

JHARKHAND STATE LIVELIHOODS PROMOTION SOCIETY (JSLPS)

HUMAN RESOURCE DEVELOPMENT MANUAL



## FOREWORD

The Rural Development Department (RDD) of Government of Jharkhand (GOJ) is at the forefront of implementing a wide array of programmes to improve the lives of the poor in the State.

Jharkhand State Livelihoods Promotion Society (JSLPS), a society created by the Govt. of Jharkhand has been a pioneer to catalyze, guide, support, and oversee implementation of livelihoods programs of the State, including the National Rural Livelihoods Mission (NRLM) among others.

To help JSLPS to achieve its vision, it is essential to institutionalize its internal processes that serve as the foundation for its operations. This first HR manual is an attempt to build the institutional capacity of JSLPS and to support the employees in the performance of their work.

This manual will serve as a guiding framework that provides transparency in all that touches our daily life at our workplace while guiding us on our roles, responsibilities and rights.

I am sure that this manual will serve as an important tool for a fair and transparent HR administration that will serve the vision of JSLPS. I warmly appreciate the efforts of the JSLPS team in bringing out this Manual.



Shri RS Poddar  
Principal Secretary – Rural Development  
Department, Government of Jharkhand

## OBJECTIVE OF JSLPS HR POLICY MANUAL

The objective of the JSLPS Human Resource manual is to build an organization that promotes -

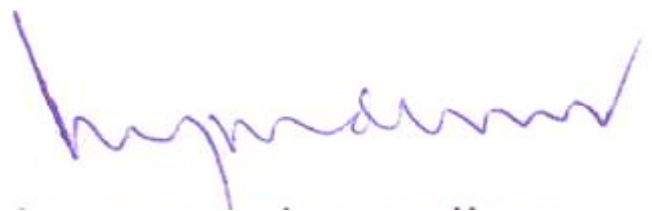
- A culture of excellence of attitude, behaviour and performance exemplified by mutual respect, trust and open communication
- Empathy that is inclusive and sensitive to the disadvantaged
- Integrity that embodies highest values human aspiration, whether mandated or not and

Through this HR Manual, we also aim to lay down all rules governing our employees in an open and transparent manner to all staff. We hope that all the employees are aware of its contents, ongoing modification and seek support from the HR unit, as may be needed.

The information provided in this manual would serve as guidelines and would be subject to change, from time to time as JSLPS grows as an organization. Hence we treat this Manual as a dynamic document. The Management reserves the right to modify the provisions of this manual as and when required.

The designated SPM – HRD, JSLPS shall be the custodian of this policy and responsible for its updation and communication. The final Interpretation of this Policy shall vest with CEO- JSLPS, who may consult with the Executive Committee, at his/ her discretion.

As this is the first manual, I am sure there is scope for many improvements. We look forward to suggestions from our users to further improve our efforts.



Shri Paritosh Upadhyay  
CEO-JSLPS

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## List of Abbreviations

<b>Abbreviations</b>	
JSLPS	Jharkhand State Livelihoods Promotion Society
GoJ	Government of Jharkhand
RDD	Rural Development Department
GB	General Body
EC	Executive Committee
CEO	Chief Executive Officer
COO	Chief Operations Officer
MoA	Memorandum of Association
HRD	Human Resource Development
IAS	Indian Administrative Services
NGO	Non-Government Organization
DM	District Magistrate
NRM	Natural Resources Management
M&E	Monitoring & Evaluation
DPM	District Programme Manager
JD	Job Description
CB	Capacity Building
CV	Curriculum Vitae
R&S	Recruitment & Selection
FTE	Fixed Tenure Employee
PF	Provident Fund
ESI	Employee State Insurance
PSU	Public Sector Unit
KRA	Key Result Area
KPI	Key Performance Indicators
HQ	Headquarter
TA	Travelling Allowance
DA	Daily Allowance

## Chapter 1 Introduction

JHARKHAND STATE LIVELIHOOD PROMOTION SOCIETY (JSLPS) established as a society registered under the Societies Registration Act, 21, 1860 for promotion, coordination, implementation, monitoring and evaluation of livelihood programs/projects/schemes in the state under administrative control of Rural Development Department, Government of Jharkhand with the following objectives:

- i. To alleviate the poverty in the state, especially among the disadvantaged groups
- ii. To support effective implementation and monitoring of ongoing government and other program and schemes.
- iii. To facilitate knowledge and experience sharing among stakeholders including – government departments, technical institutions, relevant autonomous agencies of the government, civil society organizations, non-governmental organizations, private sectors, community based organization and research agencies.
- iv. Training and capacity building of government, community and other development agencies
- v. Support partnerships among key players for livelihood promotion.
- vi. Support development of new ideas and innovative programs.
- vii. Foster collaboration between relevant departments at State and District level for poverty alleviation of disadvantaged groups in the state.
- viii. Provide technical advisory support to government and stakeholders when and whenever possible.

Jharkhand State Livelihood Promotion Society (JSLPS) is led by its General Body (GB) that is chaired by Honourable Rural Development Minister, Govt. of Jharkhand, from which a more functional Executive Committee (EC) that will be preside over by Principal Secretary, Rural Development Department, Govt. of Jharkhand, has been formed for taking all policy level decisions and advising the functionaries of the society. Representatives from the Government of Jharkhand, Banks, Development institutions and civil society form the Executive Committee of the Society. The day-to-day management of the JSLPS is carried out by the Chief Executive Officer (CEO) and his/her team of Officers.



To achieve its mission, JSLPS has a three-tier implementation structure at the State, District and Block Level. At each level, a team of professionals (including field staff at Block level) would be inducted to ensure the programmes undertaken meet its objectives. This HRD Manual aims to lay down principles, guidelines, and rules/norms to ensure smooth functioning of the staff. It also aims to provide equal opportunity for all staff across all levels to display performance ability and exercise rights as available within organization framework.

This HRD Manual aims to ensure that the best available talent is attracted to work in JSLPS, and to ensure that this pool of talent is retained with high motivation and performance levels.

This HRD Manual would not tolerate any discrimination of staff on grounds of gender, disability or selection and lays down guidelines and rules for grievance redressal.

Standard professional conduct and accountability is expected on part of each and every staff. This HRD 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.

Last but not the least, 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 JSLPS.



## Chapter 2 JSLPS Organization Structure

**2.1 Objective:** The Objective of this chapter is to present an overview of JSLPS, its vision, mission and objectives, its structure, and the roles of the structures at various levels.

### 2.2 Definitions:

2.2.1 **Government** means the State Government of Jharkhand.

2.2.2 **Society** means the Jharkhand State Livelihoods Promotion Society (JSLPS)

2.2.3 **Appointing Authority:** Any an officer/s or agencies who has been delegated the power as per the HR Policy to issue appointment letters and sign contracts with any staff being engaged by JSLPS

2.2.4 **Reporting Authority:** Any Officer who has been delegated the authority to guide , supervise , monitor , discipline and manage performance, as per extant delegations.

**2.3 Scope :** The policy is applicable for all employees of JSLPS.

**2.4** A four level implementation structure has been created under the Executive Committee to guide JSLPS achieve its vision. The structure has been created keeping in mind clear division of roles and responsibilities across the organization, need for specialist functions and managerial functions and their cohesion and unified communication across the levels.

2.4.1 The Organization structure has been created to implement all programmes undertaken by JSLPS. The present structure would implement the NRLM, Sanjeevani, IAY, SECC, Johar schemes of the Rural Development Department. As and when new programmes/ schemes are started, the Executive Committee may create new positions at various levels for smooth implementation of these new programmes.

2.4.2 The structure would try to integrate the various programmes/ schemes of JSLPS and would have functional/ domain specialists and line staff cutting across programmes/ schemes.

### 2.5 Implementation Structure at State Level : State Mission Management Unit (SMMU)

2.5.1 The SMMU Team of JSLPS would play a crucial role towards guiding JSLPS towards its vision and mission. Broadly, the SPMU would design policies for various programmes, set up operational procedures, ensure governance / compliance, guide the planning, coordination, quality assurance, and monitoring the programmes across the state. The team would also play a pivotal role in liaising with stakeholders and building partnerships.



- 2.5.2 The SMMU would be located at Ranchi. It would be headed by a Chief Executive Officer (CEO), who would report to the Executive Committee of JSLPS.
- 2.5.3 The Government of Jharkhand would appoint the CEO of JSLPS.
- 2.5.4 The CEO would have a team of dedicated development professionals in various domains/ programmes, lead by a Chief Operating Officer (COO). The functional specialists for key themes would support the COO as State Programme Managers for their respective domains. They in turn would have managerial level staff reporting to them to carry out programmes in their respective domains/ units.
- 2.5.5 A Programme Coordinator would be appointed to manage each programme being implemented by JSLPS. The Programme Coordinator, who would be at the level of a Programme Manager, would report to the COO.
- 2.5.6 A Chief Finance Officer would be appointed to ensure the fiduciary governance of JSLPS. S/he would be assisted by a team of finance, procurement and accounts staff to ensure smooth funds flow and meeting all statutory requirements for JSLPS. S/he would directly report to the CEO.

## **2.6 Structure at District Level – District Mission Management Unit (DMMU)**

- 2.6.1 **District Livelihoods Committee (DLC):** Each district would have a DLC, which would be chaired by the District Collector of the concerned District. The members of the DLC would comprise of district officers from the relevant technical departments, representatives of NGOs and the academic community.
  - 2.6.1.1 The role of DLC would be to facilitate convergence of government programmes related to rural development.
  - 2.6.1.2 It would also provide direction and guidance to the JSLPS District Unit(DPMT).
- 2.6.2 **Implementation Structure at the District Level:** JSLPS would have District Programme Management Units (DMMU), headed by a District Programme Manager in each District where it operates.
- 2.6.3 The DPM would report to the COO for all programme related activities.
- 2.6.4 To support the DMMUs, functional/ Domain Specialists will be placed in each district along with administrative and finance staff. The DMMU is the crucial link for coordinating, implementing and managing all implementation activities across the blocks within the district. It would also build capacity of the block and field teams, monitor and ensure quality implementation of programmes.



- 2.6.5 The number and functionality of the domain specialists may vary from one district to another, depending upon the focus of the programmes being implemented by JSLPS in that District.

### **2.7 Structure at Block Level – Block Mission Management Unit (BMMU)**

- 2.7.1 The BMMU would directly supervise the Field Teams functioning under the Block and provide a platform for sharing of resources and cross learning across the Field Teams.
- 2.7.2 Each BMMU would be headed by a Block Programme Manager. S/he would report to the District Programme Manager of the concerned District.
- 2.7.3 Each BMMU would also include thematic experts as required by the nature of programmes being implemented in the District. To start with, each BMMU would have a Block Livelihoods Coordinator.
- 2.7.4 Each BMMU would have Cluster Coordinators and Community Coordinators to implement the programmes.
- 2.7.5 The BMMU would also have a support staff structure comprising of accountant and computer operator.

**2.8 Creation of Project Cells/ Training Cells :** JSLPS may create additional project cells for additional programmes which it undertakes. These cells may be formed to coordinate all activities under that programme and may be created at any/ all levels of the JSLPS Organization structure. However, such cells and the composition of teams within the cell would be formed as per the policy laid under creation of new posts, recruitment and selection policy etc. Such cells should be formed only after the approval of the EC.

**2.9** The Organizational structure of JSLPS is given as Annexure 1. This organization structure has been designed essentially to serve the existing programmes. As and when new programmes/ schemes are undertaken by JSLPS, additional positions may be created for their smooth implementation, after approval of the Executive Committee.

### **2.10 Categorization of Staff**

- 2.10.1 All staff in JSLPS would be categorized at various Levels, depending on the seniority and responsibilities. At present, staff has been categorized from Level 1 (L1) to Level 9 (L9).
- 2.10.2 Under each of these levels, three bands of pay have been created. Depending upon the nature of work experience, staff under each level may be placed either in Pay Band 1 or 2 or 3.



2.10.3 The details of the pay bands have been provided in the Chapter Salary & Benefits.

2.10.4 Job Descriptions and eligibility criteria for staff at various levels have been provided in Annexures.

## 2.11 Creation of Posts

2.11.1 All posts under JSLPS would be created only after the approval of the Executive Committee.

2.11.2 The demand for new posts would be finalized by the CEO in consultation with the COO and the SPM HRD and placed before the EC for approval.

**2.12 Appointing Authority and Reporting :** The appointing authority and Reporting Officer for various positions under JSLPS would be as follows.

### 2.12.1 At the SMMU Level

S.No.	Position	Level	Appointing Authority	Reporting To
1	Chief Executive Officer	L1	Government of Jharkhand	President - Executive Committee
2	Chief Operating Officer	L2	CEO	Chief Executive Officer
3	State Programme Managers	L3	CEO	Chief Operating Officer
4	Programme Managers	L4	CEO	SPMs (respective domains)
5	PM – Admin & Logistics	L4	CEO	SPM – HRD
6	PM – Finance	L4	CEO	SPM – Finance
7	PM - Procurement	L4	CEO	SPM - Procurement
8	Accounts Officer	L5	CEO	SPM - Finance
9	Data Administrator	L5	CEO	SPM – IT & MIS
10	System Analyst	L5	CEO	SPM – IT & MIS
11	Young Professionals	L5	CEO	PMs
12	Accountants	L7	CEO	PM - Finance
13	Procurement Officer	L7	CEO	PM - Procurement
14	Administrative Assistant	L7	CEO	PM – Admin & Logistics
15	Admin Support Staff	L8	CEO	PM – Admin & Logistics



