPI				
A.1	Induction Programme of all staff completed as per Calendar				
A.2	All District and Block Offices have approved infrastructure in Place				
A.3	% of ‘C’ & ‘D’ category BMMUs for which training needs were identified and training conducted				
A.4	% of staff whose performance appraisals were completed within January ’08				
A.5	System of periodic reporting, review and planning implemented in all District & Block teams -				
	Total Score for Individual KPIs				
B	TEAM KPI				
B.1	450 new SHGs & 30 VOs Formed	Nos			
B.2	No. of BMMU received overall ‘A’ grade	Nos			
B.3	At least 95% Fund Utilization as per plan	%			
	Total Score for Team KPIs				

Authorized Signatory

Date

Score	Grade	Score	Grade
100% or >100%	A	75%– 90%	C
91% - 99%	B	<75%	D

Name of Staff

Designation

State/ District Posted

SPM – Monitoring & Learning

S No	Performance Criteria	Indicator	Source	Weight Given	Target for the Year
A	INDIVIDUAL KPI				
A.1	Designing and Preparing a format for monthly planning and review meeting.				
A.2	Design and development of Rural Livelihood MIS and Project Management Application				
A.3	Timely release of all four “Management Information Report at quarterly basis” with the help of MIS				
A.4	Release of 1st and 2nd “Project Progress Report” (PPR)				
A.5	Introduction of a System of feedback and monthly review of progress and reporting using MIS data				
	Total Score for Individual KPIs				
B	TEAM KPI				
B.1	450 new SHGs & 30 VOs Formed	Nos			
B.2	No. of BMMU received overall ‘A’ grade	Nos			
B.3	At least 95% Fund Utilization as per plan	%			
	Total Score for Team KPIs				

Authorized Signatory

Date

Score	Grade	Score	Grade
100% or >100%	A	75%– 90%	C
91% - 99%	B	<75%	D

Name of Staff

Designation State/ District Posted

PM – Monitoring & Learning

S No	Performance Criteria	Indicator	Source	Weight Given	Target for the Year
A	INDIVIDUAL KPI				
A.1	Introducing and institutionalizing the Monthly Planning & Review format at the BMMU and DMMU.				
A.2	Piloting and implementing MIS in one block of each districts				
A.4	Installing and implementing MIS systems in all 39 blocks	Nos			
A.5	Institutionalizing the System of feedback and monthly review of progress and reporting using MIS data				
	Total Score for Individual KPIs				
B	TEAM KPI				
B.1	450 new SHGs & 30 VOs Formed	Nos			
B.2	No. of BMMU received overall ‘A’ grade	Nos			
B.3	At least 95% Fund Utilization as per plan	%			
	Total Score for Team KPIs				

Authorized Signatory

Date

Score	Grade	Score	Grade
100% or >100%	A	75%– 90%	C
91% - 99%	B	<75%	D

Name of Staff

Designation

State/ District Posted

SPM – Livelihoods

S No	Performance Criteria	Indicator	Source	Weight Given	Target for the Year
A	INDIVIDUAL KPI				
A.1	Establishing partnership and contracting agencies for providing technical assistance to SHGs	Nos			
A.2	Development of Service sector plan (including job sector) from Govt. of Meghalaya promoted by Tourism Department, other deptt.	Nos			
A.3	Development of Block level livelihoods Plan	Nos			
A.4	Development of micro plan in 50 villages (through micro credit plan to analyze the trend of credit requirement) – A trend analysis of livelihoods in these villages	Nos			
A.5	Development of 12 nos of MCP based Cluster livelihoods plans	Nos			
A.6	500 SHGs to linked to existing DCS	Nos			
A.7	Promotion of 40 Livelihoods Producer Groups	Nos			
	Total Score for Individual KPIs				

B	TEAM KPI				
B.1	450 new SHGs & 30 VOs Formed	Nos			
B.2	No. of BMMU received overall ‘A’ grade	Nos			
B.3	At least 95% Fund Utilization as per plan	%			
	Total Score for Team KPIs				

Authorized Signatory

Date

Score	Grade	Score	Grade
100% or >100%	A	75%– 90%	C
91% - 99%	B	<75%	D

Name of Staff

Designation

State/ District Posted

PM – Livelihoods

S No	Performance Criteria	Indicator	Source	Weight Given	Target for the Year
A	INDIVIDUAL KPI				
A.1	Agencies providing technical support to SHGs performing as planned.				
A.2	MCPs developed and rolled out in 200 villages	Nos			
A.3	Training modules for training of skill extension workers prepared	Nos			
A.4	Business Plans reviewed with BMMU	Nos			
A.5	No. of Producer Groups for whom backward and forward linkages were established.	Nos			
	Total Score for Individual KPIs				
B	TEAM KPI				
B.1	450 new SHGs & 30 VOs Formed	Nos			
B.2	No. of BMMU received overall ‘A’ grade	Nos			
B.3	At least 95% Fund Utilization as per plan	%			
	Total Score for Team KPIs				

Authorized Signatory

Date

Score	Grade	Score	Grade
100% or >100%	A	75%– 90%	C
91% - 99%	B	<75%	D

Name of Staff

Designation

State/ District Posted

SPM – Microfinance

S No	Performance Criteria	Indicator	Source	Weight Given	Target for the Year
A	INDIVIDUAL KPI				
A.1	6480 new SHGs formed	Nos			
A.2	Rs. 3.6 Cr released as First tranche of CIF (ICF) to 4500 SHGs	%			
A.3	Partnership established with 1 MFI on institutional support and Rs.10 Lakhs of disbursed as loans to SHGs	Nos			
A.4	Sensitization workshop with Bankers completed	Nos			
A.5	MOU with PNB and MBKGB signed				
A.6	Study on Remittances completed				
	Total Score for Individual KPIs				
B	TEAM KPI				
B.1	450 new SHGs & 30 VOs Formed	Nos			
B.2	No. of BMMU received overall ‘A’ grade	Nos			
B.3	At least 95% Fund Utilization as per plan	%			
	Total Score for Team KPIs				