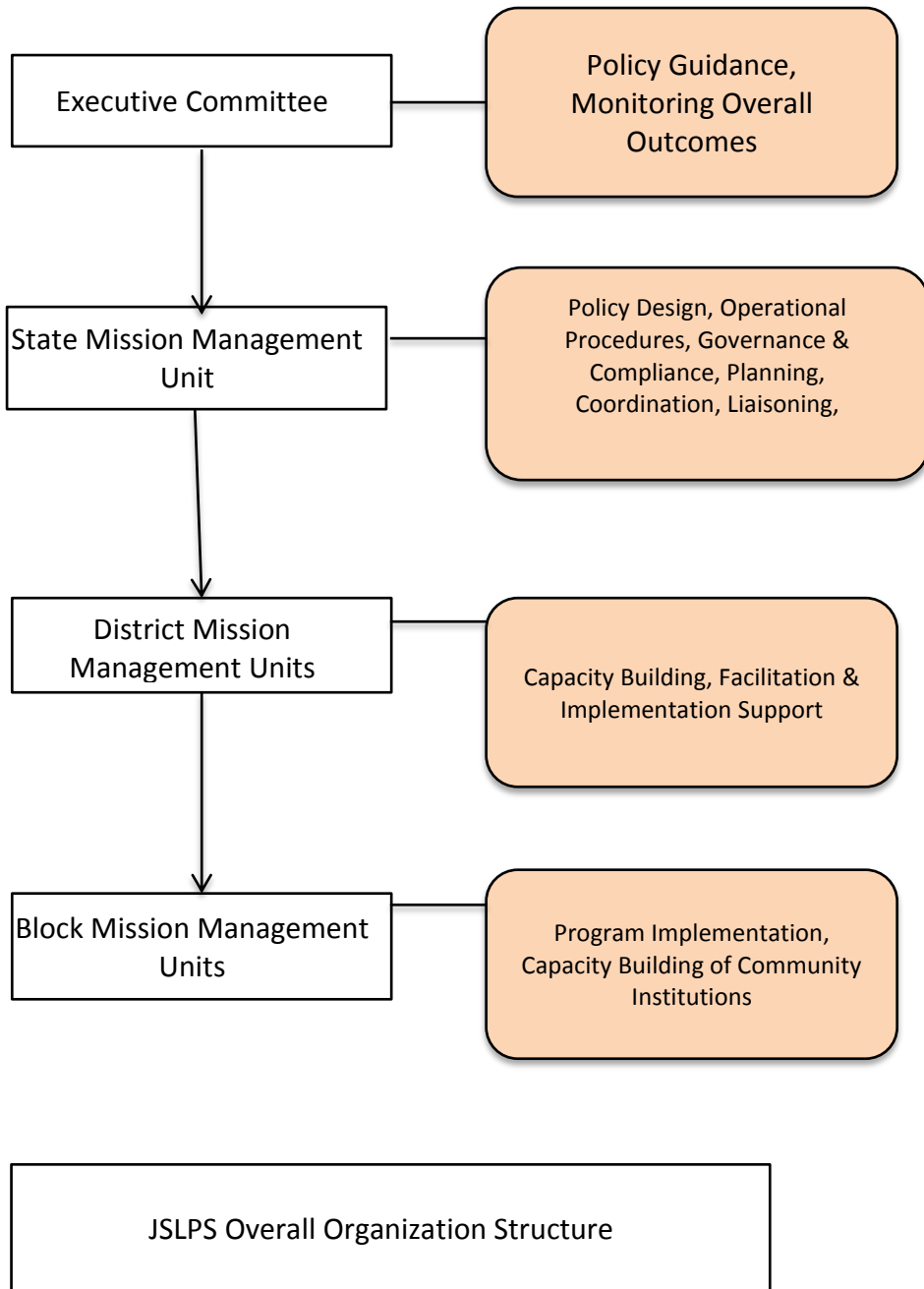
## 2.12.2 At the DMMU Level

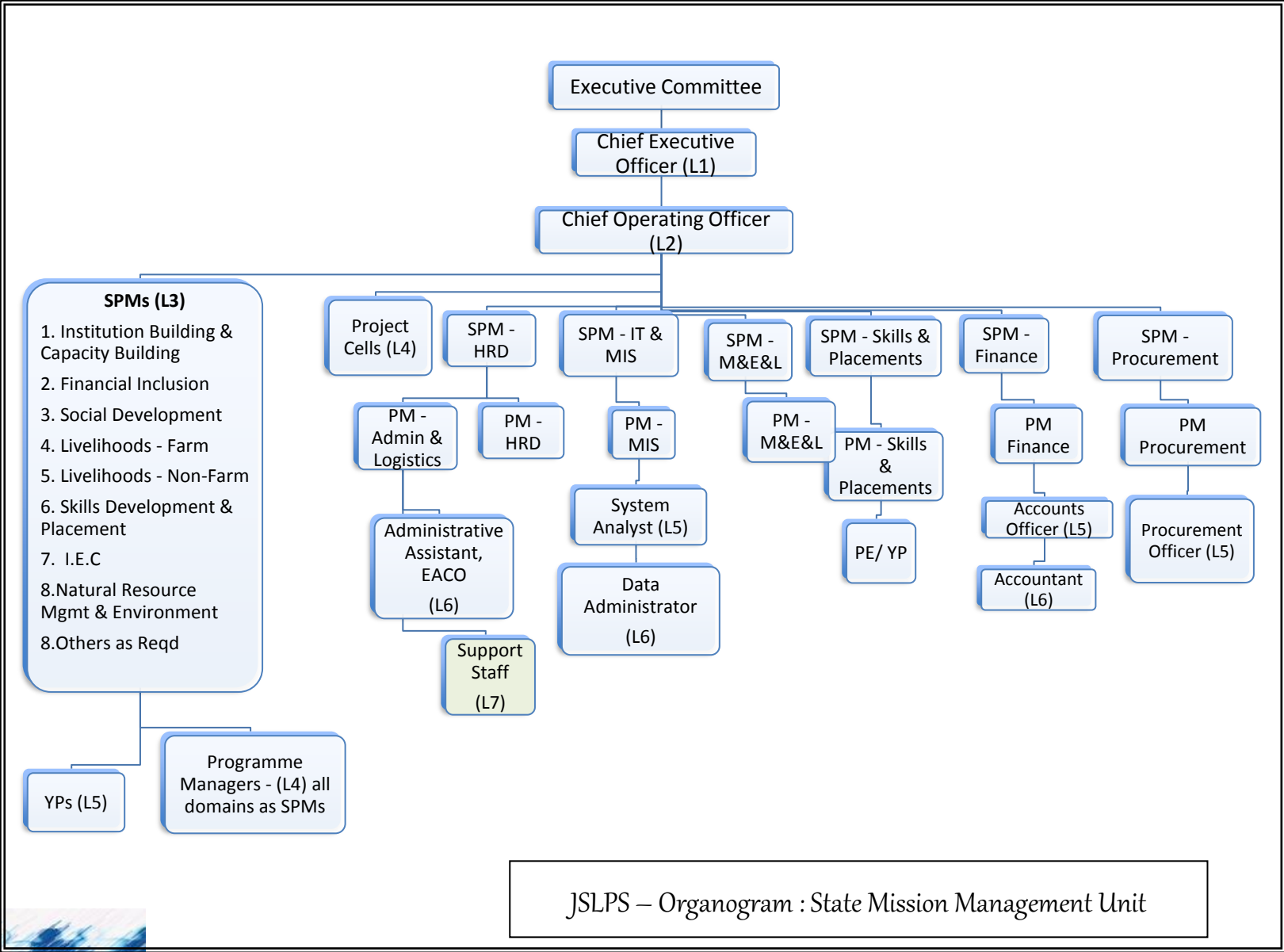
S.No.	Positions	Level	Appointing Authority	Reporting To
1	District Programme Manager	L4	CEO	Chief Operating Officer
2	District Managers	L5	CEO	District Programme Manager
3	District M&E Manager	L5	CEO	District Programme Manager
4	District Accounts Manager	L5	CEO	District Programme Manager
5	MIS Officer	L6	CEO	District M&E Manager
6	Accountant	L7	CEO	District Accounts Manager
7	Administrative Assistant/EACO	L7	CEO	District Programme Manager
8	Support Staff	L8	CEO	District Programme Manager

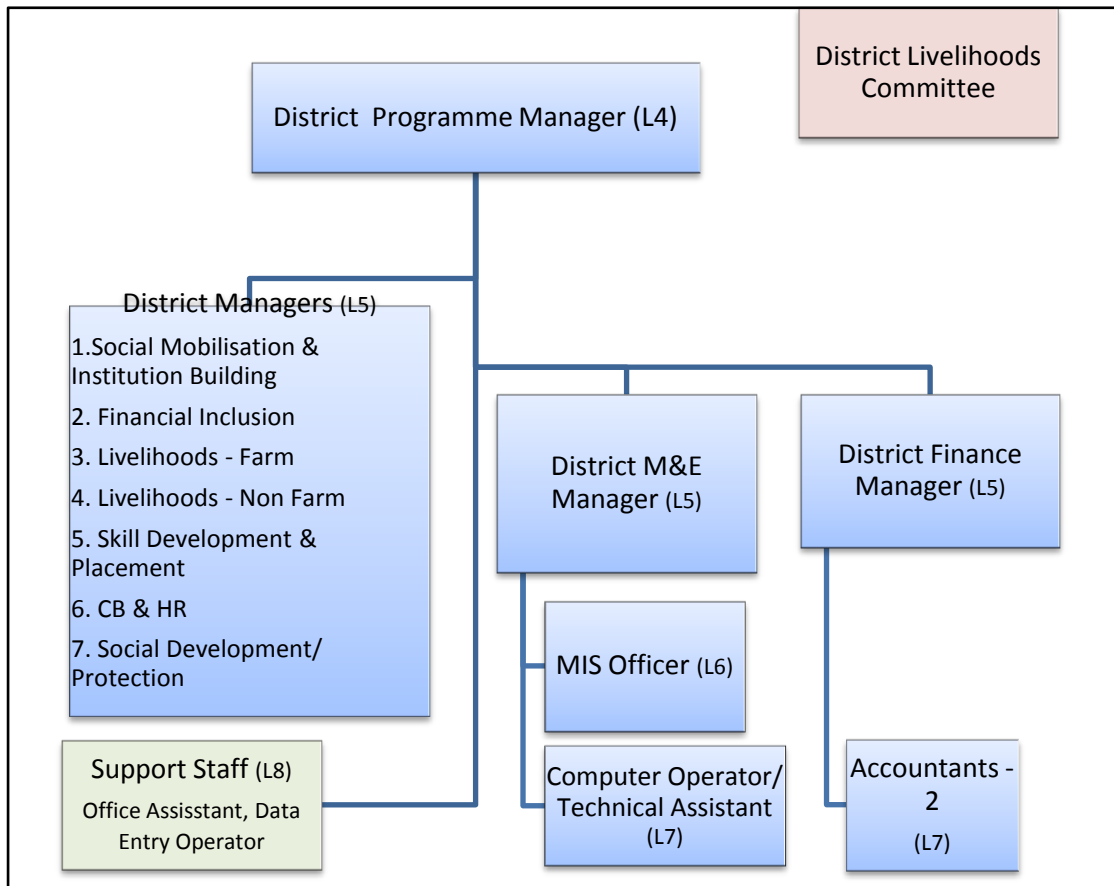
## 2.12.3 At the BMMU Level

S.No.	Positions	Level	Appointing Authority	Reporting To
1	Block Programme Manager	L6	CEO	District Programme Manager
2	Thematic / Livelihoods Coordinators	L7	CEO	Block Programme Manager
3	Cluster Coordinators	L7	CEO	Block Programme Manager
4	Administrative Assistant/EACO	L7	CEO	Block Programme Manager
5	Community Coordinators	L8	CEO	Block Programme Manager
6	Support Staff	L9	CEO	Block Programme Manager



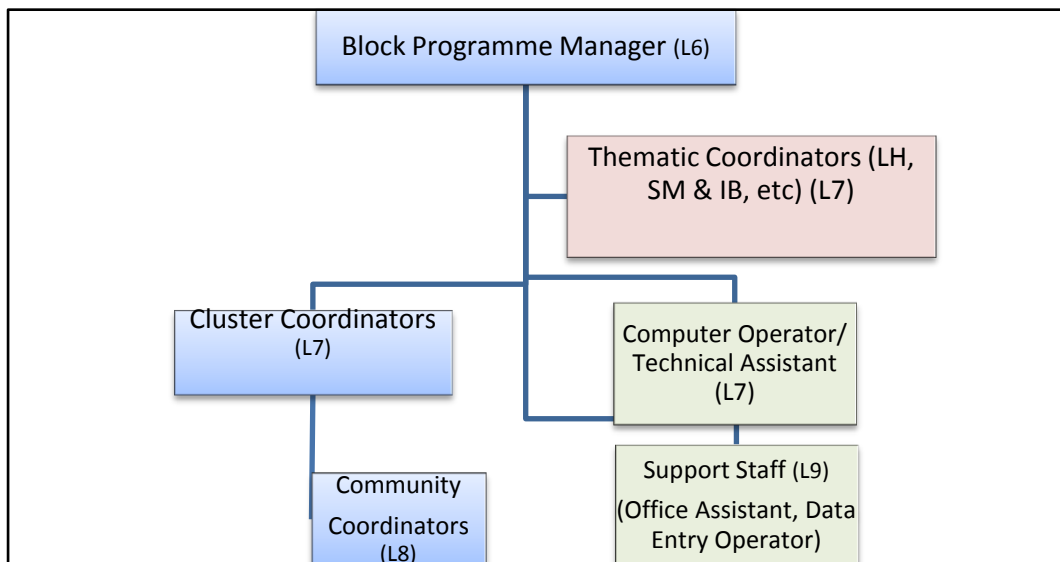






Note : Staff in Cells coloured in green may be outsourced/ hired through manpower supply agencies.

### JSLPS – District Mission Management Unit



Note : Staff in Cells coloured in green may be outsourced/ hired through manpower supply agencies. Thematic Coordinators may be appointed for special programme which require placement of such staff at the Block Level.

### JSLPS – Block Mission Management



## Chapter 3 Recruitment and Selection Policy

**3.1. Objective** – The objective of this Chapter is to lay down policy and procedures to be followed by JSLPS in the recruitment and selection of appropriate human resources for the organization.

**3.2. Scope** – This Policy is applicable to all recruitment and selection undertaken by JSLPS including: Internal recruitment, External recruitment and recruitment through deputation, Campus recruitment and Hiring of consultants and any other type of recruitment that may be decided by JSLPS from time to time.

**3.3. Definitions** –

3.3.1. **Recruitment:** The process of defining a job vacancy, identifying and hiring the best-qualified candidates (from within or outside of an organization) a job or a vacancy, in a most timely and cost effective manner.

3.3.2. **Selection:** A process of choosing the most appropriate candidate from the universe of candidates who have applied to fill the post.

3.3.3. **Internal Recruitment & Selection:** This refers to the process of recruitment and selection from the existing pool of staff within JSLPS, to fill up a vacancy.

3.3.4. **External Recruitment & Selection:** This refers to the process of recruitment and selection through an open advertisement to the public, at large, to fill up a vacancy in JSLPS.

3.3.5. **Deputation:** This refers to the process of filling a vacancy by inviting and appointing staff serving in any department/ corporation of Government of Jharkhand or PSU Banks.

3.3.6. **Campus Recruitment & Selection:** This refers to the process of identifying potential employees, from amongst students, through campus visits to reputed institutes. The selection process is in general administered in the campus of academic institutions.

3.3.7. **Interviewer:** A person who has been identified to judge the competency of candidate through face to face/ telephonic interaction.

3.3.8. **Interviewee/ Candidate:** Any individual with the required qualification who has applied for a job advertised by JSLPS.

**3.4. Reasons for Recruitment**

3.4.1. **Vacancy:** A vacancy caused by the exit of an existing incumbent, for any such as –resignation, transfers, promotions, etc.,

3.4.2. **Expansion:** Need of recruitment arising out of expansion in the work of JSLPS through new initiatives or projects or through expansion into new geographical



locations or others. Such expansion would in general require the creation of new posts, before recruitment activity can be initiated.

**3.5. Sources/Modes of Recruitment & Selection:** As may be noted from the definitions, Recruitment and Selection could be done through:

**3.5.1. Internal Recruitment & Selection:** Internal recruitment, from amongst the employees of JSLPS, is one of the sources / modes for recruitment. This mode may be generally adopted when knowledge of internal working and operations of JSLPS is a critical pre-requisite for a job. Internal recruitments may also be used as a means for career progression of existing staff. All such internal recruitments are required to follow the norms specified in this policy and shall be subject to availability of staff with suitable skills and competencies, within JSLPS.

**3.5.2. External Recruitment & Selection:** JSLPS, at its discretion may follow this approach when desired human resources are not internally available or JSLPS wishes to obtain a larger pool of talent from the open market.

**3.5.3. Campus Recruitment & Selection:** This may be a preferred mode for hire to entry-level positions and for Young Professionals.

**3.5.4. Deputation:** Deputation may be adopted as a mode of recruitment for those vacancies/ positions where experience in the government sector is a key pre-requisite or in cases where the required competencies are generally to be found within the government sector.

**3.5.5. Hire of Manpower/ Staffing Agencies to provide human resources for JSLPS:** A manpower agency may be contracted to supply staff for several of the positions. The hire of such manpower agencies shall however follow the procurement norms of JSLPS.

**3.5.6.** JSLPS may choose to combine any of the above sources or adopt new modes ; to ensure a large pool of human resource talent, for effective recruitment and selection.

**3.6. Guiding Principles & General Conditions for all Recruitment and Selection (R&S)**

3.6.1. All recruitment action requires the existence of an approved post. It may be noted that creation of new posts (as detailed under clause 3.9 ) can be approved only by the EC of JSLPS.

3.6.2. In general, a vacancy would imply the existing of an approved post unless transfer of an incumbent /staff is linked to transfer of the post as well. However, an expansion may in general, require creation and sanction of new posts unless existing vacant posts can be used for expansion.

3.6.3. The creation of new post would be as per the process noted in this policy under Section 3.9



- 3.6.4. No recruitment can be undertaken unless there is a post duly approved by the EC. The CEO may undertake recruitment and appointment only when post has been created with the approval of the EC.
- 3.6.5. All recruitments and selection shall adhere to the reservation norms of the state, as discussed further below.
- 3.6.6. The General Body of JSLPS has designated the CEO as the authorized officer for all types of recruitments and for all positions except for the position of CEO. For appointment of all other positions under the Society, the CEO has been authorized to recruit and select following the approved selection process mentioned herein.
- 3.6.7. All recruitments shall begin with a detailed Job Description (JD) including reporting structures, eligibility criteria, pay and other benefits related norms. Such a Job Description shall be caused to be prepared by the CEO through the SPM-HR in due consultation with the COO and functional / domain managers. JDs for the position of the CEO and COO shall be approved by the President – EC. The JDs for all other positions shall be approved by the CEO.
- 3.6.8. The initiation of recruitment, for approved posts, across all levels can be undertaken only with the approval of the CEO JSLPS. The activities and processes relating to recruitment may be decentralized but the proposal for recruitment and the Job Description-JD(as detailed in clause 4.10 below) and the selection process would need the formal approval of CEO,JSLPS before execution, by any field level administrative Unit or a functional Unit of the state. The issue of appointment contracts, on completion of the recruitment and selection process would follow the delegations prescribed under the Delegation of Powers Policy.
- 3.6.9. JSLPS may choose any mode of recruitment or a combination of these (Internal, External Only or Open or deputation etc.) based on an assessment of its recruitment needs. In general, open advertisement (that would also allow participation of eligible internal candidates/ deputationists) would be the norm, unless otherwise decided for suitable reasons.
- 3.6.10. The recruitment and selection process in JSLPS would ensure the following:
  - 3.6.10.1. Fair and equal opportunity to all eligible candidates, irrespective of religion, faith, caste, tribe, creed, gender, region, etc.
  - 3.6.10.2. Encourage women to apply and provide equal opportunity to women for selection, at all levels.
  - 3.6.10.3. Focus on selecting competent individuals with people centered attitude, a genuine aptitude for working for the advancement of the poor, and the ability to work constructively in teams and commitment towards his/her job.
  - 3.6.10.4. The Recruitment and Selection process would maintain the highest level of transparency and fairness.



3.6.10.5. The recruitment and selection process may be outsourced on a turnkey basis to a professional HR Agency, or it may be undertaken directly by JSLPS, involving its own staff.

**3.7. HR Agency :** JSLPS may choose to hire the services of an HR agency to provide support JSLPS in managing the process of recruitment and selection. In general, such an agency may be hired when recruitments are large or where specialized selection tools (such as behavioural tools, psychological tests) are to be administered. Such agencies may also be hired to support a lean HR unit for timely completion of recruitment. JSLPS may at any point in time choose to empanel multiple such agencies to support different categories of recruitment or to support recruitments from a wider talent pool, across different geographies. A more detailed description of the process relating to hire of such HR Agencies is noted under clause 3.26

**3.8. Recruitment management** may also be undertaken internally by JSLPS through its own HR or equivalent divisions, Staff, supported by functional units and other relevant committees.

3.8.1. To support the recruitment and selection process in JSLPS, the following committees may be formed:

3.8.1.1. **The Screening Committees-** undertakes review of applications against specified eligibility criteria and prepare the initial shortlist of candidates for selection through tests and/ or interviews.

3.8.1.2. **The Interview Committee-** is established to interview the final shortlisted candidates, empanelled after a series of selection processes before the interview. The Screening and Interview Committees, in general, may be constituted as noted below:

Levels	Screening Committee	Interview Committee	Committee to be Approved by
L1	To be appointed by Government of Jharkhand		
L2	CEO, President EC	CEO, President EC, Members from EC, External Experts	President - EC
L3, L4	CEO, COO	CEO, President EC, External Experts	President - EC
L5 – L6	Employees of L4 or above	COO, L3 level employees, External resource persons from the relevant domain	CEO
L7 & Below	Employees of L5 or above	Employees of L4 or above, External resource persons from the relevant domain	CEO



3.8.1.3. JSLPS may establish the above committees as standing committees as and when required.

**3.9. Creation of New Posts:**

- 3.9.1. All new posts in JSLPS, at all levels, across the organization can be created only with the approval of the Executive Committee.
- 3.9.2. A request for creation of new posts with justification and indicative job description shall be submitted by Heads of District and Zonal Units and functional heads of the state unit to the SPM – HR of the State Unit. The units below the district will route their request through the DPM. In case of new initiatives, the COO may initiate the process of creation of new posts in consultation with relevant functional heads/unit heads.
- 3.9.3. On receipt of such a request, the SPM-HR with due consultations, develop a detailed Job description, eligibility norms, pay and benefit norms and other aspects and submit the same for the review of the CEO. On due concurrence of the CEO, a proposal would be prepared for review and approval of the Executive Committee.
- 3.9.4. On due approval of the EC, a post would be deemed to be created for further action relating to recruitment and selection.

**3.10. Criteria for Selection of Staff:**

- 3.10.1. The candidates shall be selected on the basis of merit, keeping the competence requirements in view, which are broadly:
  - 3.10.1.1. **Knowledge:** of general development issues, of the domain/ area in which the staff is expected to function (e.g. rural development, development studies, agriculture, microfinance etc.)
  - 3.10.1.2. **Relevant Experience :** in the domain for which selection is to be made.
  - 3.10.1.3. **Skills:** Technical / Functional skills: including those specific to domain as well as interpersonal skills, communication, etc.
  - 3.10.1.4. **Attitudes:** specifically working together in teams, empathy towards the poor, etc.
  - 3.10.1.5. **Management/ Operational skills** (Planning, Organizing, Analyzing, Executing skills etc.)
  - 3.10.1.6. Broadly, the following attributes could be explored during selection, based on the position.

<b>Knowledge</b>	<b>Skill</b>
<ul style="list-style-type: none"> <li>○ <u>Conceptual clarity on poverty</u> in local context, development principles, strategies, knowledge of successful interventions, various actors in development, their roles and</li> </ul>	<ul style="list-style-type: none"> <li>○ Group Facilitation</li> <li>○ Leadership</li> <li>○ Conflict Resolution</li> <li>○ Decision making</li> <li>○ Community</li> </ul>



<p>limitations.</p> <ul style="list-style-type: none"> <li>○ Thematic knowledge based on positions</li> <li>○ Project Management, finance administration and HR relations</li> <li>○ Communication – Presentation</li> </ul>	<p>organization/mobilization skill</p>
<p><b>Attitude</b></p> <ul style="list-style-type: none"> <li>○ Pro-poor facilitative orientation - Belief in the skills and understanding of the poor, seeing himself/herself as a co-learner with the poor</li> <li>○ Work Style – (i) Perseverance, willingness to work under stress (ii) Self driven/ proactive, risk taking, result oriented</li> </ul>	<p><b>Value</b></p> <ul style="list-style-type: none"> <li>● Honesty,</li> <li>● Commitment,</li> <li>● Accountability,</li> <li>● Transparency</li> </ul>

3.10.2. The Job description shall guide the design of suitable weightages across the above broad assessment areas.

**3.11. Reservation Norms:** The selection process of JSLPS will comply with reservation rules of Government of Jharkhand as applicable. The grouping of positions would be made keeping the JSLPS as a unit. Grouping would also be done keeping in mind the qualifications, skill sets and remuneration fixed for various positions. The key principles guiding application of reservation norms in JSLPS are as below:

3.11.1. The roster policy of Government of Jharkhand shall be followed with regard to all posts where the number of vacancy for a specific position is more than one.

3.11.2. Reservation would apply to all modes of recruitment, whether internal/ external/, campus etc.

3.11.3. Reservation benefits will be available ONLY to the domicile residents of Jharkhand.

3.11.4. The advertisements for vacancies shall announce the category wise vacancies for each position.



3.11.5. All possible effort will be made to fill the reserved positions within the society. JSLPS may lower the eligibility criteria for such reserved posts with the approval of the EC. In case of reserved categories still remain vacant, the entire process of recruitment and selection would be repeated at least three times to fill these vacancies, as per norms prescribed in this policy, subject to any waivers approved by the EC. However, if after three repeated attempts the posts remain unfilled, action may be taken to de-notify the same from reserved category with the approval of the EC.

### **3.12. Recruitment Process for hiring through Deputation**

**3.13.** In addition to the general principles discussed in clause 3.6 above, the following specific processes may be followed for hire through deputation:

**3.13.1. Notifying Vacancies:** The vacancy/ vacancies may be circulated along with detailed JD and eligibility criteria to identified line departments and suitable government organizations. Applications would be received by the SPM - HR on behalf of JSLPS.

**3.13.2. Screening Applications:** As described above in clause 3.8.8.1 the screening committee may be formed.

**3.13.3. Invitation for Selection Process:** Shortlisted candidates would be invited to attend the selection process through email/post and / or notices on the departmental website.

**3.13.4. Selection Process:** The Selection Process may include a range of tests to assess knowledge, skills and attitudes or as decided by the CEO - JSLPS. The selection may use a combination of methods such as written tests, case study discussion approach, group discussion approach, presentations and interviews, based on the level of selection. Appropriate weightages would be assigned to each of the selection tools being used before initiating the selection process. If required, JSLPS may hire external resource persons to conduct/ administer some of the tests/ tools.

**3.13.5. Interview Committee:** As described above in clause 3.8.8.2, an Interview committee would be formed.



- 3.13.6. **Merit List:** The SPM - HR with the support from the HR team, would consolidate the scores obtained by candidates in each test and prepare a position wise merit list.
- 3.13.7. **Wait List :** If selection panel deems fit, it can also prepare a wait list, with the provision that this wait list would remain effective for a period of six months. However, hire of candidates from the wait list would be at the sole discretion of JSLPS.
- 3.13.8. The merit list and the wait list would be approved by the CEO or a representative of the CEO for issue of offer letters to the candidate/s.
- 3.13.9. **Reference Check:** The SPM - HR along with the HR team would conduct a reference check for the candidates appearing in the merit list. The reference check shall be done as per the prescribed format.
- 3.13.10. **Contract:** Upon acceptance of the offer letter, a contract would be offered to the selected candidate for that position. The SPM – HR along with the HR Team would verify that the candidate has met all the applicable deputation norms/ clearances, before formal signing of the contract. A copy of contract is attached as Annexures.

### **3.14. Recruitment Process for Internal Recruitment & Selection**

- 3.14.1. In addition to the general principles discussed in clause 4.6 above, the following specific processes may be followed for hire through internal recruitment and selection:
- 3.14.1.1. **Notifying Vacancies:** The vacancy/ vacancies, once identified by the Unit Heads would be consolidated by the SPM - HR, and notified internally with due approval of the CEO, along with detailed Job description and eligibility. The notification would be issued in the form of an internal advertisement and circulated to all the units through letters or emails, websites or notice boards.
- 3.14.1.2. Applications would be received by the designated SPM - HR from interested candidates.
- 3.14.1.3. **Screening Applications:** As described above in clause 3.8.8.1 the screening committee may be formed. For positions at level L 4 and above, the screening panel would be approved by the President -EC.



- 3.14.1.4. **Invitation for Selection Process:** Shortlisted candidates would be invited to attend the selection process by sending out call letters (through emails and/or post). Information regarding the shortlisted candidates, venue and dates of selection process may also be posted on the JSLPS website.
- 3.14.1.5. **Selection Process:** The Selection Process may include testing of domain knowledge, managerial ability, temperament, orientation to work in teams, etc. along with a final interview. Appropriate weightages would be assigned to each of the selection tools being used before initiating the selection process. If required, JSLPS may hire external resource persons to conduct/ administer some of the tests/ tools. Selection process may need a multi-stage approach depending upon the rigour required and the number of applicants. A multi-stage selection process may include an initial screening, multiple tests and final interviews with a smaller chosen sub-set of applicants.
- 3.14.1.6. **Weightage to Staff Performance Assessment Scores:** Once the performance management system has been rolled out, the performance assessment scores of the internal applicants may also be taken into consideration (through appropriate weightages) along with other selection tools. In General, the performance assessment score may be given a weightage of 25% in the overall selection process.
- 3.14.1.7. **Interview Panel:** The Interview panel may consist of the SPM-HR, the concerned Domain Head/ SPMs and one or two external resource persons from the concerned domain. In case of vacancy at Level 4 and above, the COO and/or the President EC, JSLPS may also be part of the interview panel.
- 3.14.1.8. **Merit List:** The SPM - HR along with the HR Team, would consolidate the scores obtained by candidates in each test and prepare a position wise merit list.
- 3.14.1.9. **Wait List:** If selection panel deems fit, it can also prepare a wait list, with the provision that this wait list would remain effective for a period of six months. However, hire of candidates from wait list would be at the sole desecration of JSLPS.
- 3.14.1.10. The merit list would be approved by the CEO and offer letters issued to the candidate/s.
- 3.14.1.11. **Contract:** Upon acceptance of the offer letter, a contract would be offered to the selected candidate for that position.



### **3.15. External Recruitment & Selection**

In addition to the general principles discussed in clause 3.6 above, the following specific processes may be followed for hire through External recruitment:

- 3.15.1. **Identification of vacancy/ vacancies:** Once identified by the Unit Heads, all vacancies would be consolidated by the SPM - HR, and approved by the CEO. The required eligibility criteria for these positions would also notified along with the vacancies.
- 3.15.2. **Advertisement:** To reach out to a larger talent pool, advertisements may be released in multiple media (including local and national newspapers, magazines, websites etc.). The advertisement shall also be released on JSLPS website. All advertisements shall provide details of JD. If required CEO JSLPS may also give advertisement in International newspapers/ magazines after approval of President -EC.
- 3.15.3. **Receiving Applications:** Applications would be received by/ on behalf of the SPM-HR from interested candidates. JSLPS may also develop a system of receiving application online from candidates, to make the process more efficient.
- 3.15.4. Even in case of external recruitment, existing staff of JSLPS may apply for the vacancies advertised.
- 3.15.5. **Relaxing Eligibility Criteria for Internal staff:** JSLPS may relax the eligibility criteria for internal staff that apply against such advertisements. Such relaxation may be considered for those internal staff, who have served JSLPS for a minimum of six months or as decided by the EC. Such relaxation may be allowed with reference to the eligibility criteria relating to the number of years of work experience. In general, this criteria may be relaxed by a year or two depending upon the number of years of work in JSLPS. The relaxed criteria for internal staff in such cases would need to be approved by the President, EC, before advertisement. Such a relaxation shall be at the sole discretion of JSLPS and shall not set any mandatory precedents.
- 3.15.6. **Screening Applications:** The SPM - HR along with a three-member panel (including the SPM-HR, and two senior staff from SMMU (L3 or L4) would screen the applications against the eligibility criteria to arrive at the list of shortlisted candidates. The screening panel would be approved by the CEO. (If an external HR agency has been engaged, they would screen the applications).
- 3.15.7. **Inviting for Selection Process:** Shortlisted candidates would be invited to attend the selection process by sending out call letters (through emails and/or post). Information regarding the shortlisted candidates, venue and dates of selection process may also be posted on the JSLPS website.
- 3.15.8. **Selection Process :** The Selection Process may include testing of domain knowledge, managerial ability, temperament, orientation to work in teams, etc. along with a final interview. Appropriate weightages would be assigned to each



of the selection tools being used before initiating the selection process. The selection process may be conducted by the external HR Agency, if hired. In case this is done directly by JSLPS, external resource persons may be hired to conduct/ administer some of the tests/ tools. The selection process may need a multi-stage approach depending upon the rigour required and the number of applicants. A multi-stage selection process may include an initial screening, multiple tests and final interviews with a smaller chosen sub-set of applicants.

- 3.15.9. JSLPS may wish to give **additional weightage (as marks) to the existing staff**, who have completed at least six months of continuous service in JSLPS, in the selection process. If all other parameters/ scores are equal, existing JSLPS staff may be more suited for the vacancy, as s/he has a better understanding of JSLPS programmes and its functioning. This additional weightage may be given as per the latest performance grade obtained by the staff or as approved by the EC as the case may be.
- 3.15.10. **Village Immersion as apart of Selection Process:** For field-based positions at the Block Units, JSLPS may conduct a village immersion as part of the selection process to test the candidate's adaptability to village situations. The village immersion programme shall be designed to test the candidates' commitment towards the poor, their ability to adapt to field environment, their ability to understand the village economy, institutions, culture etc. The design would include direct observation of candidates in the field while performing the given tasks, interactions with community to get feedback on behavioural aspects of the candidates, assessment through written reports and presentations. In general, village immersion as a selection tool would be undertaken for external recruitment and campus recruitments.
- 3.15.11. **Interview Panel:** Depending on the level and nature of vacancy, the Interview panel may be constituted as specified earlier under clause 3.8.1.
- 3.15.12. **Merit List:** The SPM - HR would consolidate the scores obtained by candidates in each test and prepare a final position wise merit list (this may be done by the external HR Agency, if hired).
- 3.15.13. **Wait List:** If selection panel deems fit, it can also prepare a wait list, with the provision that the wait list would remain effective for a period of six months. However, hire of candidates from wait list would be at the sole desecration of JSLPS.
- 3.15.14. **Reference Check:** The SPM - HR would conduct a reference check for the candidates appearing in the merit list. The reference check should be done as per the prescribed format.
- 3.15.15. The merit list would be approved by the CEO and offer letters issued to the candidate/s.



3.15.16. **Contract:** Upon acceptance of the offer letter, a contract would be offered to the selected candidate for that position.

### **3.16. Campus Recruitment:**

3.16.1. In addition to general guidelines , key process steps include the following :

3.16.2. SPM - HR shall compile a list of institutions and disciplines for campus recruitment. This shall be formalized through consultations with the various officers of JSLPS and approval of the CEO JSLPS.

3.16.3. JSLPS shall enter into appropriate contractual arrangements with the institutes for formalizing the process of campus recruitment, including standing schedule, number of proposed recruitments, job descriptions and selection processes.

3.16.4. The SPM-HR, with the concurrence of CEO, shall create campus recruitment committees. The committees suggested under clause 3.8.1 may be constituted. In general, such panels would consist of internal staff of JSLPS unless specific external expertise is required. In case external expertise is required, they may be hired as short-term consultants as per the policy mentioned under clause 3.20

3.16.5. As a part of the campus recruitment process, the recruitment panels or other representatives of JSLPS may make presentations of the organizations to the select institutions.

3.16.6. During the campus interviews, the team may administer tests, group discussions and conduct interviews before finalizing the list of candidates who could be offered a position in JSLPS.

3.16.7. Upon acceptance of the offer letter, a contract would be offered to the selected candidate for that position.

**3.17. Appointment Letter** - An appointment letter would be issued to the selected candidate, defining designation, place of posting, time given for joining and job description.

**3.18. Terms of Contract** -All selected candidates would, in general, enter into a three-year contract with JSLPS as per the Contract Policy of JSLPS.

**3.19. Re-employment of Former Staff:** In case a person has been removed from JSLPS on ground of discipline/ misappropriation, s/he would not be considered for future vacancies. All other former staff may be considered for re-employment in accordance with the recruitment and selection norms, as applicable to all other candidates.

3.19.1. **Re-advertisement:** In case no suitable candidates are found after completing a selection process, JSLPS may re-advertise to fill the remaining vacancies and follow the same process as described above.



**3.20. Hire of Short Term Individual Consultants:** Apart from regular staff, JSLPS may need the services of external experts from time to time to conduct studies, reviews<sup>1</sup> etc. The need for such consultants may arise to address internal skills/competency gaps and also to undertake specific short-term and time bound assignments. Consultants may also be hired to undertake pilots, proof-of-concepts or innovations while not disrupting the day-to-day operations of the organizations. For this, JSLPS may hire short-term consultants for specific assignments. Ordinarily, such assignments would be for a period up to six months in duration. However, in exceptional cases, when the services of such consultants are required for a longer duration, the CEO may seek the approval of the President, EC for extension of their contracts.

3.20.1. Consultants may be placed in four categories according to their experience/expertise: The details of each category are:

3.20.2. **'A' category** for those with top-level experience (15 to 20 years or more relevant domain experience or relevant education from best institutions or multi-functional experts with over 15 years).

3.20.3. **'B' category** for those with middle level experience (10 to 15 years experience, education from reputed institutions)

3.20.4. **'C' category** for those with moderate experience (5 to 10 years or more experience, education from reputed institutions).

3.20.5. **'D' category** for those with some relevant experience specific to the programmes being implemented by JSLPS (2 to 3 years or more experience, education from reputed institutions).

**3.21.** The consultancy fee for hiring the short-term consultants may be decided/negotiated with the consultant. Apart from the consultancy fee, travel, per diem etc. may be provided to consultants from outside the state.

**3.22.** The duration of consultancy for short-term consultants would be decided as per terms of reference of each assignment.