Authorized Signatory

Date

Score	Grade	Score	Grade
100% or >100%	A	75%– 90%	C
91% - 99%	B	<75%	D

Name of Staff

Designation

State/ District Posted

PM – Microfinance

S No	Performance Criteria	Indicator	Source	Weight Given	Target for the Year
A	INDIVIDUAL KPI				
A.1	6480 new SHGs formed	Nos			
A.2	80% SHGs have 90% repayment or higher	%			
A.3	Training modules for SHGs developed	Nos			
A.4	200 Book keepers for VO identified and trained	Nos			
A.5	2 training programmes organised with SBI and PNB	Nos			
	Total Score for Individual KPIs				
B	TEAM KPI				
B.1	450 new SHGs & 30 VOs Formed	Nos			
B.2	No. of BMMU received overall ‘A’ grade	Nos			
B.3	At least 95% Fund Utilization as per plan	%			
	Total Score for Team KPIs				

Authorized Signatory

Date

Score	Grade	Score	Grade
100% or >100%	A	75%– 90%	C
91% - 99%	B	<75%	D

Name of Staff

Designation

State/ District Posted

Finance Officer

S No	Performance Criteria	Indicator	Source	Weight Given	Target for the Year
A	INDIVIDUAL KPI				
A.1	% of budget utilized as per plan	%			
A.2	% of DMMUs received timely funds	%			
A.3	Number of audit queries on which action taken and published within one month	Nos.			
A.4	% of timely clearances of external agency payments	%			
A.5	All Statutory statement prepared and submitted on time	%			
A.6	Quarterly internal audit conducted				
A.7	Internal control systems established and practised at all levels				
	Total Score for Individual KPIs				
B	TEAM KPI				
B.1	450 new SHGs & 30 VOs Formed	Nos			
B.2	No. of BMMUs received overall ‘A’ grade	Nos			
B.3	At least 95% Fund Utilization as per plan	%			
	Total Score for Team KPIs				

Authorized Signatory

Date

Score	Grade	Score	Grade
100% or >100%	A	75%– 90%	C
91% - 99%	B	<75%	D

Name of Staff

Designation

State/ District Posted

Procurement Specialist

S No	Performance Criteria	Indicator	Source	Weight Given	Target for the Year
A	INDIVIDUAL KPI				
A.1	Number of SMMU Service contracts with agencies provided as per approved procedure and as per time schedule				
A.2	% of DMMU procurements (goods and services) handled as per approved procedure and as per time schedule				
A.3	Training to all Key staff on Procurement Procedures at Project and Community level				
	Total Score for Individual KPIs				
B	TEAM KPI				
B.1	450 new SHGs & 30 VOs Formed				
B.2	No. of BMMU received overall ‘A’ grade				
B.3	At least 95% Fund Utilization as per plan				
	Total Score for Team KPIs				

Authorized Signatory

Date

Score	Grade	Score	Grade
100% or >100%	A	75%– 90%	C
91% - 99%	B	<75%	D

Name of Staff

Designation

State/ District Posted

Team : Finance & Accounts

S No	Performance Criteria	Indicator	Source	Weight Given	Target for the Year
A	INDIVIDUAL KPI				
A.1	Number of times salaries and indents processed and transferred to DMMUs as per schedule	Nos.			
A.2	% of payments cleared within three days of approval	%			
A.3	% of vouchers supported by supporting bills	%			
A.4	Books and Ledgers prepared accurately and on time	Nos.			
A.5	Budget Variance Report prepared and submitted				
	Total Score for Team KPIs				

Authorized Signatory

Date

Score	Grade	Score	Grade
100% or >100%	A	75%– 90%	C
91% - 99%	B	<75%	D

Name of Staff

Designation

State/ District Posted

Team : Administration

S No	Performance Criteria	Indicator	Source	Weight Given	Target for the Year
A	INDIVIDUAL KPI				
A.1	All correspondences and files maintained as per procedures				
A.2	Timely Logistics support provided to staff				
A.3	Optimum level of stocks maintained at all times				
A.4	All Office Equipment maintained in good working condition				
	Total Score for Team KPIs				

Authorized Signatory

Date

Score	Grade	Score	Grade
100% or >100%	A	75%- 90%	C
91% - 99%	B	<75%	D

Meghalaya State Rural Livelihood Society –draft HRD Manual

Name of Staff

Designation

State/ District Posted

District Project Coordinator

S No	Performance Criteria	Indicator	Source	Weight Given	Target for the Year
A	INDIVIDUAL KPI				
A.1	District Level plan prepared and approved	Nos.			
A.2	District Level workshops held with external stakeholders	%			
A.3	Block Review Meetings conducted	Nos.			
A.4	% of planned CIG investment disbursed	Nos.			
A.5	No. of Block Teams receiving ‘A’ grade	Nos.			
	Total Score for KPIs				

Authorized Signatory

Date

Score	Grade	Score	Grade
100% or >100%	A	75%– 90%	C
91% - 99%	B	<75%	D

Name of Staff

Designation

State/ District Posted

District Training Team (DTC & DTO)