### **3.23. Process of Engaging short term individual consultants**

The process for hire of short-term individual consultants would, in general, involve the following steps:

3.23.1. The requirement for short-term consultant/s may be advertised or CVs of potential consultants may be solicited by the Selection Committee. The Selection Committee may solicit appropriate candidates through other government, national and international agencies and experts, of repute. There should be at least three CVs of consultants for initiation of selection process. Some of the criteria for selection are given below;



3.23.1.1. **General qualifications:** general education and training, length of and nature of work experience, positions held, previous assignments as team/ theme expert.

3.23.1.2. **Adequacy for the assignment:** education, training, and experience in the specific sector, field, subject, and so forth, relevant to the particular assignment; and

3.23.1.3. **Experience in the region / sector :** knowledge of the local language, culture, administrative system, government organization, and so forth.

3.23.2. **Short-listing** of consultants on their resume, by a committee constituted by the CEO and approved by the President - EC. The committee could be as follows:

Category of Consultant	Screening & Selection Committee
A	CEO, COO
B	CEO, COO, Respective SPM (L4 level or above)
C	COO, Respective SPM (L4 level or above)
D	COO, Respective SPM (L4 level or above)

3.23.3. Approval of the CEO on recommendation of committee.

3.23.4. Contract formalization with the consultant on clearly defined scope of work/ ToR and deliverables. A sample contract is provided as Annexure under the Contract Policy of JSLPS.

3.23.5. Stipulated procurement norms like preparation of terms of reference with selection criteria would be followed while contracting such consultants. Payment terms would be negotiated in the contract and payments would be made on achievement of predefined milestones. In general, no consultants would be hired in lieu of the defined and sanctioned positions in the organization structure, unless in exception cases only after the approval of the EC.

### 3.24. **Hire of Manpower/ Staffing agencies for human resource requirements of**

**JSLPS:** In general, service of individuals against certain positions like Assistant, Accountant, Data entry Operator, Stenographer, Receptionist, Driver, Guard, and Office Boy may be outsourced by entering into a contract with a single or multiple service provider agency/agencies, staffing agency /agencies. However, JSLPS may wish to engage HR/Manpower agencies to hire outsourced staff for other positions as well. Such agency/agencies could be empanelled by the project and their services sought as per the procurement norms of the project. The CEO will, in general, have the necessary authority for engaging and



contracting with such agencies subject to the delegations provided under the procurement manual for JSLPS.

- 3.25.** All human resources whose services are hired through such outsourced staffing agencies, shall be the employees of the agency and not of JSLPS. Hence all contractual and statutory obligations for such human resources would lie with the concerned staffing agency. JSLPS shall however ensure due compliance to such statutory norms by the agency.

### **3.26. Hire of HR Agencies to support the management of Recruitment and Selection of JSLPS staff and Consultants.**

3.26.1. As JSLPS proposes to be a lean organization, the services of such agencies may be required to support the R&S processes of JSLPS, from time to time. JSLPS may engage such agencies for support for all modes of recruitment. In general, such agencies may be hired where the recruitment is large, or for their expertise in specialized sectors ( such as IT recruitments or livelihood sector), or for supporting customized selection through special selection tools or others , as may be relevant for JSLPS. The hire of such agencies would be subject to the procurement norms for consulting services, as may be detailed under JSLPS Procurement Policy. In the absence of specific procurement norms for consulting services in the JSLPS procurement manuals, approval may be sought from President –EC for hiring such agencies.

3.26.2. The procurement action for such hire may be initiated by the CEO JSLPS.

**3.26.3. Role of HR Agency:** Such agencies may be hired to offer turnkey recruitment and selection support services, or to offer specific outputs such as -

- 3.26.3.1. To design recruitment and selection process (including selection tests, question papers, etc.) for specific categories of staff
- 3.26.3.2. To receive and process applications on behalf of JSLPS.
- 3.26.3.3. To administer tests as apart of the selection process.
- 3.26.3.4. To consolidate the scores and prepare short lists on behalf of JSLPS.
- 3.26.3.5. Any other , as deemed appropriate by JSLPS.

**3.26.4. Criteria for Selection of HR Agency:** The indicative criteria for selection of such agencies may include:

- 3.26.4.1. Existence of a legal entity as per laws of India.
- 3.26.4.2. Prior experience of undertaking similar assignments for Government Projects/ Organizations
- 3.26.4.3. Experience relating to size of the assignment .
- 3.26.4.4. Experience in the relevant domain and region or state.
- 3.26.4.5. Ability to take ownership for quality of hire.



3.26.4.6. Any other.

3.26.5. **Fees:** The fee payable to such agencies would depend on the Scope of Work detailed under the ToR. The Head HR would undertake an internal costing of the services being sought, based on market rates and prevalent fees. The fee payable would be determined based on the financial proposal and negotiations as per the procurement norms of JSLPS.

**3.27. Formats:** Formats required to complete recruitment and selection procedure are given in Annexures.

3.27.1. Advertisement Template

3.27.2. Format for CV

3.27.3. Format for Verification of Certificates

3.27.4. Interview Call Letter

3.27.5. Format for shortlisting applications

3.27.6. Scoring Sheet Consolidation Format

3.27.7. Cost Elements of Recruitment & Selection

3.27.8. Referral check format



## Chapter 4. Staff Appointment & Contract Policy

- 4.1 Objective** – The objective of this policy is to define standard process and terms for engagement of staff by JSLPS.
- 4.2 Scope** – This policy would be applicable to all employees engaged by JSLPS, including those on probation as trainees/ apprentices, consultants/ part-time employees etc.
- 4.3 Definitions**
- 4.3.1 **Contract** – a legal binding arrangement between JSLPS and the concerned staff for performing their roles and duties while engaged as staff under JSLPS.
- 4.3.2 **Staff** – all persons engaged under JSLPS either on deputation or on a Fixed Tenure Basis
- 4.3.2.1 **Consultants/ Part time staff:** Those employees who are engaged for a specific assignment/ output on a shorter duration contract usually for a period of less than six months.
- 4.3.3 **Deputation** – process through which permanent staff employed by other government departments/ government instrumentalities is engaged to provide his/her services to JSLPS.
- 4.4 Engaging Staff on Deputation** from any Government Departments/ PSU Banks.
- 4.4.1 The recruitment and selection of staff on deputation would follow the Recruitment and Selection Policy of JSLPS. In general, JSLPS would recruit human resources either on deputation or a fixed tenure basis. The contractual process for staff on deputation is detailed below.
- 4.4.2 The appointment of employees from Government departments/ PSU Banks on deputation shall be in accordance with the terms and conditions stipulated by the Government of Jharkhand/ PSU Banks as applicable
- 4.4.3 Appointing Authority**
- 4.4.3.1 The CEO – JSLPS, would be appointed by the Government of Jharkhand.
- 4.4.3.2 All staff appointed on deputation in the JSLPS shall be appointed by the CEO – JSLPS.
- 4.4.3.3 The CEO- JSLPS, may, in future, delegate this authority to appoint staff below L5 levels at Block Level to a designated Staff not below L3 Level.
- 4.4.3.4 **Mode of Appointment** – Staff on deputation would be engaged through a staff contract, detailing the terms of engagement with JSLPS. Once appointed, the deputed staff will be governed by the rules and regulations of JSLPS.
- 4.4.4 **Staff Contract Life cycle** – All staff engaged on deputation would have the following contract cycle, unless otherwise decided by the CEO JSLPS or the Executive Committee, as the case maybe:



- 4.4.4.1 **Duration & Contract Renewal** – In general, the period of deputation would be for three years, subject to the outcome of the performance appraisal conducted every year (as detailed under Staff Performance Management Policy of JSLPS).
- 4.4.4.2 **Performance Appraisal** – All staff on deputation would undergo performance appraisal as per the Staff Performance Management Policy of JSLPS.
- 4.4.4.3 **Transfer of Staff** – All transfer of staff on deputation shall be governed by the Staff Transfer Policy of JSLPS.
- 4.4.4.4 **Termination/ End of Contract** - The contract of staff on deputation may be terminated upon unsatisfactory performance (as detailed under Staff Performance Management Policy of JSLPS) or, terminated due to disciplinary action (as detailed under the Staff Disciplinary Policy of JSLPS) or end after completion of the contract period or end voluntarily as per the Staff Exit Policy. On termination, the staff on deputation would revert to their parent cadre.

#### **4.5 Engaging Staff on a Fixed Tenure Basis (FTE)**

- 4.5.1 The recruitment and selection of staff in JSLPS in general would be on a fixed tenure basis. All such appointments would follow the Recruitment and Selection Policy of JSLPS. The contractual process for FTEs is detailed below.
- 4.5.2 **Appointing Authority** –
  - 4.5.2.1 All fixed tenure staff appointed at the JSLPS Head Office would be appointed by the CEO – JSLPS.
  - 4.5.2.2 All fixed tenure staff appointed up to the Level L4 across all administrative levels of JSLPS shall be appointed by the CEO - JSLPS.
  - 4.5.2.3 For all fixed tenure staff appointed below the Level L4, the CEO –JSLPS may delegate the appointing authority to the COO - JSLPS.
- 4.5.3 **Mode of Appointment** – Fixed Tenure Staff would be engaged through a staff contract, detailing the terms of engagement with JSLPS. Once appointed, the fixed tenure staff will be governed by the rules and regulations of JSLPS.
- 4.5.4 **Staff Contract Life cycle** – In general, all staff engaged on fixed tenure basis would have the following contract cycle, unless otherwise decided by the CEO JSLPS or the Governing Board, as the case maybe:
  - 4.5.4.1 **Duration & Contract Renewal** – In general, the tenure of FTEs would be for three years, subject to outcomes of the performance appraisal conducted every year (as detailed under Staff Performance Management Policy of JSLPS).
  - 4.5.4.2 **Performance Appraisal** – All fixed tenure staff would undergo performance appraisal as per the Staff Performance Management Policy of JSLPS.
  - 4.5.4.3 **Transfer of Staff** – All FTEs shall be governed by the Staff Transfer Policy of JSLPS.



4.5.4.4 **Termination/ End of Contract** - The contract of FTE staff may be terminated upon unsatisfactory performance (as detailed under Staff Performance Management Policy of JSLPS) or, terminated due to disciplinary action (as detailed under the Staff Disciplinary Policy of JSLPS) or end after completion of the contract period or end voluntarily as per the Staff Exit Policy.

**4.6** For trainees, apprentices, part –time staff or consultants, the terms and conditions of work and conduct would be defined in the contract, as per the prevalent HR Policy of JSLPS.

#### **4.7 Formats (in Annexures)**

4.7.1 Staff Contract

4.7.2 Contract for Consultants/ Part time Staff



## Chapter 5 Staff Code of Conduct, Terms & Conditions of Work & Information Policy

**5.1 Objective:** In addition to other policies and procedures, this policy describes those terms and conditions of employment not addressed elsewhere in the HR Policy. This policy lays down the Broad Code of Conduct expected from all employees, conditions of work and procedures to handle official assets, work place and official communication.

### 5.2 Definitions:

5.2.1 NA

**5.3 Scope:** This policy is applicable to all employees of JSLPS.

### 5.4 Employee Code of Conduct

**5.4.1 Personal Conduct:** All employees are at all times ambassadors of the organization. As such, they have an obligation to conduct themselves in an honest and ethical manner both in private and public and act in the best interest of the JSLPS at all times. They are expected to demonstrate exemplary personal conduct through adherence to the following:

**5.4.2 Avoidance of Conflict of Interest:** All employees must avoid situations in which their personal interest could conflict with the interest of JSLPS. This is an area in which it is impossible to provide comprehensive guidance but the guiding principle is that conflict, if any, or potential conflict must be disclosed to higher management for guidance and action as appropriate. Some clear cases of conflict of interest are listed below.

5.4.2.1 No employee may be actively associated with the management of, or hold financial interest in any business concern, if it were possible for her/him to benefit from such association or financial interest by reason of her/his employment in the Society.

5.4.3 An employee shall not accept any favours or a gift for any services rendered by her/him on behalf of the Society without explicit approval of the CEO.

5.4.4 However, an employee is not debarred from holding shares in a public company unless such a holding amounts to controlling interest of such company.

**5.4.5 Transparency & Auditability:** All employees shall ensure that their actions in the conduct of business are totally transparent except where the needs of business security dictate otherwise. All employees shall voluntarily ensure that their activities, with regard to their conduct, in person and official transactions, are open to audit and follow the highest norms of accountability.

**5.4.6 Confidentiality:** No employee shall disclose or use any confidential information



gained in the course of employment/ association with JSLPS for personal gain or for the advantage of any other person. No information either formally or informally shall be provided to the press, other publicity media or any other external agency except as per approved policies of JSLPS.

- 5.4.7 **JSLPS Facilities:** No employee shall misuse JSLPS facilities. In the use of such official facilities, care shall be exercised to ensure the same with highest level of diligence.
- 5.4.8 **Dealing with People in the Organization:** Employees shall uphold the values, which are at the core of our HR Philosophy - trust, teamwork, mutuality and collaboration, meritocracy, objectivity, self-respect and human dignity. All employees would strive to create an enabling working atmosphere in the organization.
- 5.4.9 **Gender Friendly and Inclusive:** JSLPS is committed to a gender friendly and a socially inclusive workplace. It seeks to enhance equal opportunities for men and women of all caste, religion, race without any discrimination including the differently –abled. It strives to prevent/stop/redress sexual harassment at the workplace and institute good employment practices that promote inclusive work practices. All employees are expected to be gender sensitive and adopt non-discriminatory work practices, through their behavior, beliefs, values and attitudes mainstreaming gender in the organization culture.
- 5.4.10 **Sexual Harassment:** Sexual harassment includes unwelcome sexually determined behaviour such as: unwelcome physical contact; a demand or request for sexual favours; sexually coloured remarks; showing pornography and any other unwelcome physical, verbal or non-verbal conduct of a sexual nature. JSLPS has a zero tolerance policy towards any incident of sexual harassment. It also has an open door for reportees and encourages employees to report any harassment concerns and is responsive to employee complaints about harassment or other unwelcome and offensive conduct. Grievance Redressal Committees would be extremely sensitive while handling such grievances.
- 5.4.11 **Discipline:** JSLPS expects its employees to be disciplined display exemplary professional conduct and accountability. This is expected to be manifest in words and actions relating to attendance, timely and professional performance of work, in the management of funds and assets of the organization and in dealing with the people and stakeholders of the organization.
- 5.4.12 **Relationship with external agencies/ stakeholders/ partners:** All employees shall ensure that in their dealings with all external agencies, including suppliers, vendors, partners, etc., JSLPS's interests are never compromised. Accepting gifts and presents of more than a nominal value, gratuity payments and other payments from suppliers, vendors, etc., will be viewed as serious breach of discipline and would attract disciplinary action as per the Disciplinary Policy.
- 5.4.13 **Outside Occupation:** An employee shall not engage in any outside remunerative occupation, except with the permission of JSLPS. All voluntary engagements, outside the realm of employment in JSLPS shall be such that it does not lead to any



conflict of interest or adversely affect the employees' performance in JSLPS.

- 5.4.14 **Legal Compliance:** All JSLPS employees shall comply fully with all applicable laws and regulations. Ensuring legal and regulatory compliance is the responsibility of the CEO, COO, DPMs and the BPMs. JSLPS would not accept practices, which are unlawful or may be damaging to its reputation. All the concerned officials must satisfy themselves that sound and adequate arrangements exist to ensure that they comply with the legal and regulatory requirements. In the event the implication of any law is not clear, the CEO should seek legal advice before taking a decision.
- 5.4.15 **Leading by Example:** It is expected that all senior employees set the professional tone for the organization. Through both their words and their actions, the organization's leadership conveys what is acceptable and unacceptable behaviour. Through their actions and behaviour, they must reinforce JSLPS's beliefs in individual conviction and personal integrity.
- 5.4.16 **Non-adherence:** Any instance of non-adherence to the Code of Conduct / any other observed unethical behaviour on the part of any employee should be brought to the attention of the immediate reporting authority/ unit heads, who shall in turn report the same to the SPM – HR. The CEO would be the final authority to decide on such cases of non-adherence.

## 5.5 Office Hours

- 5.5.1 The working hours of JSLPS shall in general be from 10 a.m. to 5:00 p.m., with half hour break for lunch. However the nature of work may require different working hours at for different administrative units as well as different functional teams of the organizations. Hence office timings could be flexible for individuals and units.
- 5.5.2 Since Field Office Staff would be working with the PRIs and communities directly, they may have to make field visits early morning, late evening as per convenience of the PRIs and communities.
- 5.5.3 Drivers and Office Attendants are required to work as per the instruction of the official s/he is assigned to.
- 5.5.4 Pregnant women and lactating mothers may be allowed for flexible working time (with adjustment of their daily working time) for a specified period if they request so and after the approval of their Reporting Officer.
- 5.5.5 The Unit head will schedule and monitor work to avoid assigning tasks to female employee requiring to work after office hours / late evenings or in a weekend/holiday, unless there is any special or urgent work. In such cases, the unit head will ensure a safe return of a female employee after dusk from her duty station if she is asked to work beyond normal working hours.
- 5.5.6 Staff shall not leave the office during working hours without the concurrence of the Reporting Officer.