S No	Performance Criteria	Indicator	Source	Weight Given	Target for the Year
A	TEAM KPI				
A.1	All staff at district level undergone orientation and training	Nos.			
A.2	All CRPs trained in *** modules	%			
A.3	All SHG Leaders trained in *** modules	Nos.			
A.4	Training needs identified and forwarded to SMMU for further capacity building of staff	Nos.			
A.5	No. of Block Teams receiving ‘A’ grade	Nos.			
	Total Score for KPIs				

Authorized Signatory

Date

Score	Grade	Score	Grade
100% or >100%	A	75%– 90%	C
91% - 99%	B	<75%	D

Name of Staff

Designation

State/ District Posted

Block Project Manager

S No	Performance Criteria	Indicator	Source	Weight Given	Target for the Year
A	INDIVIDUAL KPI				
A.1	Number of Villages saturated	Nos.			
A.2	Number of SHGs formed	Nos.			
A.3	Number of VOs formed	Nos.			
A.4	Number of SHGs linked to banks	Nos.			
A.5	Block Level Action Plan prepared	Nos.			
A.6	Overall Savings to Loan ratio achieved at 1:4	%			
A.7	% of planned CIF disbursed	%			
A.8	Block Level workshops conducted	Nos			
A.9	Updated records timely submitted to DPMU	%			
A.10	Number of Block teams rated ‘A’	Nos			
	Total Score for KPIs				

Authorized Signatory

Date

Score	Grade	Score	Grade
100% or >100%	A	75%– 90%	C
91% - 99%	B	<75%	D

Name of Staff

Designation

State/ District Posted

Team : Block Team (AC & CC)

S No	Performance Criteria	Indicator	Source	Weight Given	Target for the Year
A	TEAM KPI				
A.1	At least 90% groups following Panchsutras	%			
A.2	At least 80% groups account opened	%			
A.3	80% of VO formed in Project Villages	%			
A.4	60% VO accounts opened	%			
A.5	80% of MCPs prepared	%			
A.6	100% of SHGs records updated regularly	Nos			
A.7	% of SHGs which achieved Saving : loan ratio at 1:4 within one year	%			
A.8	90% groups with 100% repayment rate	%			
	Total Score for KPIs				

Authorized Signatory

Date

Score	Grade	Score	Grade
100% or >100%	A	75%– 90%	C
91% - 99%	B	<75%	D

Annexure 5B**Quality of VO/ Federation Promoted****Name of Block Team:****Name of VO/ Federation:****Village :****Name of Block:****District :**

S No	Parameter of Evaluation	Source of Data	Score Awarded	Remarks (if any)
1	Autonomy of VO/ Federation	VO/ Federation meeting		

Score	Interpretation
5	There is absolutely no influence by the Project authorities. All the topics that have been taken up have been raised by the members and the decisions taken are those recommended by the members themselves.
4	Project authorities have suggested one or two topics for discussion that the VO/ Federation has taken up. The decisions on those topics have been made by the members themselves
3	VO/ Federation members have raised a few topics for discussions. The decisions have been made on the recommendation of Project Staff
2	Only those topics were discussed that were suggested by the Project Staff Decision were made on the basis of suggestions by Project authorities
1	Topics were raised by the Project Staff. There was almost negligible participation from the members in the discussions. The Decisions suggested by the Project Staff were accepted

S No	Parameter of Evaluation	Source of Data	Score Awarded	Remarks (if any)
1	Effective Representation in VO/ Federation	VO/ Federation meeting		

Score	Interpretation
5	Most of the points raised in the meetings referred to the interests of the SC/ST/ Vulnerable/ Differently-abled people of the village.
4	At least half the points raised in the meetings referred to the interests of the SC/ST/ Vulnerable/ Differently-abled people of the village.
3	One/two points raised in the meetings referred to the interests of the SC/ST/ Vulnerable/ Differently-abled people of the village.
2	No point related to the interests of SC/ST/ Vulnerable/ Differently-abled were taken up. However, the representatives from these sections were present in the meeting.
1	No point related to the interests of SC/ST/ Vulnerable/ Differently-abled were taken up. The Representatives from these sections were absent in the meeting.

Quality of SHG Promoted**A. SHG Formation****Name of SHG:****Name of VO/ Federation:****Village :****Name of Block:****District :**

S No	Parameter of Evaluation	Source of Data	Score Awarded	Remarks (if any)
1	% of Poor (as per the Wealth Ranking) in the SHG	SHG Meeting/ Member Register		

Score	Interpretation
5	If more than 66% (2/3rd) are from the list
3	If more than 50% are from the list
1	If less than 50% are from the list

S No	Parameter of Evaluation	Source of Data	Score Awarded	Remarks (if any)
1	Size of the SHG	SHG Meeting/ Member Register		

Score	Interpretation
5	If size is between 13 & 17 (not more than 1 per family)
3	If size is between 10 -12 or 18-20 (not more than 1 per family)
1	If size is less than 10 or more than 20 (not more than 1 per family)

Quality of Producer Groups Promoted**A. Producer Group Formation****Name of Producer Groups:****Name of VO/ Federation: Village :****Name of Block: District :**

S No	Parameter of Evaluation	Source of Data	Score Awarded	Remarks (if any)
1	% of Poor (as per the Wealth Ranking) in the Producer Group (PG)	PG Meeting/ Member Register		

Score	Interpretation
5	If more than 66% (2/3rd) are from the list
3	If more than 50% are from the list
1	If less than 50% are from the list

S No	Parameter of Evaluation	Source of Data	Score Awarded	Remarks (if any)
1	% of women in PG	PG Meeting/ Member Register		