## 5.6 Personal Files & Records

- 5.6.1 JSLPS State Unit, District unit and Block Units shall have an up-to-date Personal Files of staff starting from the date of their appointment. These personal files shall be maintained at the District Unit for all staff at the District Unit and below, and at the State Level for staff in State Unit. It would be a preferable practice to maintain a copy of all personal records of all staff centrally at the State Unit, which could be put in place when an It-enabled HRMS is established.
- 5.6.2 The personal file will contain the necessary information and documents (certificates, references, personal details, medical records, performance review and leave records etc.) with regard to the employment of the employee within JSLPS. The personal file should be treated as a "confidential" document.
- 5.6.3 **Access to Personal files and records:** These files shall be made available to the Human Resources staff in the course of their regular work relating to the subject and supervisors in the direct line of supervision over that employee, with exceptions authorized by the CEO / COO. Employment Records and Personal Information may be disclosed to third parties only with the relevant individual's consent or pursuant to a legal authorization, such as a subpoena, court order or official written and verified request from a state or federal investigatory agency. All Officials dealing with such records and documents should treat it with utmost confidence and ensure that there is no accidental or deliberate disclosure of such personal information to any third party unless otherwise authorized, as above. Any deviation from this will attract disciplinary action.
- 5.6.4 **Updation of Personal Records:** All such personal records shall be periodically updated through sharing of the documents with the employee. The updation shall be done at least once a year, financial or calendar year as may be decided by JSLPS.
- 5.6.5 All personal records shall be available for review by the employee concerned, at the request of the employee. Also copies of the same may be provided to the employee at a cost, for their record and reference.
- 5.6.6 All such records may be disposed off as per the Records Management Policy of JSLPS, but in a manner that ensures due care to the nature of its confidentiality.

## 5.7 Staff Attendance

- 5.7.1 It is the duty of all employees to report in time for work every official working day unless they are on tour, on leave, or sick.
- 5.7.2 All Staff must sign the attendance register daily on arrival. The attendance register would also be used to keep record of employees' arrival, leave, absence, and official travel.
- 5.7.3 Failing to sign the attendance Register will be treated as absence from duty unless appropriately informed. Employees when unable to report to work due to unavoidable circumstances should inform their departmental/ unit heads at the earliest possible on the same day.
- 5.7.4 The daily attendance register must be submitted to the person handling Administration at the end of month. Reporting Officers will attest the attendance register within 30 minutes of the prescribed starting time of office hours.
- 5.7.5 Habitual tardiness and unauthorized absence will not be permitted and, if it persists despite warnings, appropriate disciplinary action for such practice may be taken against that employee.

## 5.8 Work Place

- 5.8.1 JSLPS recognizes that safe and hygienic atmosphere at workplace is a precondition to motivate employees to work with JSLPS. In order to ensure this, the organization, to the best of its ability, will take all measures to provide safe and hygienic upkeep of the office for employees.
- 5.8.2 Each employee has the responsibility to work safely and maintain the facilities in a good condition.

## 5.9 Health & Safety

- 5.9.1 **Health and Safety:** JSLPS attaches great importance to a healthy and safe work environment. It is committed to provide good physical working conditions and encourages high standards of hygiene and housekeeping. All unit heads will ensure that such working conditions are met.
- 5.9.2 **Environment Policies:** JSLPS believes that commitment to sustainable development is a key component of all its activities and programmes and therefore accords it the highest priority. JSLPS is committed to Best Practices in environmental matters arising out of its activities and expects each unit and staff to fully demonstrate this commitment.
- 5.9.3 All JSLPS employees will abide by the established safety policies and immediately report any unsafe conditions or injuries during working time to their Department/ Unit heads.
- 5.9.4 Motorcycle riders (driver and passenger) are required to wear safety helmet at all times when riding motorcycles. Willful failure to use helmet during official travel

will result in disciplinary action and also may result in the employee forfeiting medical and other benefits.

### **5.10 Office Assets**

- 5.10.1 Any official asset assigned to the employees is the property of JSLPS. The employee will be held responsible for the loss, damage or misuse of the official asset.
- 5.10.2 In case of loss or damage caused by external circumstances and not due to the negligence of the employee, suitable decision regarding action against the employee may be taken by the CEO on a case-to-case basis.
- 5.10.3 Use of office phone for personal telephone calls should be avoided and restricted to emergency matters only and should not extend to social dialogue.

### **5.11 Use of Office Vehicle**

- 5.11.1 JSLPS vehicles shall be used for official purposes only.
- 5.11.2 Only authorized employees who are assigned official vehicles and who have valid driving licenses shall be allowed to drive JSLPS vehicles. However, in exceptional cases due to emergency and if situation compels, JSLPS officials with valid driving license may be authorized to drive official vehicles.
- 5.11.3 All drivers shall drive in a responsible, defensive manner and at reasonable and safe speeds. Drivers shall obey all traffic laws and rules. Any violation of traffic laws by a driver is the responsibility of drivers and not JSLPS. Driving under the influence of alcohol or drugs is considered as major infraction and will be subject to disciplinary action or outright dismissal.
- 5.11.4 All drivers and the motorcycle riders shall strictly maintain log books in the prescribed format of JSLPS vehicles.

### **5.12 Accidents**

- 5.12.1 Any accidents or traffic violations by official vehicles must be reported to the Unit office concerned immediately by the driver and the passengers.
- 5.12.2 If the driver is found guilty of violation of traffic rules and violation of policies mentioned above, disciplinary action will be taken against him/her.

### **5.13 Identity Cards (ID cards)**

- 5.13.1 JSLPS shall issue Identity cards to all its employees. The ID cards will be issued (signed by the CEO or her/ his designated person) and managed by the HR department at the State Level.
- 5.13.2 The employees will provide a receipt for the same. Identity card is JSLPS's property, and is not transferable to others. In case of loss of ID card, the employee concerned must immediately report it to the Unit head. The Unit head



should write to the State HR Department with a request to issue a duplicate ID card to the concerned employee. The cost of issuing a duplicate ID card would be borne by the employee.

## 5.14 Information Policy

5.14.1 **Objective:** This Policy sets forth how internal information and Communication will take place within JSLPS.

### 5.14.2 General Guidelines

5.14.2.1 The policy supports open, transparent, honest, respectful and timely two-way communication across the organization.

5.14.2.2 Internal information and communication will be provided through multiple channels – direct, electronic through emails, websites, and mobile communication or through consultations, employee surveys and other forms of engagement.

5.14.2.3 All employees (as supervisors or staff) are required to proactively seek and disseminate information to contribute to the goals of the organization and in relation with their work in JSLPS.

5.14.3 **Disclosure of Information:** An employee of the JSLPS at all times ensure absolute confidentiality of information obtained in the course of his / her work in JSLPS. All such disclosure shall be only to authorize personnel only. In case of doubt, the employee shall seek clarification from the reporting Officer or the Head HR.

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

5.14.5 An employee shall obtain prior approval from the CEO 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.

5.14.6 An employee shall not release any information to media and /or be involved in any interview with media without the explicit approval of the CEO of the Society. All communication to external agencies shall be undertaken only with the explicit approval of the reporting officer or the CEO JSLPS

5.14.7 **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 CEO to deviate from the normal channel. Correspondence must follow the norms and standards as laid down.

#### 5.14.8 Letters

- 5.14.8.1 All letters received must be marked when received with a date and time stamp by the dispatch / received desk.
- 5.14.8.2 Official letters/communication from JSLPS to external agencies may be done by the CEO or the nominated officers only. If any other 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.
- 5.14.8.3 There should a filing system where every file should have a subject code and all related letters to that subject must contain that code so as to help in locating reference letters whenever required.
- 5.14.8.4 **Signatory:** All letters must be approved / signed by the relevant Authorized personnel as delegated by the CEO from time to time.

#### 5.14.9 Faxes

- 5.14.9.1 All faxes should be replied (if warranted) within 24 hours of receipt.
- 5.14.9.2 Outgoing faxes should be filed in the relevant project file together with the Sending Receipt.
- 5.14.9.3 All faxes must be sent with a Fax Cover as given in standard fax cover sheet.
- 5.14.9.4 If the Fax is short or informal, the message should be written on the Cover Sheet itself.
- 5.14.9.5 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.
- 5.14.9.6 All faxes must include the disclaimer notice.

#### 5.14.10 E-mail

- 5.14.10.1 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, it is deemed to have been received the next working day.
- 5.14.10.2 Employees would 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, employee should allow access to their inboxes to other staff member for review and supervision.
- 5.14.10.3 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.
- 5.14.10.4 Signature must be added in the format as given in standard e mail signatory



- 5.14.10.5 All e-mails must include the standard disclaimer notice like the recipient must check each email for viruses and that JSLPS cannot be held liable for any transmitted viruses.
- 5.14.10.6 Employees are expressly required not to make defamatory statements.
- 5.14.10.7 Internal emails should be used only for disseminating information such as schedules, guidelines, policy updates and other fact-based messages.
- 5.14.10.8 Abbreviations such as BTW (by the way) and LOL (laugh out loud) and, emoticons should not be used in official emails.
- 5.14.10.9 Emails should not be written using CAPITAL LETTERS.
- 5.14.10.10 Emails should not be used for forwarding chain letters and virus hoaxes.
- 5.14.10.11 Emails should not be used to disclose confidential and controversial and personal information.
- 5.14.10.12 Sharing official password, stealing others' password or using other's mail account is strictly prohibited and disciplinary action may be initiated against such persons.
- 5.14.10.13 Using official mail id for sending personal message is prohibited.
- 5.14.10.14 **Confidentiality Warning in the use of email:** This message and any attachments are intended only for the use of the intended recipient(s) is confidential and may be privileged. If you are not the intended recipient. You are hereby notified that any review, re-transmission, conversion to hard copy. Copying, circulation or other use of this message and any attachments is strictly prohibited. If you are not the intended recipient, please notify the sender immediately by return email and delete this message and any attachments from your system.

## Chapter 6 Salary & Benefits Policy

**6.1 Objective :** This policy lays down the salary and benefits that are offered to employees of JSLPS. Remuneration and benefits for JSLPS have been designed keeping in mind those being offered in similar Organizations in the country, and based on market rates, to attract the best talent.

### 6.2 Definitions

**6.2.1 Pay :** “Pay” means basic pay together with additional components / allowances like HRA, PF, conveyance, medical etc., if any, in revised scale of pay or corresponding unversed scale in the Society or consolidated monthly remuneration to the Contractual Officers/Staff.

**6.2.2 Basic Pay :** It is the point in the salary range, which forms the basis of computation of allowances such as PF, ESI, HRA and any other as may be added in future by JSLPS.

**6.3 Scope :** This policy is applicable to all employees of JSLPS engaged on contract basis (Fixed Tenure Employees/ FTEs). All Staff on deputation, would get their salary and benefits as per their parent department norms. However, JSLPS may extend additional benefits (like communication allowance, etc.) to staff on deputation. The Salary of CEO, and any other staff on deputation, would be charged to and paid by JSLPS.

### 6.4 Salary Package to Staff on Contract (Fixed Tenure Employees)

**6.4.1** The salary structure of staff would be determined by the Level at which s/he is contracted. The salary structure for various levels of staff position in JSLPS, is presented in Annexures.

**6.4.2** For each level of staff, a range of salary would be defined. This would be approved by the Executive Committee. This would help JSLPS to recruit staff with qualification/ experience higher than the prescribed eligible criteria for a given position.

**6.4.3** Each level, is further categorized into three pay bands, defined based on the length of work experience of the FTE.



6.4.4 The table below gives the break up / components of the total salary package.

S No	Components	Remarks
<b>A</b>	<b>MONTHLY PAY</b>	
1	<b>Basic Pay</b>	To be fixed as per the Level and band in which the FTE is hired
2	<b>Provident Fund</b>	As per statutory regulations.
3	<b>HRA</b>	As per the provisions of the Govt of Jharkhand for various cities.
4	<b>ESI</b>	Only for employees with salary below Rs 15000 per month. As per statutory regulations.
4	<b>Project Allowances</b>	The salary could be further broken into various project allowances to avail of tax benefits. Since most of the employees within JSLPS may not fall under the tax bracket, these allowances may be kept flexible under the overall salary band, and could be availed by those senior employees falling under the Income Tax brackets.
4a	Conveyance Allowance	To facilitate conveyance at station where employee is positioned
4b	Medical Allowance	Reimbursement of medical expenses for self and family.
<b>B</b>	<b>Annual Performance Incentive</b>	
5	<b>Performance linked Incentive</b>	Maximum of 10% of basic pay per month - depending upon the performance as measured by the Appraisal System.

**Note** : ESI is a statutory requirement. However, JSLPS may choose to design and formulate its own Health Insurance/ benefit Scheme, incorporating all the provisions of the ESI.

- 6.4.5 **PF** : Provident Fund would be paid as per the statutory requirements.
- 6.4.6 **ESI** : ESI would cover all employees drawing a salary below Rs 15000 per month, as per the statutory requirements.
- 6.4.7 **Conveyance Allowance** : This allowance would be paid to all employees except those covered under Fixed Travel Allowance as per the Travel Policy of JSLPS. A conveyance allowance of RS 800 per month would be paid to all employees except those being given a Fixed Travel Allowances.
- 6.4.8 **Medical Allowance** : This may be included as part of the salary structure for those employees who would fall into the income tax bracket and may wish to avail tax benefits against this allowance. For such employees, a medical allowance of Rs 1250 per month may be provided.
- 6.4.9 **Communication Allowance**: The table below details the communication allowance to be paid to employees.

Level of Staff	Communication Allowance (per month)
L1 - L2	RS 1500
L3, L4 & L5	RS 1000
L6 – L7	Rs 700
L8 – L9	Rs 500

- 6.4.10 **Performance Linked Incentive**: Apart from this, an annual performance linked pay , ( as detailed in the Performance Management Policy of JSLPS) would be given to all state unit employee up to a maximum of 10% of the basic pay.
- 6.4.11 **Annual Increment** : An annual increment to meet the increased cost of living would be given to all employees. The rate of annual increment would be decided by the EC (keeping the DA given to Govt employees as a base). The annual increment would be given on the basic pay being drawn by the employee.
- 6.4.12 **Deputation Allowance** : For staff coming on deputation to JSLPS, a deputation allowance of 10% of their basic pay would be given.



The allowances mentioned above are not to be treated as reimbursable components to be paid against claims. However, figures relating to PF / ESI will be credited as per statutory norms and will be available to employees as per rules and procedures governing PF and ESI.

6.4.13 HRA will be applicable to all FTE staff of the society except govt. staff who is availing govt. residence.

6.4.14 Salary should be credited to the staff's bank account by the last date of every month.

## 6.5 Benefits to JSLPS Staff

6.5.1 Apart from the salary, JSLPS would also offer certain benefits to its employees. Benefits could be added/ modified by the Executive Committee in the future.

6.5.2 **Medical & Accident Insurance** : All FTEs drawing a salary above Rs 15000 per month would be covered under Medi-claim and Group Accidental Insurance (GAI) cover with appropriate coverage as explained under. This benefit will be available to staffs & their dependents till their services are continued with the Society. JSLPS may also decide to include all other staff (apart from FTEs) under this policy in the interest of its staff. JSLPS may negotiate with insurance providers for specific coverage amounts and premiums. Indicative coverage could be as follows :

Level of Staff	Maximum Coverage (Rs.)
All staff	Medi-claim up to 3,00,000 and GAI Rs 5.00 Lac per annum

### 6.5.3 Process for Insurance Coverage

6.5.3.1 The SPM – HR would scan the market and negotiate with insurance providers to get the best possible deal, which would be approved by the CEO.

6.5.3.2 Information regarding the individual is obtained through the employee information form at the time of joining.

6.5.3.3 Depending upon the eligibility of the employee, the insurance coverage is identified.

6.5.3.4 The forms related to GAI and Medi -claim policies are filled up and processed for insurance coverage.

6.5.3.5 Every year, the HR unit concerned shall renew the policies of all the employee covered under the scheme.

## 6.6 Laptop Allowance



- 6.6.1 This allowance is applicable for all L1 to L6 positions.
- 6.6.2 Under this policy, JSLPS would announce minimum specifications for the laptop, which can be covered under this policy. The specifications would be in terms of Processor capacity, RAM, hard disk, connectivity options, OS etc.
- 6.6.3 JSLPS would also indicate a maximum price of a laptop for these specifications, which may include warranty and AMC.
- 6.6.4 The process of availing this allowance is as follows :
- 6.6.5 The employee may purchase the laptop on her/his own by paying the full amount. In such case, JSLPS would offer the employee concerned a lump sum amount of Rs. 1,500.00 (one thousand five hundred) as computer maintenance allowance every month till s/he is employed with JSLPS.
  - 6.6.5.1 All costs related to repair and maintenance, insurance, etc. of the laptop would be borne by the employee herself/ himself.
  - 6.6.5.2 A photocopy of invoice in respect of cost of computer would be submitted for inspection and verification of laptop configuration by the office.
  - 6.6.5.3 This option is also available to those employees who already own a laptop and are willing to use for official work with JSLPS.
  - 6.6.5.4 The employee availing this allowance would furnish a letter that s/he is willing to use her/his laptop for all official purposes of JSLPS.

## **6.7 Salary Advance**

- 6.7.1 A salary advance of a maximum of one month's gross pay may be given to the employee. No interest would be charged on this advance.
- 6.7.2 The advance would be recovered in twelve monthly installments against deductions made from his monthly salary, from the subsequent month onwards.
- 6.7.3 The Salary advance can be availed by any employee only once during the contract period of three years.
- 6.7.4 In case the employee leaves JSLPS before the full amount is repaid, the balance amount shall be recovered against any payable salary or any other dues to him.
- 6.7.5 **Eligibility :**
  - 6.7.5.1 Only after s/he completes three months of continuous service in JSLPS.
  - 6.7.5.2 Only to those employees who have at least 12 months of service left in JSLPS as per their contract.
  - 6.7.5.3 Not to those employees who are on leave without pay without any sanction
  - 6.7.5.4 Not to any employee against whom any disciplinary proceedings or inquiry is pending.
  - 6.7.5.5 Not to those who have resigned and are serving their notice period.
- 6.7.6 The application of such an advance would be moved by the employee to the COO (for all state level employees), or to the DPM (for all district and block level employees).