Score	Interpretation
5	If more than 66% (2/3rd) are women
3	If more than 50% are women
1	If less than 50% are women

No	Parameter of Evaluation	Source of Data	Score Awarded	Remarks (if any)
1	Size of the PG	PG Meeting/ Member Register		

Score	Interpretation
5	If size is between 10 & 20 (not more than 1 per family)
3	If size is between 6 & 10 (not more than 1 per family)
1	If size is less than 6 (or more than 20) (not more than 1 per family)

B. Sub Project Implementation

S No	Parameter of Evaluation	Source of Data	Score Awarded	Remarks (if any)
1	Sub Project identified after discussions on Livelihood Plan	PG Meeting/ Member Register. PG Meetings		

Score	Interpretation
5	Discussions on Livelihoods Plan recorded in the minutes book
3	Sub Project identified by the Group but not as per Livelihoods Plan
1	Sub Project suggested by Project Staff

S No	Parameter of Evaluation	Source of Data	Score Awarded	Remarks (if any)
5	PG was able to mobilize external funds (through Banks/ SHGs – other than Project Funds) for their sub Project	PG Meeting/ Member Register. PG Meetings		

Score	Interpretation
5	Amount mobilized from Commercial Banks
3	Amount mobilized through SHGs
1	No external funds mobilized

S No	Parameter of Evaluation	Source of Data	Score Awarded	Remarks (if any)
1	PG has evolved a system of Managing the sub Project, which includes fixing responsibilities for each member, and a system of Profit Sharing	PG Meeting/ Member Register. PG Meetings		

Score	Interpretation
5	A system of sharing responsibility and Profit Sharing has been developed among all members
3	A system of sharing responsibility has been developed among all members
1	Each member manages his/her own assets/ business

TOTAL SCORE AWARDED FOR Producer Group :
Consolidation Sheet for Qualitative Assessment

Name Block Unit		District	
Members			

Sl No	Quality Parameter	Score by Team Members				
		Member 1	Member 2	Member 3	Member 4	Overall Score
1	Quality of SHGs Promoted					
2	Quality of VO/ Federations Promoted					
3	Quality of Producer Groups Promoted					

Annexure : 5C

Staff Performance Assessment - Consolidation Sheet

Name of Staff

Designation

Place of Posting

S No	Performance Criteria	Indicator	Weightage	Targets for the Year	Achieved
A	INDIVIDUAL KPI	%	60		
A.1					
A.2					
A.3					
A.4					
A.5					
	Total Individual KPI Score				
B	TEAM KPI		40		
B.1					
B.2					
B.3					
	Total Team KPI Score				

Overall Score

S No	Performance Indicators	Total Score	Weightage	Weighted Score
A	INDIVIDUAL KPI		60	
B	Team KPI		40	
	OVERALL SCORE OF PERFORMANCE (%)			

Areas of Growth Identified

Authorized Signatory

Date

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Annexure 6**Classification of Misconduct****(a) Acts of misconduct not considered grave**

- 1 Unpunctuality
- 2 Leaving work places while on duty, without permission
- 3 Unauthorized use of vehicles belonging to the Projects
- 4 Overstaying leave

(b) Acts of grave misconduct

- | | | | |
|---|--|----|---|
| 1 | Misappropriation of the funds of the project, dishonesty and fraud | 10 | Riotous or disorderly behavior |
| 2 | Theft of property belongs to the project. | 11 | Misuse of property belonging to the project. |
| 3 | Negligence resulting in serious loss to the Project | 12 | Abuse of authority |
| 4 | Discourtesy to communities. | 13 | Committing of any criminal offence |
| 5 | Being under the influence of liquor whilst on duty | 14 | Publication of any information without approval of proper authority |
| 6 | Insubordination to superior officers of the project. | 15 | Bringing disrepute to the project |
| 7 | Conviction of court or by other statutory body | 16 | Dangerous driving of project vehicles resulting in death or injury to a person. |
| 8 | Sabotage or willful damage to property of the Project | 17 | Misuse of authority, power or position for personal gain |
| 9 | Taking or giving of bribes | 18 | Submission of false or forged certificates |

The classifications made above are illustrative and not exhaustive. Further addition could be done by COO as and when required.

Annexure 7**Delegation of Disciplinary Power**

Authorized officer	Subordinate officers	Form of Punishment
Executive Committee/ SMD, MSRLS	All officers and staff except COO and officer on deputation	Reprimand, suspension, stoppage of salary increment/pay increase not exceeding one year, A fine not exceeding one week's pay, dismissal, termination of service contract, reduction in rank/ grade/ seniority
COO	All officers and staff at State Project Management Level, All Officers and staff at District Project Implementation Unit Level, All Officers and staff at Block Teams Level	Warning, reprimand, suspension, stoppage of salary increment/pay increase not exceeding one year, A fine not exceeding one week's pay. Dismissal, Termination of service contract, Reduction in rank/ grade/ seniority.
Dy COO	All officers and staff at State Project Management Level, All Officers and staff at District Project Implementation Unit Level, All Officers and staff at Block Teams Level	Warning, reprimand. A fine not exceeding two day's pay.

Defining entitlements under local travel

Following table with description will replace the table given under para 7.2.8.3 of the HRD manual.