6.7.7 The DPM/COO, after confirming that the applicant meets the eligibility criteria, shall forward the application to the CEO, who would be the sole authority to sanction such an advance.

6.7.8 The CEO has the right to reject any application for a salary advance.

#### 6.8 Staff Welfare Fund:

In order to meet some unplanned expenses, or meet common expenses for employees, JSLPS may constitute a staff welfare fund. The funds from this, may be used to meet expenses for celebrating important days, The rules governing contribution to the fund and administration of such a fund shall be finalized by the SPM – HR unit for approval of the Executive Committee.

6.9 JSLPS after approval from its Executive Committee may review these provisions and add additional benefits like books and periodical allowance, etc. in the future.

6.10 **Ex gratia Payment** on death of any employee: This lump sum compensation shall be payable to any employee in contract with JSLPS, in case of death while in duty. The amounts payable in each circumstance is also indicated.

S N	Circumstance	Ex gratia Compensation
1	In case of death due to accident, while on duty.	Rs 10 lacs
2	In case of death caused by Maoist/ Extremist/ Terrorist/ attacks.	Rs 10 lacs

#### 6.11 Formats (in Annexures):

- JSLPS Pay Scale & Bands for various Levels of FTEs
- Employee Personal Information Form
- CTC Computation (example)



## Chapter 7 Orientation and Induction Training Policy

**7.1 Objective:** The objective of this policy is to familiarize the new entrants into the organization and introduce them to the vision, mission, policies, and his/her roles and responsibilities.

### 7.2 Definitions:

**7.2.1 Induction:** It is the period during which the employee is given an introduction to the vision, mission, practices, policies and purposes of the organization as well as an orientation to his/her nature of the job and the roles and responsibilities.

**7.3 Scope:** The Orientation & Induction Policy applies to all staff joining JSLPS.

### 7.4 Induction Programme:

All new staff joining JSLPS shall undergo a **structured induction programme**. The HR team, led by the SPM - HR, would design and conduct the Induction Programme for all staff as per nature of the duties to be performed by them with the help from district and block staff. It will be the responsibility of the SPM - HR to ensure that the induction is held for all new staff. Induction should include both – classroom sessions as well as field work in JSLPS's area of operation. Broadly, the induction programme would cover.

S No	Topic	Inputs on
1	Organization	<ul style="list-style-type: none"> <li>Background of JSLPS, Vision, Objectives and Goals</li> <li>Overview of Programmes of JSLPS</li> <li>Organizational Chart</li> <li>Poverty and Rural Development in Jharkhand Context</li> </ul>
2	Thematic Orientation	<ul style="list-style-type: none"> <li>Project Locations and programmes</li> <li>Project Components and process</li> <li>Strategies of Implementation</li> </ul>
3	Field Visit	<ul style="list-style-type: none"> <li>To understand JSLPS's work and see its principles and philosophies in action</li> </ul>
4	Role Clarity	<ul style="list-style-type: none"> <li>Job Profile</li> <li>Reporting relations, team members,</li> <li>Basic functions, accountability,</li> <li>Qualities required, likely challenges of the job</li> <li>Reporting Structure</li> </ul>

S No	Topic	Inputs on
		<ul style="list-style-type: none"> <li>• HR Related Issues</li> </ul>
5	Responsibilities	<ul style="list-style-type: none"> <li>• Orientation on working methodology, work related policies, use of forms and formats,</li> <li>• Work deployment procedures and other rules</li> <li>• Work Culture</li> <li>• Core Values</li> </ul>
6	HR Related Issues	<ul style="list-style-type: none"> <li>• HR Policies and Systems</li> <li>• Salary &amp; benefits</li> <li>• Grievance process, disciplinary procedure, leaves, TA/DA and other rules</li> </ul>
7	Performance Management System	<ul style="list-style-type: none"> <li>• Key performance Areas</li> <li>• Measurable Indicators</li> </ul>

**7.5** The duration of the Induction Programme may vary based on the experience of the employee. However, a minimum of five day to a maximum of 15 days should be the normal period.

**7.6** For employees joining without any work experience, the induction programme should additionally have a village stay component for at least two to four weeks. During this period, the employee should attempt to understand the various programmes of JSLPS by seeing them in action, understand the community and their institutions, etc.

**7.7** The HR team may also attach a newly recruited staff to a block unit and the unit head shall ensure that the newcomer transit into the organization smoothly by understanding all the themes and topic described above.

**7.8** All employees undergoing induction programme would maintain a work diary, which is written daily based on the observations and reflections.

**7.9** For senior positions, he /she may, as a part of their Induction programme, submit a report to show their understanding of the current status along with their suggestions and feed back

**7.10** Induction training is a part of Training Process

**7.11 Formats (In Annexures)**

- Tentative Induction Module (illustrative only)
- Induction Training Schedule
- Induction Program Report
- Work diary



## Chapter 8. Travel Policy

**8.1 Objective:** The objective of this policy is to ensure clear and standard rules in the organization for all the staff that undertake tours for official purposes.

### 8.2 Definitions :

**8.2.1 Place of Posting/ Headquarters / Place of Duty / Duty Station :** The station to which the staff has been posted in the course of their employment in JSLPS. In case of an employee deputed for training in India or abroad, Headquarters will mean the place of duty from where s/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.

**8.2.1.1** In respect of a trainee, the headquarters shall mean the place of training at which s/he is posted. However, in case s/he is sent for undergoing training for more than 10 days, away from her/his place of posting, the place at which s/he so undergoes training shall be deemed to be her/his headquarters for the period of such training.

**8.2.2 Official Tour** means travel on duty of an employee from his Headquarters (either within or outside of the HQ) in pursuance of official work.

**8.2.3 Capital Cities** means all State Capital Cities in the Country.

**8.2.4 Local Journey** means any official journey performed by an employee in connection with Society's work within the municipal limits of his/her headquarters. The term Local Journey also includes **Local Journey Area**, as defined in this policy.

**8.2.5 Local Journey Allowance (LJA)** means the allowance admissible to an employee for meeting expenses on official local journey and includes conveyance charges and expenditure on food and other incidentals.

**8.2.6 Outstation Travel** means any official travel outside the place of posting/ headquarter/ place of duty/ duty station.

**8.2.7 Fixed Travel Allowance (FTA)** refers to an allowance that is payable to an employee who is required to undertake local journey (within the HQ), for a period of 15 days or more, within a month on a regular basis as part of his/her official duties.

**8.2.8 Daily Allowance (DA)** refers to the allowance payable to an employee on official travel to meet the costs of lodging, meals and other incidentals relating to laundry, tips etc. This may also be called as per diem allowance.

**8.2.9 Approving Authority :** A staff who has been designated as per the HR Policy to approve claims, reimbursements, etc. of any staff under the HR Policy.

**8.2.10 Self-approving Officers** refers to those officers authorized by JSLPS to approve their own travel and related claims. In JSLPS, CEO and COO are designated as self-approving officers.

**8.3 Scope:** This policy is applicable to all staff under JSLPS, including trainees.

#### **8.4 General Principles & Guidelines for Travel**

**8.4.1** All travel must be formally approved by the competent authority before commencement of travel and must be undertaken for official purposes only to be considered under this policy. In exceptional circumstances, an employee may undertake official tour without formal sanction but subject to verbal approval of the competent authority, which shall be ratified formally at the earliest by the competent authority. **The Competent authority for all sanctions and approvals of Travel allowances shall be the Reporting Officer of the concerned employee.**

**8.4.2** CEO & COO will be entitled for full time vehicle provided by office.

**8.4.3** All deviations from prescribed norms shall be approved by the CEO only, except in case of minor waivers, such as occasional waivers of supporting documents. The Reporting Officer may approve such occasional minor waivers.

**8.4.4** An employee may choose to travel by a mode higher than his / her entitlement on official travel but the reimbursements would be limited to the prescribed entitlement. In other words, the official travel of an employee by a mode other than the eligible shall not disqualify the claim, which shall be processed as per norms.

**8.4.5** The CEO may approve higher modes of travel / entitlement to any of the staff of JSLPS, in exceptional cases.

**8.4.6** An employee may also travel by modes lesser than the prescribed mode for travel.

**8.4.7** All eligible rates and allowances for journeys by train / air or taxi shall be calculated as per costs applicable to the most direct route of travel. However, an employee may take a circuitous route or make a de-tour, provided the costs are within the limits applicable to the direct route or the additional costs are borne by the employee and such circuitousness does not affect the official work of JSLPS. All such circuitous travel / de-tour or deviations from the direct route shall need prior approval of the reporting officer.

- 8.4.8** CEO and COO shall be self-approving officers for all claims towards Travelling Allowances.
- 8.4.9** All reimbursements shall be subject to actuals (within prescribed eligible limits as noted in this policy) and shall be based on relevant documentary proof (unless specifically exempt under this Policy)
- 8.4.10** Travelling Allowances shall not be treated, as an additional source of income by the employees and at all times the employee shall endeavor to minimize expenses.
- 8.4.11** All travel claims shall be submitted by an employee, in the prescribed format, within a week of completion of travel along with detailed supporting documents and a tour report for approval of the reporting officer and forwarded to accounts.
- 8.4.12** The travel claim shall be verified and approved by the reporting officer before submission to accounts for reimbursement/ settlement of travel advance. The claim form once verified and approved by the reporting officer, will in turn be re-checked and accepted by the accounts division before releasing claims due to the employee. In case of any discrepancy, the accounts shall seek explanation/ clarification from the concerned employee within a maximum of seven working days. This clarification could be sought over the email, phone or in writing. In general, all travel claims shall be settled by accounts within a period of 7 days subject to a maximum limit of 15 days from submission including seeking clarification. This will be the process for self-approved claims as well.
- 8.4.13** Deductions from travel claims made by accounts, if any, have to be informed in writing or through email to the concerned employee with reasons for such deductions.
- 8.4.14** The employee, along with the submission of the travel bills to accounts, shall settle any unspent advances. In any case, all unspent advances are to be returned to JSLPS to within a week of completion of travel, irrespective of any delays in bills submission. The accounts division shall issue a receipt for the amount received. In case of delays in settlement of advances, the same shall be deducted from salaries and payments due from JSLPS to the employee.
- 8.4.15 Review of Allowances / Reimbursements during travel:** All allowances prescribed under this policy shall be reviewed by the CEO annually between January and March, for revisions applicable from the succeeding financial year. Action for such review for concurrence of CEO, shall be initiated and managed by the CFO / Finance

division of JSLPS, in consultation with the COO. Such revisions shall apply across all units of JSLPS. In general, for revisions up to 15%, the CEO may be the approving authority and revisions beyond 15% EC shall be the approving authority.

**8.4.16** Any doubts with regard to interpretation of any of the provisions of this Policy, the shall be referred to the CEO, for a final decision.

**8.4.17** The types of travel covered under this policy are:

8.4.17.1 Local Journey

8.4.17.2 Fixed Travel Allowance

8.4.17.3 Outstation Travel

8.4.17.4 TA for trainees

8.4.17.5 TA during a Training Programme

## 8.5 Local Journey

**8.5.1** All levels of staff of JSLPS shall be entitled to reimbursement of transportation /costs incurred towards official local journey, if no official vehicle is used for the same. Such reimbursements are also available for journeys undertaken by own vehicle subject to prescribed entitlement norms.

**8.5.2** Local Journey for official purposes may commence and end from either the residence of the staff or their place of duty, provided the residence of the staff is within the municipal limits of their place of duty/HQ.

**8.5.3 Local Journey Area** refers to the municipal limits/ geographical boundaries for various administrative units of JSLPS and is defined in the table below. All official journeys within LJA are to be treated as local journeys and paid as per prescribed Local Journey Allowance.

S No	Administrative Unit(s) of JSLPS	Local Journey Area for the purpose of Local Journey Travel Allowance
1	<b>Cluster</b> – For Field Level staff (Cluster Coordinator, Community Coordinator)	The cluster (area of operation) for which the team/ staff has jurisdiction. JSLPS shall define the geographical boundaries of a cluster, from time to time.
2	<b>Block</b> – For all Block level staff	The municipal limits or the geographical jurisdiction of a Block, as defined by the Rural Development Department.
3	<b>District</b> – For all District level staff	Jurisdiction as applicable to the District Municipal agency within which the District office of JSLPS is located.
4	<b>State</b> – For all State level staff	Jurisdiction of Ranchi Municipal Corporation

### 8.5.4 Local Journey Allowance (LJA)

8.5.4.1 If an official vehicle is used for undertaking local journeys no LJA would be admissible.

8.5.4.2 In case official vehicle is not available, LJA shall be payable as per –norms below:

Level	Entitlement for Transport Hire
Level I & II	Actual charges by AC Taxi fare
Level III & IV	Actual charges by AC Taxi/ Taxi
Level V	Actual charges by Taxi or three-wheeler or any public transport
Level VI to Level IX & Trainees	Actual charges by three-wheeler, or any public transport

8.5.4.3 **Use of Personal Vehicles for Local Journeys:** JSLPS Travel Policy authorizes the use of personal vehicle of staff for local journeys and other official travel, subject to the same serving the official needs of JSLPS.

8.5.4.3.1 The applicable allowances for LJA for use of personal vehicles are given in the table below. Giving the volatility of fuel prices, the CEO with the approval from President –EC may review and revise the reimbursable amounts under each slab periodically, based on market revisions.

	Reimbursement if four wheeler is used for Local Journey	Reimbursement if two wheeler is used for Local Journey
Rate of Reimbursement	Rs 10 per km	Rs 4 per km

8.5.4.3.2 No subsistence allowance would be permissible in case of Local Travel.

#### 8.5.4.4 Reimbursement Process and Settlement of Local Journey Allowance Claims

8.5.4.4.1 The employee shall submit the claim in the TA Claim format along with all supporting documents

8.5.4.4.2 Local Journey Claims are to be consolidated and submitted for settlement on a weekly basis, by every Monday for the preceding week.

8.5.4.4.3 The LJA Claim form shall be duly signed and approved by the competent authority before submission to the concerned accounts department.

8.5.4.4.4 CEO and COO shall have the authority to self certify their local journey claims.

8.5.4.4.5 Once the approved LJA Claim form is received by the accounts, it shall reimburse the amount to the concerned employee within seven working days of submission of the LJA Claim.

8.5.4.4.6 There would be no daily allowance payable in case of local journeys.

8.5.4.4.7 No advance shall be given for local journeys.

**8.5.4.5 Local Conveyance for Female Employees working till late:** In cases when any female employee has to stay late at work (after 8 p.m.) on official work, an official vehicle may be made available to drop them home. This would be applicable to female employees across all levels, except those posted in the Cluster Coordinators and Community Coordinators.

**8.5.4.6 Empanelling Vendors for Local Transportation:** JSLPS, at different administrative levels, may empanel vendors through rate contracts for servicing such local journeys. Such rate contracts may enhance cost efficiencies in case such local journeys form a significant portion of the budgets of JSLPS. The empanelment of such vendors shall be in accordance with the Procurement Policy of JSLPS.

**8.6 Fixed Travel Allowance (FTA):** These allowances are applicable to those staff where field travel is an essential part of their work and where their positions and work demand local journeys, for over fifteen days in a month.

**8.6.1** The FTA is payable for all official travel within the local journey area.

**8.6.2** The table below indicates the FTA payable to different employees. JSLPS may provide FTA for other categories of staff, as may be required, from time to time with the approval of EC.

Level	Positions	No of travel days expected	FTA payable (Per month)
L7	BPM/ Thematic Coordinators	15 – 25 days	Rs 2500
L7	Cluster Coordinators	15 -25 days	Rs 1500
L8	Community Coordinators	15 – 25 days	Rs 1000

**8.6.3 Reimbursement:** The FTA would be paid along with the salary of the concerned staff every month. All employees under FTA would maintain a tour diary (in a prescribed format), which would be reviewed and approved by their reporting officer. The tour diary shall be submitted to the concerned accounts department by the 5<sup>th</sup> of the succeeding month.

**8.6.4** In case of unusually heavy travel, an employee may seek augmentation to FTA with reasons and submission of FTA tour diary for special augmentation of FTA. Such special / emergency augmentation shall be provided within 24 hours subject to a maximum of 3 days of request.

**8.6.5** For all official travel outside the area of their jurisdiction/ HQ, outstation travel policy would be applicable.

**8.7 Outstation Travel:** All official travel outside the place of posting/ head quarter/ duty station shall be covered under outstation travel policy and it includes



- Travel Allowance (TA)
- Local Conveyance Charges during outstation travel
- Lodging Allowance
- Daily Allowance (DA)

#### **8.7.1 Guidelines for Outstation Travel:**

- 8.7.1.1 All claims are required to be supported with documentary proof except for Daily Allowance.
- 8.7.1.2 Where residential accommodation like lodging and/ or boarding facilities are arranged and paid directly by JSLPS, the employee shall be entitled for 1/4th of their entitled DA while TA can be claimed as per the prescribed TA entitlements.
- 8.7.1.3 In case of stay in Govt. /Semi Govt./ PSU guest houses, actual room rent paid will be fully reimbursable subject to the limits specified for Lodging Allowance.
- 8.7.1.4 For all travel away from HQ that involves an overnight halt away from HQ, full Daily Allowance shall be admissible irrespective of whether the absence from HQ is less than a day. For definition of “ Day “ for purposes of Travel Policy, refer to clause 7.7.3.9.

#### **8.7.2 Approval for Outstation Travel**

- 8.7.2.1 For all employees of any district, any travel within the District (outside their block/ cluster), approval shall be sought by the concerned DPM.
- 8.7.2.2 For all employees traveling within the state (outside their district), approval shall be sought from COO or the SPM concerned.
- 8.7.2.3 For all employees traveling outside the state, approval shall be sought from the CEO.
- 8.7.2.4 Any travel to attend any training programme/ workshop outside the state, approval shall be sought from the CEO.
- 8.7.2.5 For any employee travelling to attend any international training/ workshop, approval shall be given by CEO only. For CEO, such an approval shall be given by the President – EC.

**8.7.3 Travel Allowance Eligibility and Entitlement:** The entitlement for travel allowance for each level is given in the table below.

Sl. No.	Level	Entitlement for travel		
		Rail	Air	Road
1.	Level I	I AC	Executive Class	Actual AC Taxi/ Taxi Fare
2.	Level II, III & IV (excluding DPM)	II AC	Economy class	Actual AC/Deluxe Bus/Auto/AC Taxi/ Taxi
3.	DPMs, & Level V & VI	III AC	-	Actual Deluxe Bus/Auto/ Non AC Taxi Fare limited AC Taxi fare may be permitted in exceptional cases if prior approval has been taken.
4.	Level VII to Level IX & Trainees	Sleeper Class	-	Actual Deluxe Bus/Auto fare Taxi Fare may be permitted in exceptional cases if prior approval has been taken.

- 8.7.3.1.1 In addition, charges for sleeper accommodation, tatkal charges, super-fast train surcharge, reservation, service / bank transaction charges by railways for booking of tickets as well as service charges levied by airlines for reservations, will be reimbursable as per actual expenditure with supporting documents.
- 8.7.3.1.2 Agency charges paid to travel agents for booking of tickets are also eligible for reimbursement, subject to such monetary limits that may be prescribed from time to time by JSLPS and subject to submission of supporting documents.
- 8.7.3.1.3 In exceptional cases, cancellation charges may be reimbursed, after the approval of the reporting officer where a journey is not undertaken due to unforeseen official or personal reasons.
- 8.7.3.1.4 Non-availability of reservation in the entitled class is not an acceptable reason for not performing the journey connected with official work. In all such cases, an employee is expected to undertake travel by a lower class if available, or in exceptional circumstances, seek approval of CEO (for all staff at the SMMU and staff at L4 or higher at District Level), or DPM for all staff at District and Block Level through the reporting officer, for travel by a higher class.

### 8.7.3.2 Conveyance Charges incurred during Outstation Travel

8.7.3.2.1 All local conveyance charges for official purposes, during outstation travel shall be eligible for reimbursement, subject to prescribed entitlements. This would also include conveyance charges for travel to and fro to railway/bus stations or airports from the place of posting or place of residence (within the municipal limits of place of posting).

8.7.3.2.2 However, no conveyance charges shall be payable if official vehicle is used for conveyance during outstation travel.

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

Level	Entitlement for Conveyance Charges during Outstation Travel
Level I & II	Actual charges by AC Taxi fare for all types of Vehicle
Level III & IV	Actual charges by AC Taxi/ Taxi or three-wheeler
Level V	Actual charges by Taxi or three-wheeler or any public transport
Level VI to Level IX & Trainees	Actual charges by three-wheeler, or any public transport

8.7.3.2.4 In case of travel by pre-paid or metered taxis, reimbursement would be made on submission of bills. However, in cases where an employee is unable to provide such taxi bills for genuine reasons and the charges appear reasonable, the reporting officer shall approve the waiver of such bills, at his /her discretion.

**8.7.4 Lodging & Daily/ Subsistence Allowances:** An employee on official tour will be entitled to Lodging and daily allowance intended to cover expenses incurred on lodging, food and other incidentals. The allowances vary for outstation travel outside the state and within the state.

**8.7.4.1 Lodging & Daily/ Subsistence Allowance for Outstation Travel – Outside the State:**

<b>Lodging &amp; Daily Allowance for Outstation Travel – Outside the State</b>			
Sl. No	Level	Lodging (INR /day)	DA (INR /Day)
1	Level I & II	Rs 6000	Rs 2000
2	Level III & IV	Rs 5000	Rs 1500
3	Level V & VI	Rs 2000	Rs 800
4	Level VII to Level IX & Trainees	Rs 1000	Rs 300

**8.7.4.2 Lodging & Daily & Boarding Allowances during Outstation Travel – Within the State:** Lodging and Daily allowances for official travel within the state, for various levels are indicated in the table below:

<b>Lodging &amp; Daily Allowance for Outstation Travel – Within the State</b>			
Sl. No	Level	Lodging (INR /day)	DA (INR /Day)
1	Level I & II	Rs 5000	Rs 1500
2	Level III & IV	Rs 4000	Rs 1200
3	Level V & VI	Rs 2500	Rs 500
4	Level VII to Level IX & Trainees	Rs 1200	Rs 300

8.7.4.3 The daily allowance will be admissible for the period of absence from Headquarters (on official tour) 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

8.7.4.4 The daily allowance will be admissible for journey periods, all halts on tour and holidays occurring during the period of halt but the same will not be admissible for any period of leave (of any kind) availed while on tour. Similarly, no lodging allowance shall be admissible for periods of leave during official tour. Further, if an employee breaks journey enroute due to personal reasons, he shall not be paid the daily or lodging allowance, for such period (s) of halt.

8.7.4.5 For prolonged halts for official purposes, full daily allowance may be given as advance for a period of 10 days and half daily allowance - for a further period of 20 days. These limits relate to stay at any one station only. The CEO may relax these conditions in special circumstances for an additional period up to 60 days.

8.7.4.6 No lodging allowance shall be admissible if an employee uses personal accommodation (of family or friends) during outstation travel. However, full DA shall be permissible to such employees, as per their entitlement.

8.7.4.7 **Expenses made on account of entertaining external guests during Outstation travel :** In such cases where external visitor/ guest travels along with JSLPS staff (up to Level L4) and expenses are incurred towards food and incidentals, such expenses can be separately claimed by the concerned staff against submission of bills. The concerned staff may submit this claim along with her/his TA claim and give a declaration of the proportional amount spent on the visitor/ guest.

8.7.4.8 **Reckoning of day for the purpose of calculation of D.A:** The period of absence (official tour) from the headquarters of the employee for purposes of regulating Daily Allowance shall be as indicated below irrespective of the mode of the travel:

8.7.4.8.1 A day should be reckoned to cover 24 hours of absence from the headquarters commencing from the time the employee leaves the headquarters. For every 24 hours of absence from headquarters one daily allowance is admissible.

8.7.4.8.2 For any fraction of 24 hours of tour, rates of Daily Allowance shall be as follows;

Tour of more than 12 hours	1 day Daily allowance
Tour of Six hours to 12 hours	½ day Daily allowance
Tour of less than six hours	No Daily Allowance

**8.7.5 Advance for Outstation Travel**

8.7.5.1 Travel advance shall be paid based on tour sanctions at 70% of eligible amount, for a duration not exceeding 20 days at one time. The request for advance shall be made in the prescribed form, duly countersigned by the Competent Authority.

8.7.5.2 Every employee shall settle / reimburse unspent advances within a week from the date of completion of journey or along with submission of travel claim, whichever is earlier.



- 8.7.5.3 In general, an employee shall not be granted an advance of travelling allowance under these rules, if he has pending unsettled advance, except with the approval of competent authority, in each case.
- 8.7.5.4 If an employee fails to settle travel advance within the prescribed period, the advance sanctioned shall be automatically recovered from the employee's salary or other due entitlements from JSLPS.

#### **8.7.6 Reimbursement procedures for Outstation Travel**

- 8.7.6.1 Claims for reimbursement of travelling allowance in all applicable cases will be entertained only on completion of the return journey, wherever applicable.
- 8.7.6.2 All claims under these rules shall be admitted only on the basis of proper sanction and approval of the claims by the competent authority.
- 8.7.6.3 On return from official tour, the employee must submit tour report along with the travel claims with all supporting documents within 3-4 days of completion of journey, so as to ensure due approval of the reporting authority and further submission to accounts division, within a week of completion of official tour.
- 8.7.6.4 The maximum time limit by which claim submission may be extended is 15 days from the date of completion of tour after which, JSLPS is liable to recover the entire advance provided to the employee, from the pay and other allowances/benefits payable to the employee. Any extension beyond 15 days to a period of 30 days shall require the approval of the COO for all Staff at SMMU Level and for other staff at L4 levels or above, or the DPM for all other staff at District and Block Levels.

#### **8.8 TA Policy for Trainees & Apprentices:**

- 8.8.1 All categories of trainees and apprentices shall be eligible for Outstation Travel Allowance only in such cases where outstation travel is less than 20 days at a time. For this purpose, any period of stay up to 20 days at a particular outstation location, away from their designated HQ, shall be treated as outstation travel under this policy.
- 8.8.2 In case the stay exceeds 20 days at any one outstation, the Headquarters of the trainees/ apprentices staff would be deemed to have been changed from their previous HQ to the new place of training. Accordingly, no TA/DA or other related allowances shall be admissible.
- 8.8.3 However, when the trainees are sent from their Headquarters for shorter duration (less than twenty days), as part of their training; they will be entitled to TA/DA as per the Outstation Travel rules mentioned above in this policy. The rules relating to

Outstation Travel Policy shall also apply for all travel pertaining to any official work other than training.

- 8.8.4** In general, the norms pertaining to FTA shall not apply to the above-mentioned categories of personnel, unless specifically permitted by the CEO.
- 8.8.5** When above personnel move from one Headquarters to another location as part of their training, their travel would be deemed as official travel, and not as a transfer as defined in the Transfer Policy of JSLPS. The TA/DA and other allowances for the journey period will be admissible to them as per the permissible entitlements under this policy.
- 8.8.6** When the trainees are recalled from outstation to Headquarters at the closure 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 20 days, the same will be treated as official tour and allowances would be admissible as per this policy.
- 8.8.7** For local journeys, all trainees shall be entitled to local journey allowances as per their prescribed entitlements, in this policy
- 8.8.8** All Trainees shall be entitled to outstation travel allowances as per entitlements specified, in this policy.

#### **8.9 Miscellaneous Expenses Incurred during Official Travel**

- 8.9.1** The following incidental expenses are reimbursable, if incurred on official tour and on submission of supporting documents. The following expenses shall be reimbursable to all staff of JSLPS and other personnel such as trainees, apprentices etc.
  - 8.9.1.1 Excess baggage charges for carrying official records;
  - 8.9.1.2 Expenses on account of official telephone calls (local and STD) and fax/telex/telegram/phonogram if specifically sanctioned by the Competent Authority or for official purposes;
  - 8.9.1.3 Any other expenses, not covered hereinbefore, incurred during the course of tour for official purposes but with the prior formal or verbal approval of the CEO.

#### **8.10 Entitlement During Leave Availed While On Official Tour**

- 8.10.1** Under exceptional circumstances, leave (irrespective of its nature) can be allowed to an employee on tour either before, after or during the tour. Such an approval can be given by the COO for all staff at SMMU level and all other staff at L4 level and above and by DPM for all staff at District and Block Level.
- 8.10.2** However, no Daily Allowance or Lodging allowance will be admissible during such period of leave.

#### **8.11 TA policy for Foreign Tours:**

**8.11.1 General Principles & Guidelines:** All foreign travel shall be made only after the approval of the President – EC. The CEO shall forward the requisition justifying the necessity of such travel.

**8.11.2** The cost of obtaining a visa, and any other costs related to travel (e.g. travel insurance, vaccinations, etc.) would be borne by JSLPS.

**8.11.3 Travel Bookings on Foreign Tours:**

8.11.3.1 JSLPS would directly make the bookings for all such foreign travel of its employees. All journeys shall be undertaken via the shortest/ cheapest route possible.

8.11.3.2 President – EC, JSLPS and CEO may travel business class while on foreign tours. All other employees would travel by economy class while travelling on foreign tours.

**8.11.4 Lodging & Daily Allowances during Foreign Tours:**

8.11.4.1 JSLPS shall try to make advance bookings for lodging for employees on foreign tours.

8.11.4.2 The payment of Daily Allowance for tour abroad will be made on the basis of actual time spent outside India including journey time by shortest route.

8.11.4.3 The Daily Allowance for such tours would be paid in foreign currency (US\$ or Euros etc.).

8.11.4.4 The President EC shall decide the rates of Daily Allowance and Lodging allowance, from time to time. The rates approved by Government of Jharkhand, may serve as guiding norms, for fixation of such rates for JSLPS.

8.11.4.5 In case of provision of free lodging and boarding facilities, on foreign tour, the daily allowance will be decided by the President-EC using the norms of the state government, as a guideline.

**8.11.5 Advance during Foreign Tours:** All staff shall be eligible for an advance **equivalent** to the probable cost of expenditure **estimated** for the foreign tour. An additional amount (not exceeding 25% of the probable cost) shall also be given as advance to cover any exigencies.

**8.11.6 Settlement/ Reimbursement of Foreign Tour Expenses:** All travel claims shall be settled within seven days of completion of tour. The settlement shall be made in Indian rupees. Any loss or profit arising out of currency conversion shall be to the account of JSLPS.

**8.12 Formats (in Annexures)**

- Tour Sanction Form
- Travel Claim Form
- Tour Report Form

## Chapter 9 Holidays & Leave Policy

**9.1 Objective :** The objective of this policy is to describe the various types of leave available to JSLPS staff and the related procedures to avail the same.

### 9.2 Definitions :

9.2.1 **Annual Leave (AL):** Leave which is availed for any personal purpose, including sick leave and usually taken in a short span maximum of seven days at a stretch excluding weekly and public Holidays except in medical emergencies.

9.2.2 **Leave without Pay (LWP):** Authorized absence from work without pay usually granted as per applicable policy; in the case of ineligibility/non-availability of entitled leave,

9.2.3 **Paternity Leave:** The period of authorized absence from work given as an entitlement to a male employee, on account of the birth of a child.

9.2.4 **Paternity Pay:** The pay which an employee may receive during paternity leave

9.2.5 **Maternity Leave:** The period of authorized absence from work given as an entitlement to a female employee, on account of the birth of a child.

9.2.6 **Delivery** means the birth of a child

9.2.7 **Maternity Pay:** The pay which a female employee may receive during maternity leave.

**9.3 Scope:** This policy is applicable to all staff of JSLPS including staff on deputation, unless otherwise specified in the their contractual terms.

### 9.4 Holidays

9.4.1 All JSLPS staff shall be entitled to official holidays with full pay unless otherwise required to meet exigencies of work. All JSLPS offices shall treat all Sundays as weekly holidays.

9.4.2 JSLPS shall observe all Government of Jharkhand holidays days as official holidays.

9.4.3 All official holidays are applicable to all categories of JSLPS staff including trainees.



**9.5 General Rules applicable to Leave:**

- 9.5.1 All types of Leave shall pertain to a calendar year i.e. from 1<sup>st</sup> January to 31<sup>st</sup> December.
- 9.5.2 The **leave granting authority** would be the reporting officer.
- 9.5.3 Leave is to be regarded as a privilege. An employee cannot claim leave as an unqualified right.
- 9.5.4 All leave are required to be availed with prior intimation and approval, except in case of an unforeseen emergency. Even in an emergency, an employee is required to inform his/her reporting officer about leave, at the earliest.
- 9.5.5 All leave shall be supported by a request for leave/ leave application in the appropriate format and duly approved by the approving authority. A copy of the approval is to be sent to the HR person concerned for the Unit for updation in the leave records.
- 9.5.6 All leave is subject to exigency of service and leave already granted can be curtailed or cancelled at any time by the authority granting leave, in the interest of the organization. However, this condition will apply to an employee on casual and vacation leave only.
- 9.5.7 In case a staff member is **recalled from leave** already granted, JSLPS would reimburse her/his TA/DA as per the permissible norms under the Travel Policy.
- 9.5.8 A staff when on leave shall not take up any service/ employment (paid or unpaid) elsewhere.
- 9.5.9 Absence from duty and leave without authorization, unless in a medical emergency would be considered misconduct and disciplinary action may be taken against the staff as per the Disciplinary Policy of JSLPS. Even in case of medical emergencies, the staff concerned should inform the authority as soon as possible.
- 9.5.10 Extension of leave already granted shall not normally be allowed, except in case of an emergency. Such extension of leave can be done only with the approval of the reporting officer.
- 9.5.11 A staff member, joining in the middle of a calendar year, will be entitled to leave on a pro rata basis.
- 9.5.12 All approved leave shall be treated as periods of continuous employment except any unauthorized absence.
- 9.5.13 Merger of two different types of leaves will not be permissible except in case of maternity leave or by approval of CEO.
- 9.5.14 An employee, facing disciplinary proceedings may avail leave as per the provisions of the leave policy unless specifically ordered otherwise by the disciplinary committee.
- 9.5.15 **Joining After Long Leave (more than seven days):** On conclusion of a long leave and joining of duty, an employee is required to inform of her/his return from leave



and joining of duty (with date of joining) to the reporting officer, with a copy to the HR unit.