Category	Entitlements
Category I	Actual charges by Taxi fare for all types of Vehicle
Category II	Actual charges by Bus, Taxi or three-wheeler or fare of a single seat in a taxi, where availed, limited to Rs. 8.00 per Km in all cases. Or actual charges of Government approved prepaid Taxi/Auto services.
Category III	For regular Field Movement (within block) – Charges as mentioned under provision of using motorcycle and bicycle for official purposes or actual cost of travel by available means of transportation such as bus, taxi, tanga, rickshaw etc. For charging cost of travel from a specific point of place, the station where staff is deputed would be considered. For Special Purposes viz. training, meeting with bankers etc. (within block) - Actual charges by Taxi or three wheeler or fare of a single seat in taxi, where availed, limited to Rs. 6.00 per Km in the latter case.
Category IV	Within 3 Kms – actual upto a limit of Rs. 20/-Within 4 to 8 Kms – actual upto a limit of Rs.40/- Within 9 to 15 Kms –Actual Fare of three wheelers/shared taxi, limited to Rs. 4/Km

Transfer of staff is defined as relocation exceeding a six month period in following ways.

- 1 Relocation of staff from one block to another
- 2 Relocation of staff from one district to another district/block of another district
- 3 Relocation of staff from SMMU to any of project districts or blocks
- 4 Relocation of staff from any of project districts or blocks to SPMU
- 5 Relocation of BMMU staff within block for project purposes will not be treated as transfer.

Freight & Packaging : The cost of relocating personal belongings would be reimbursed to the employee being transferred as per actual on production of bills, subject to a maximum of Rs. 2000 to 12,000 in respective cases.

The allowance and reimbursement of relocation cost during the transfer would be applicable as per details given in following table.

Transfer Status	Transfer Allowance	Freight and Packaging Charge Reimbursement	Joining Period after Transfer
Relocation of staff from one block to another	No allowance	Reimbursement of actual cost upto Rs. 2000 subject to production of bill	2 days from the date of transfer
Relocation of staff from one district to another district	One month gross salary of the concerned staff	Reimbursement of actual cost upto Rs. 12000 subject to production of bill	7 days from the date of transfer
Relocation of staff from SMMU to any of project districts or blocks	One month gross salary of the concerned staff	Reimbursement of actual cost upto Rs. 12000 subject to production of bill	7 days from the date of transfer
Relocation of staff from any of project districts or blocks to SPMU	One month gross salary of the concerned staff	Reimbursement of actual cost upto Rs. 12000 subject to production of bill	7 days from the date of transfer

No allowances would be payable in case of honouring request for transfer from staff.

A staff on transfer shall join the new location of duty within specified working days (as mentioned in table given above) of the issue of transfer letter/ order. The specified days for joining will be granted as leave with pay and will not be accounted for in the staffs leave account. If staff joins immediately and doesn't take leave, s/he will be entitled to avail this leave within a year.

Provision of Consultants**Provisions for constituting panel and hiring services of consultants for project purposes**

The Project Implementation Plan of NRLM AJEEVIKA envisages the constitution of a team of empanelled consultants for extending specific support to the project. Presently, the project is in upscaling phase. It is expected that project interventions are going to be increased many folds in the current financial year. Several partners and project stakeholders have now been associated with the project. They are also sharing various important responsibilities of project implementation. Now, it is being felt that project needs to have consultancy support for various thematic interventions of the project. Largely such support is required in following areas:-

Sl	Thematic Areas	Descriptions (Examples)
1	Microfinance	Strengthening liaison with banking institutions, fostering institutional linkage with them, dealing in insurance sector for establishing relationship with insurance companies, negotiating with them and extending technical support for rolling out of micro insurance for community.
2	Livelihoods	Providing technical input for effective implementation of project interventions in dairy, aggregation of commodities, horticulture, agriculture, fishery, jobs and art and crafts sectors.
3	Institution Building	Extending help to design training materials, translation work, providing inputs to design capacity building interventions, extending field level support in demonstrating good practices of institutions building etc.
4	For Support in Core Project Operations	Hiring suitable consultant to provide support to critical managerial positions like BPM, DPM or Managers at district level for specific assignments.
5	Short term reviews for internal learning	Hiring suitable consultants for short term review of project interventions for internal learning.

It is proposed that the consultant will be hired on the basis of

- . • Part time requirement (upto a maximum of 150 days in a year)
- . • Full time requirement (Upto a maximum of 11 months in a year)

The process of hiring the consultant will include following steps.

- . • Floating advertisement seeking EOI with full details of the consultants.
- . • Shortlisting of consultants on merit basis for different thematic areas by a committee constituted by COO.
- . • Freezing the panel of shortlisted candidates by COO
- . • Inviting the consultant to extend services as and when requirement appears.

The empanelment of the consultants will be done on the basis of their qualification, quality of experience in relevant field and their association with reputed institutions/agencies/departments. Accordingly their category is proposed to be decided as per following.

Sl	Category	Description
1	Category A 1	At least PG or higher degree with experience of more than 20 years in relevant field with reputed national and international level institutions/assignment. Below 65 yrs of Age
2	Category A 2	At least PG or higher degree with experience of more than 15 years in relevant field with reputed national or international level institutions/assignment. Below 65 yrs of Age
3	Category A 3	At least PG or higher degree with experience of more than 10 years in relevant field with reputed state or national level institutions/assignment. Below 65 yrs of Age

The experienced individual having lower than PG qualification may also be considered as per experience, quality and proven track record of previous work.

It is proposed that the panel once constituted will be refreshed again after two years through the process as mentioned above. For any mid course addition in panel, COO may be authorized to take decision.

The consultants proposed to be hired may extend their services at all levels of the project. However, authority of hiring them will vested to COO only.

The remuneration and other benefits structure to consultants proposed to be hired will be as follows.

Sl	Category	Remuneration	Other benefits
1	Category A 1	For Part Term Requirement : Upto Rs. 40,000	Reimbursement of to and fro travel expenses upto economy air fair, upto Rs. 750/day for use of local conveyance or personal vehicle for official purpose and stay upto limit prescribed for category II staff of MSRLS or as approved by COO on merit basis.
		For Full Time Requirement: Upto a maximum of Rs. 60, 000/- per month	
2	Category A 2	For Part Term Requirement : Upto Rs. 30,000	Reimbursement of to and fro travel expenses upto economy air fair, upto Rs. 750/day for use of local conveyance or personal vehicle for official purpose and stay upto limit prescribed for category II staff of MSRLS.
		For Full Time Requirement: Upto a maximum of Rs. 45,000 /- per month	
3	Category A 3	For Part Term Requirement : Upto Rs. 20,000	Reimbursement of to and fro travel expenses upto 2nd AC, upto Rs. 750/day for use of local conveyance or personal vehicle for official purpose and stay upto limit prescribed for category II staff of MSRLS.
		For Full Time Requirement: Upto a maximum of Rs. 35,000/ per month	

The vacancies would be filled keeping the reservation roster in mind.

For Training Officer	For Area Coordinator
a. Chief Operating Officer b. SPM – HRD c. SPM – Capacity Building d. One invited staff of category II /external expert	a. Concerned SPM b. SPM – HRD/PM -HRD c. One invited staff from other District d. One invited SPM/External expert

Annexure A

Eligibility criteria and salary package for BPM, AC, CC and Accountant at BMMU

Sl	Position	Key Roles and Responsibility	Eligibility Criteria	Reporting Line	Salary structure	Other Benefits
Block Project Management Unit						
1	Block Project Manager (one in each project block)	S/he will be the team leader of BMMU managing a team of 15- 20 staff. S/he will be responsible for planning and execution of project activities at block level. S/he will liaison with line Government departments, banking institutions, civil society organisations and other external agency for project purposes. S/he will responsible for nurturing block level federations and execute partership activities of the project. S/he will also responsible for managing Initial Capitalisation Fund (first tranche of CIF), community level training (village based scheduled nonresidential training programme) and cross learning activities within block. S/he will be overall in-charge of finance and administrative functions of BMMU and responsible for upkeeping of MIS as well as reporting.	Fresh post graduate dimploma or degree in social work, rural development, management, agriculture and allied from premier institute. Or Post graduate/graduate in any discipline with minimum 2/4 years relevant experience in managing social development activities preferebly SHG, Microfinance and livelihoods promotion. S/he should be proficient in working with MS office environment.	S/he will report to DPM	23000-29000	Child education allowance Rs. 300*2 Child (max), Insurance Cover (Mediclaime and Group Accident) and Annual Performance Pay 0-15% of basic.
2	Area Coordinator (1 in each project block)	S/he will be responsible for executing specialist function at block level and generic coordination of field based activities at cluster level. As a specialist s/he will be the nodal person for specific assignments which include Micro Planning, Bank Linakages, Community Institution Building, livelihood promotion and social development.	Graduate in any discipline with 2 years relevant experience preferably in livelihoods and SHG programme, establishing bank linkages of community instituions, conducting training to them or fresh post graduate or P.G diploma in social work, rural development, management, agriculture and allied.	S/he will report to BPM	22000-28000	Child education allowance Rs. 200*2 Child (max), Insurance Cover (Mediclaime and Group Accident) and Annual Performance Pay 0-15% of basic.

3	Community Coordinator (5 in each project block)	Community Coordinator will be based at village level and operate in 6-7 villages of a particular cluster in a block. S/he will be responsible for tragetting in the project, formation and nurturing of SHGs, basic training to them, managing operations of community support cadres, facilitating micro plan and bank linakages in SHGs, supervising CIF utilisation and conflict resolutions at community level.	Fresh graduate. Prior experience of working with SHG programme will be preferred.	S/he will report to Area Coordinator	14000-18000	Child education allowance Rs. 200*2 Child (max), Insurance Cover (Mediclaime and Group Accident) and Annual Performance Pay 0-15% of basic.
4	Accountant (1 in each project block)	S/he will be responsible for maintaining books of account at BMMU level and regularly updating them. S/he will also be repsonsible for providing all secretarial assistane to block staff and maintain all official records. s/he will also be responsible for channeling upward and backward official communication.	Graduate in Commerce with minimum 1 year relevant experience of book keeping, accounts related job and secretarial assistance with reputed institutions, Government programmes/project or NGOs. Knowledge of working on computer and operating Tally Software will be desirable.	S/he will report to BPM	14000-20000	Child education allowance Rs. 200*2 Child (max), Insurance Cover (Mediclaime and Group Accident) and Annual Performance Pay 0-15% of basic.
5	Office Assistant (1 in each project block)	S/he will be responsible for extending all secreterial assistance to staff there with BMMU. Largely s/he will be looking after all communication, office record keeping, compiling of project information, maintaining records related with programmatic, administrative and HRD affairs and acting as nodal person for channeling communication to/from BMMU.	Graduate in any discipline with minimum 1 year relevant experience of office/programme assistant work with reputed institutions, Government programmes/Project or NGOs. Knowledge of working on computer in MS office environment will be desirable.	S/he will report to BPM	14000-18000	Child education allowance Rs. 200*2 Child (max), Insurance Cover (Mediclaime and Group Accident) and Annual Performance Pay 0-15% of basic.

Annexure B

Eligibility criteria for District Project Manager

Sl	Position	Key Roles and Responsibility	Eligibility Criteria		Salary structure		Other Benefits
				Reporting Line	Proposed monthly pay		
District Project Implementation Unit							
1	District Project Manager (1 in each project district)	S/he will be the overall project in-charge and team leader at district level. s/he will be responsible for planning, execution and monitoring of all project activities at distrcit level. S/he will be supervising the functioning of block units in the district and guide them to function uniformly and deliver quality results. S/he will be responsible to manage partnership, ensure rolling out of organisational system (HR, MIS, Admin, Fin etc.) all acorss the district and ensuring reporting. S/he will be responsible for ensuring fund flow and its effective utilisation by project units operational in the district. S/he will act as nodal person at distrcit level for learning and knowledge management in the project. S/he will also be responsible for managing of CIF for larger livelihoods and social development activities. As team leader at distrcit level, s/he will be ensuring improvement of service delivery and quality control in project activities across the district. S/he will also responsible for nurturing the block level federations in the district.	For Government Officials -Individuals from Meghalaya Administrative Services with minimum 5 years of relevant experience or individuals from other government line department/banking institution with minimum 5 years of relevant experience. For candidates from open market -PG degree/diploma in management, social work, rural development, agriculture and allied from premier institutes/any other institute with minimum 5/7 years experience of successfully leading large and multidiciplinary team as well as executing livelihoods, SHGs and MF programmes with demonstrated leadership skills. S/he should be a team player and have faith in consultative and democratic team functioning. S/he should be proficient in working with MS office environment.	Reporting to COO	29000-41000	Child education allowance Rs. 500*2 Child (max), Insurance Cover (Mediclaim and Group Accident) and Annual Performance Pay 015% of basic.	

Premier Institute includes reputed institutions with national level selection process such as IIT, IIM, IRMA, NIRD, TISS, XISS, IIFM, Delhi School of Social Work, XIMB, XIDAS, MANAGE, KSRM, IIRM etc.

Eligibility criteria for Training Manager and Training Officer

Sl	Position	Key Roles and Responsibility	Eligibility Criteria		Salary structure		Other Benefits
				Reporting Line	Proposed monthly pay		
District Project Implementation Unit							
2	Training Manager (1 in each project district)	S/he will be responsible for managing training for BMMU staff and community strcuture viz. CM, CRP, BK. S/he will be responsible for preparing annual training programme of the distrcit training cell and ensure its timely and effective execution. S/he will be the nodal person for budgeting for training programme of distrcit training cell and allocating jobs to training resource pool in all training programmes organised by the district training cell. S/he will ensure smooth flow of trining fund at distrcit level and its proper utilisation. S/he will be responsible for quality delivery of training organised by training cell across the distrcit. S/he will be authorised to monitor and review all training and capacity building programme organisaed by the distrcit training cell and assist DPC in planning project activities accordingly. S/he will be the nodal person at distrcit level for case study development and cross learning. S/he will be also responsible for identifying district level external resource pool establish relationship with them. S/he will be responsible to ensure	For Government Officials -individuals from government line department/banking institution with minimum 3 years of relevant experience. For candidates from open market - PG degree/diploma in management, social work, rural development, agriculture and allied from premier institutes/any other institute with minimum 3/5 years experience of successfully managing training and capacity building events in livelihoods, MF, SHGs programmes. The person should have sound understanding of participatory training methodology and skills of trainer. S/he should be proficient in working with MS office environment.	Reporting to DPM	23000-27000	Child education allowance Rs. 300*2 Child (max) Insurance Cover (Mediclaime and Group Accident) and Annual Performance Pay 015% of basic.	

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3	Training Officer (3 in each project district)	S/he will be responsible for executing all training programmes and capacity building events organised by district training cell with the help of training resource pool. S/he will act as trainer to demonstrate effective training techniques to the resource pool and regularly review the training processes towards improving its quality. S/he will be responsible for keeping quality documentation of all training as well as capacity building events and developing relevant case studies for internal learning. S/he will be responsible for ensuring all logistic arrangement and coordinating other training related jobs affecting its smooth functioning. S/he will be responsible for mentoring internal resource pool to deliver quality service and regularly review their performance. S/he will also be responsible for accreditation of internal resource pool jointly with Training Manager.	Fresh post graduate diploma or degree in social work, rural development, management, agriculture and allied from premier institute. Or Post graduate/graduate in any discipline with minimum 1/3 years relevant experience in conducting training programme related to SHG promotion, Institutions building and livelihoods related activities. The person should have knowledge of training need assessment and participatory training methodology. S/he should have also training skills. S/he should be proficient in working with MS office environment.	Reporting to Training Manager	21000-25000	Child education allowance Rs. 300*2 Child (max), Insurance Cover (Mediclaime and Group Accident) and Annual Performance Pay 015% of basic.
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Premier Institute includes reputed institutions with national level selection process such as IIT, IIM, IRMA, NIRD, TISS, XISS, IFM, Delhi School of Social Work, XIMB, XIDAS, MANAGE, KSRM, IIRM etc.

Eligibility criteria and salary package at DMMU.

Sl	Position	Key Roles and Responsibility	Eligibility Criteria		Salary structure		Other Benefits
				Reporting Line	Proposed monthly pay		
District Project Implementation Unit							
4	Finance Manager (1 in each project district)	S/he will be responsible for ensuring rolling out of financial and administrative system in all BMMU units and DMMU of the district. S/he will be responsible for managing CIF flow within he project in accordance with system laid down. s/he will be responsible for ensuring IFR in time, coordination with internal auditors and other financial consultants of the project and guiding as well as training BMMU/DMMU accountants in proper book keeping & accounting. S/he should also be responsible for advising DPM in following financial prudent norms and ensuring fiduciary discipline at BMMU level. S/he will also be responsible for looking after regular administrative affairs across the district.	S/he should be CA/ICWAI/ MBA (finance) or CA (inter), ICWAI(inter) or PG in commerce with 3 years experience in financial management, budgeting, developing financial system in Government/semi government agency, banking institutions, reputed financial firms or non government organisations. Government officials from Meghalaya Finance Service with minimum 5 year of relevant experience will also be eligible for the position. S/he should be proficient in working with MS office environment.	Reporting to DPM / COO	29000-41000	Child education allowance Rs. 300*2 Child (max), Insurance Cover (Mediclaime and Group Accident) and Annual Performance Pay 015% of basic.	

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5	Manager - Livelihoods (1 in each project district), Manager - Microfinance (1 in each project district) and Manager - Social Development (1 in each project district)	S/he will be responsible for executing as well as managing partnership activities of the project at district level. S/he will be also a expert of specific livelihoods microfinance or social development interventions. S/he will assist DPC in planning all livelihoods or microfinance or social development activities in the district. S/he will be also working as resource support available to BMMU units for executing partnership based activities or any other livelihoods/social development programme.	Fresh post graduate diploma or degree in social work, rural development, management, agriculture and allied from premier institute. Or Post graduate/graduate in any discipline with minimum 2/4 years relevant experience in managing specific livelihoods (both farm and non farm, which will be specific to the requirement of the district) or microfinance or social development intervention preferably in SHG programme. S/he should be proficient in working with MS office environment.	Reporting to DPM	23000-27000	Child education allowance Rs. 300*2 Child (max), Insurance Cover (Mediclaime and Group Accident) and Annual Performance Pay 015% of basic.
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Annexure - H

Eligibility criteria for PM position at SMMU

Sl	Position	Key Roles and Responsibility	Eligibility Criteria		Salary structure	Other Benefits
				Reporting Line	Proposed monthly pay	
1	SPM - Marketing and Innovation (1 at SMMU level)	S/he will be responsible for developing value chain for undertaking related intervention and facilitate in improving quality of the commodities / products, marketing as well as selling of aggregation of produce / commodities produced from both farm and off farm sectors / sub-sectors in the surrounding area or in the Mandi or to the big trader through the BMMU teams. S/he will also have to undertake extensive field visit to identify social innovations to improve livelihoods through advertisement, scouting and assist the SPM-Livelihoods in validating & documenting them for organizing the annual <i>Meghalaya Innovation Forum</i> .	S/he should be a Post Graduate Diploma or Degree in Rural Development / Management / Business Management / Business Administration / Social Work from a premier institute. S/he should have at least 10 years of relevant work experience in commodity trading / marketing of farm & off farm produce, Agribusiness / Agricultural marketing, different models of rural development for improving livelihoods in the rural areas. Working with Community based Organizations such as Self Help Groups will be preferred. S/he should be proficient in working with MS office environment.	Reporting to SPM - Livelihoods	36000-45000	Child education allowance Rs. 300*2 Child (max), Insurance Cover (Medicclaim and Group Accident) and Annual Performance Pay 015% of basic.

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2	<p>SPM – Staff learning and Performance Management (1 at SPMU level)</p>	<p>S/he will be responsible for identifying learning requirement of the project staff and plan as well as execute training/exposure/interactive learning events accordingly. S/he should also be responsible for counselling and improving understanding of HRD process among project staff. S/he will be responsible for managing performance evaluation and motivational reward system for the staff. S/he should be responsible for smoothening grievance redressal process for the project staff and document as well as disseminate HR learning process within organisation. S/he will also be responsible for executing partnership made for staff learning and capacity enhancement under HRD domain.</p>	<p>S/he should be a Post Graduate Diploma or Degree in HRD/ Management / Social Work/ Rural Development from a premier institute. S/he should have at least 5 years of relevant work experience with development project/reputed companies with specific HRD/organizational development issues. S/he should have experience of managing multidisciplinary team. S/he should have good communication skill and be a team player having faith in consultative and democratic team functioning. S/he should be proficient in working with MS office environment.</p>	<p>Reporting to SPM - HRD</p>	<p>36000-45000</p>	<p>Child education allowance Rs. 300*2 Child (max), Insurance Cover (Mediclaime and Group Accident) and Annual Performance Pay 015% of basic.</p>
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Eligibility criteria and salary package for Financial Accounts Officer at DMMU.

Sl	Position	Key Roles and Responsibility	Eligibility Criteria		Salary structure	Other Benefits
				Reporting Line	Proposed monthly pay	
District Project Implementation Unit						
4	Financial Accounts Officer(1 post)	S/he will be responsible for ensuring rolling out of financial and administrative system. S/he will be responsible for managing CIF flow within he project in accordnace with system laid down. s/he will be responsible for ensuring IFR in time, coordination with internal auditors and other financial consultants of the project and guiding as well as training BMMU/DMMU Finance Manager, accountants in proper book keeping & accounting. S/he should also be responsible for advising DPM in following financial prudent norms and ensuring fiduciary discipline at BMMU level. S/he will also be responsible for looking after regular administrative affairs across the district.	S/he should be CA/ICWAI/ MBA (finance) or CA (inter), ICWAI(inter) or PG in commerce with 3 years experience in financial management, budgeting, developing financial system in Government/semi government agency, banking institutions, reputed financial firms or non government organisations. Government officials from Meghalaya Finance Service with minimum 10 year of relevant experience will also be eligible for the position. S/he should be proficient in working with MS office environment.	Reporting to COO	41000-45000	Child education allowance Rs. 300*2 Child (max), Insurance Cover (Mediclaime and Group Accident) and Annual Performance Pay 015% of basic.