- 9.5.16 Under genuine and compelling circumstances, when an employee absents himself / herself for a period that is longer than his /her leave entitlement, s/he should submit in writing the reasons for such absence with documentary support. This submission should be made to the COO in case of all employees at the SMMU level and all other employee above Level L4 or to the DPM for all staff at the District and Block Units. The COO/ DPM, may be verified the claim and accept or reject the request.
- 9.5.17 In case of non-compliance to any of the norms mentioned in leave policy, the CEO shall have the full authority to treat the whole period of leave as leave without pay or unauthorized absence.
- 9.5.18 JSLPS shall maintain proper record of leave for every employee. A leave register shall be maintained for each employee.
- 9.5.19 **Leave Salary:** Except during LWP, an employee shall be paid salary during leave equivalent to the net pay last drawn before proceeding on leave.
- 9.5.20 The CEO has the authority to grant leave to any employee in extra ordinary cases over and above any of the leaves mentioned in this policy.

**9.5.21 Treatment of Leave in case of Notice Period/ termination:**

- 9.5.21.1 In case a staff is serving a notice period of separation from JSLPS, s/he may choose to take the balance AL in her/his leave account, during the notice period as per the process defined under the leave policy.

**9.6 Annual Leave (AL) – Rules and Procedures**

- 9.6.1 All contracted staff of JSLPS will be entitled to 36 days of Annual Leave (AL) in a given calendar year i.e. from January to December. This may include leave for medical reasons or for any personal matter.
- 9.6.2 AL shall be credited to an employee on a pro-rata basis (i.e. three days leave after completion of one month of service).
- 9.6.3 Annual leave up to 18 days in a calendar year, can be accumulated / carried forward to the succeeding year of the contract.
- 9.6.4 Unless due to medical emergencies, Annual leave may, in general, be availed for not more than three days at a time, and it cannot be taken together with any other type of leave, unless approved by the CEO / competent authority, as a special case.
- 9.6.5 Applications for leave should be made on the prescribed forms and submitted to the reporting officer.



- 9.6.6 The reporting officer shall grant the leave on the prescribed form or shall deny leave giving valid reasons for such a denial of leave.
- 9.6.7 In case the reporting officer refuses to grant leave, the concerned employee may refer his application to the Unit Head (DPM in case of all Block and District level employees and COO in case of all State level employees), who may decide to accept the reasons given by the reporting officer for denying leave or may overrule the reporting officer and grant leave to the concerned employee. However, the Unit head should mention the reasons of such an overruling in writing.
- 9.6.8 ALs should be taken with prior intimation. However, in case of an emergency, the employee should at least telephonically inform the reporting authority within first hour of the work on the day of leave. Once the employee returns to work, s/he should submit a leave application to cover her/his absence.
- 9.6.9 In case of AL, any official holidays falling in the middle of the AL period, will not be counted as leave.
- 9.6.10 No compensation will be given for un-availed Annual leave at the end of the contract period.

## 9.7 Maternity Leave (ML) – Rules and Procedures

- 9.7.1 All female staff is entitled to a total of 90 calendar days of maternity leave for each childbirth but is admissible only for those female employees with less than two surviving children.
- 9.7.2 Periods of ML are counted as periods of continuous employment.
- 9.7.3 At the time of resuming work after the maternity leave, the employee shall submit a Certificate from Medical Officer. (Certificate highlighting the date and other details of delivery).
- 9.7.4 A female staff cannot be dismissed or terminated during the period of maternity leave, unless such a termination results from disciplinary procedures relating to a serious case of misappropriation/ moral turpitude or misconduct.
- 9.7.5 **Leave for miscarriage:** In case of miscarriage or medical termination of pregnancy, a woman shall, on production of a medical certificate, be entitled to leave with pay, for a maximum period of four weeks immediately following the day of her miscarriage. This leave is admissible irrespective of the number of surviving children. During the contract period, the number of such leaves shall not exceed twelve weeks.
- 9.7.6 **Notification for ML:** The concerned staff should inform her reporting officer about the impending ML and her absence as soon as possible. Formal request for ML should be submitted in writing to the concerned Reporting Officer, at the earliest but at least fifteen days in advance.
- 9.7.7 **Commencement of Maternity Leave:** The staff may choose when to start her

maternity leave as per her convenience. However, the latest date it can start is the date of childbirth.

## **9.8 Paternity Leave**

- 9.8.1 Paternity leave is admissible to all male employees with less than two surviving children, subject to a maximum of 15 days during the birth of his children. Such paternity may be availed twice for a maximum of two childbirths. This leave may be split before and after the childbirth, as per the desire of the staff.
- 9.8.2 In case of any complication in delivery that may prolong his wife's treatment/hospitalization, the CEO may consider extension of the paternity leave for another 5 calendar days.

## **9.9 Leave without Pay (LWP)**

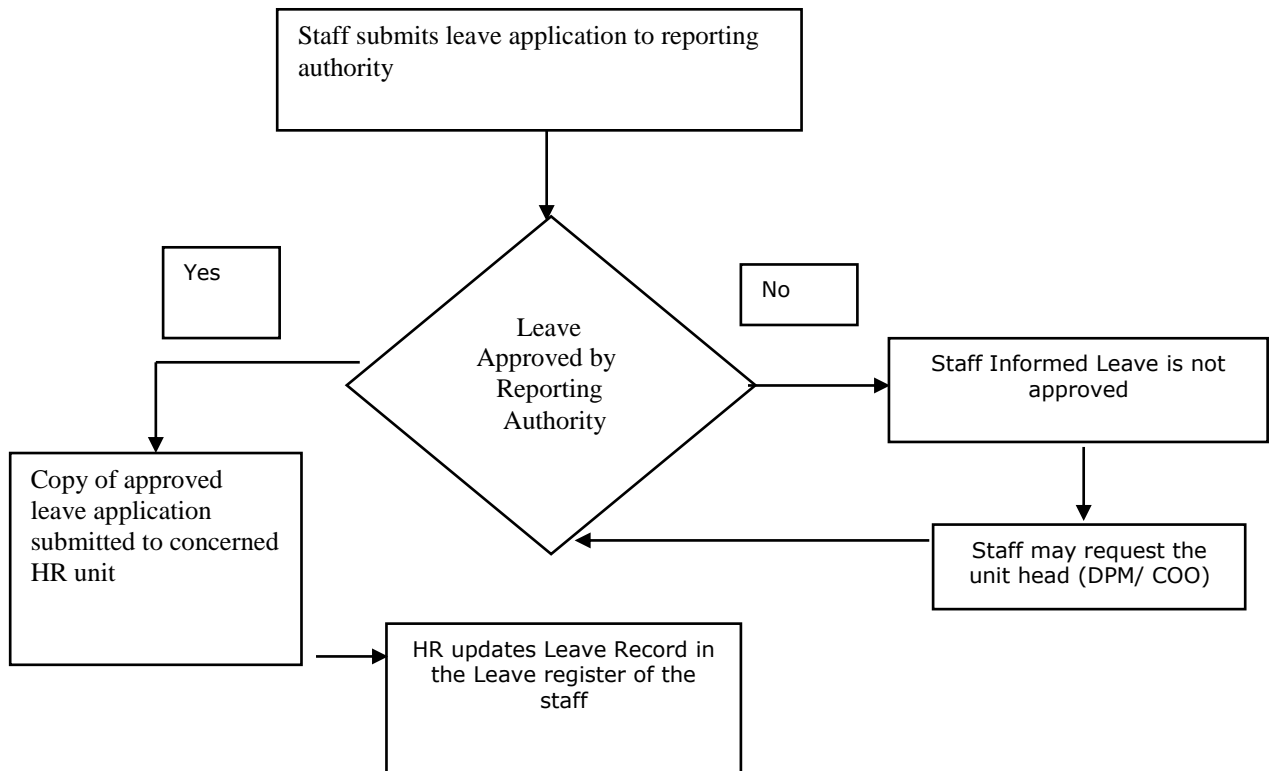
- 9.9.1 Leave without pay may be granted to a staff in special circumstances and when no other leave is available or admissible as entitlement. The circumstances for such LWP shall be decided solely at the discretion of the CEO (or COO, if so designated by the CEO). Some of these could be
  - 9.9.1.1 To meet medical needs of self, spouse, children or dependent parents.
  - 9.9.1.2 In continuation of Maternity/ Paternity Leave.
  - 9.9.1.3 For educational purposes.
- 9.9.2 Under normal circumstances, leave without pay shall not be granted in excess of 30 days at a time. CEO at her/his discretion may sanction such leave, in excess of 30 days, in rare cases.
- 9.9.3 During the period of LWP, the staff is not entitled to any kind of salary or allowances.
- 9.9.4 LWP will be treated as a period of continuous employment.

## **9.10 Maintenance of Leave Records**

- 9.10.1 The SPM – HR (for SMMU) and District CB & HR Manager (for District and Block Unit) shall be responsible for maintenance and regular update of leave records for each employee of JSLPS in the form of a Leave Register with separate record for each type of leave or as an electronic record.
- 9.10.2 Each administrative unit of JSLPS unit shall maintain such a Leave register, for staff serving in the unit.
- 9.10.3 A copy of all documents related to leave (applications, approvals, joining letter, leave extension letter etc.), shall be sent to SPM - HR by the leave sanctioning authority and the staff member, for due updation.
- 9.10.4 All staff shall be entitled to view their leave records for validation and information.

**9.11 Leave status in case of change of place of posting:** In the event of the employee getting posted from one unit to another during the tenure, his/her leave records including leave at credit shall transferred to the new place of posting.

**9.12 Leave Process**



**9.13 Formats (in Annexures)**

- Leave Application Format
- Maternity Leave Declaration Form
- Maternity Leave Application Form
- Paternity Leave Application Form
- Employee Leave Record Register



## Chapter 10. Training and HR Development Policy

**10.1 Objective :** The Objective of this policy is to lay down guidelines, processes for on-going training and development of employees of JSLPS. JSLPS would endeavor to build the capacity of its staff to promote personal growth of the staff as well as improve the quality of work within the Organization. An overall Capacity Building strategy would be developed and periodically updated so as to ensure that all staff operate at optimal skill and knowledge levels needed for successful performance in the organization. This chapter deals with training related to continuous competency and skill development for the staff of JSLPS. It does not cover Induction Training, which is covered under a separate Chapter.

### 10.2 Definitions

10.2.1 **Training** is defined as imparting knowledge, skills and attitude that are pre-requisites for job-performance, without which the employee will not be able to deliver results.

10.2.2 **Development** is a process through which new and advanced competencies are built in employees, to enhance their performance and facilitate their personal as well as career progression within the organization.

**10.3 Scope :** This policy is applicable to all employees of JSLPS.

### 10.4 General Guidelines for Training and Development

10.4.1 JSLPS would try to promote a culture in which staff is given responsibility (and the authority to execute it) thus giving opportunity to staff at all levels to take leadership roles. Staff would also be encouraged and rewarded on initiatives taken by them beyond the prescribed job description, or attempting to improve the way programmes are being run.

10.4.2 To improve the quality of its programmes, JSLPS would plan a structured capacity building plan for its staff. The areas of growth would be identified through multiple channels including the process of performance management, changing job requirements and feedback systems.

10.4.3 The systematic Capacity Building Plan would aim to cover a portfolio of skills and competencies and in general aim to include : work relevant technical and functional skills, soft skills that aim to address behavioural aspects and competencies that enable the individual to plan for career progression.

10.4.4 Investment in leadership building will be an important aspect of the JSLPS HR Capacity Building Plan. Broadly, the capacity building strategy would aim to improve capacity of staff through:

- In house training – covering core areas of JSLPS's functioning



- Training by expert agencies- Training Implementing Agencies / SIRD, etc.
- Workshops and Seminars – to promote cross learning across the Organization
- Exposure visits to successful Projects (both within and outside the country)

10.4.5 The capacity building plan would have an allotted annual budget for various programmes/ trainings etc. in form of an Annual training Calendar.

10.4.6 The CEO, in consultation with the President – EC, shall ensure that a dedicated training budget shall be allocated for Training and Development of the staff.

10.4.7 The SPM – IB & CB would be the key responsible person for all training related activities. S/he would have a team (PM- IB&CB, District CB & HR Manager in each district) who would work together as a training team. The Head CB may take support of other staff at various levels in coordinating and implementing training programmes.

**10.5 Training and Development Process:** In general, the following process would be adopted in the design and implementation of Training programs in JSLPS.

10.5.1 **Consolidation of Training Needs:** A comprehensive competency framework and an overall skill matrix (for core technical, managerial and behavioral skills) for all the functionaries in the JSLPS shall be developed. Such a competency matrix shall form the foundation for developing the periodic training program for JSLPS.

10.5.2 The above competency framework will also need to be informed by training needs identified through the performance management system, feedback from employees and supervisory staff as well as other citizen feedback mechanisms for preparing a consolidated Calendar for all levels of staff. A Training Needs Assessment by a third party may also be undertaken from time to time, if found appropriate.

10.5.3 **Training Content Development:** The training needs will be consolidated and common sectors/ subjects and themes would be categorized. Such consolidation will be a planned annual activity, to be undertaken in alignment with the budgetary cycle. This consolidation will need to be modified during the course of the year to accommodate organizational needs.

10.5.3.1 The training content can be developed by the training team (both state and district level) with active participations from the domain experts at each of the levels. (To illustrate, to develop content for a training programme on building



capacity of staff on bank linkages, the SPM – Financial Inclusion at the State Level and the District Managers at the District Level will be involved).

10.5.3.2 If required, the SPM-IB & CB may engage external experts as short-term consultants to support the development of the training content. The process of hiring of such consultants would follow the Recruitment and Selection policy of JSLPS.

10.5.4 SPM-IB & CB would be responsible for this consolidation along with the PM - CB at the State Unit and the Manager – CB & HR for the District & Block Units.

10.5.5 Model training modules are given in Annexure.

**10.6 Drafting of Annual Training Plan (ATP):** Based on the TNA inputs collected, SPM-IB & CB shall develop a comprehensive Annual Training Plan for all the functionaries including administrative and support staff.

10.6.1 In preparing the Annual Training Plan, the SPM-IB & CB in consultation with the COO, shall also prioritize the training needs, so as to align training needs with organizational priorities and budgets.

10.6.2 The ATP shall contain the dates for each program, venue, target population, number of participants per program, training hours per program, training objectives in terms of learning outputs including those relating to technical, functional, behavioural and other skills as may be appropriate to the training course, training themes/ curriculum, training follow up action plan, faculty and other details, training resources, training delivery responsibility and budgets i.e. in other words a detailed Training Calendar .

10.6.3 The ATP shall serve as the basis for identifying training faculty. Based on the identified training programs for a year, the SPM-IB & CB or their representatives are required to identify appropriate faculty, from in-house resources or as external experts. A panel of subject wise experts needs to be gradually developed over time for meeting the varied training needs of JSLPS.

10.6.4 The ATP shall also identify baseline training person-day targets for all categories of employees (for instance, minimum three training days per employee per annum for field staff engaged at implementation of schemes; two training days per employee per annum for administrative staff etc. Such targets shall be used to enable JSLPS to develop the capacity of its human resources.

10.6.5 The Unit Heads like DPMs and Head of teams shall ensure that all the functionaries are covered under this policy.

10.6.6 Induction training is also a part of Training Process.



## 10.7 Training Delivery Management:

10.7.1 **Coordinators for Training:** To impart and coordinate all training programmes, activities, in general, the District Manager – CB & HR at the District Level would be the Coordinator.

10.7.1.1 The coordinators would develop a training calendar based on the ATP, seek and arrange for resource persons and ensure implementation of the training as per the calendar.

10.7.1.2 They would be responsible for ensuring availability of trainers (in-house or external experts) the quality of training, and seeking and analyzing feedback from participants to further improve the programme.

10.7.1.3 **Nodal Person:** They would identify a Nodal Person for each training programme activity, who would be responsible for the smooth conduct of the training programme. S/he would ensure all preparations (like information to participants to attend the training programme, venue, food & stay of participants, training material etc.) are in place before the start of any training programme.

10.7.1.4 Such nodal persons could be – domain specialists at the district level or the BPM or experts at the Block Level. The nodal person would be formally appointed by the concerned DPM.

### 10.7.2 Conduct of Training Program: Steps to follow

10.7.2.1 Ensure that Trainers are identified either through in-house or external experts.

10.7.2.2 Training resources are fully and timely organized.

10.7.2.3 Trainees are intimated of programs well in advance

10.7.2.4 Training materials are prepared and distributed as necessary.

10.7.2.5 Training attendance is duly recorded.

10.7.2.6 Training feedback plan well in place and shared with Trainees

10.7.2.7 Training Effectiveness Assessment Plan is designed and shared with trainees.

10.7.2.8 A Check list for preparations for conducting a training programme is attached as Annexure

**10.8 Trainers for Training Delivery:** The trainers for delivering the training programme could be the technical experts available within JSLPS. For the delivery of in-house training, master trainers shall be identified from within JSLPS staff, and would be trained for providing support in scaling up the capacity building efforts to the entire staff at different levels.

10.8.1 However, given the intensity of training programme, JSLPS may hire the services of external experts from other departments, NGOs, as short-term consultants to deliver the training.



**10.9 Training Implementation Agency: (TIA)** : JSLPS may hire the services of external experts from other departments, NGOs, as short-term consultants or hire the services of a training implementing agency/agencies to deliver the training. The process of hiring short-term consultants would follow the Recruitment and Selection Policy. The process of hiring training Implementation Agencies would follow the procurement norms of JSLPS.

#### **10.10 Training Effectiveness Evaluation:**

- 10.10.1 At the end of every programme, written feedback shall be collected from the participants on issues related to training effectiveness. This feedback shall be analyzed and converted into indices on quantitative terms for measuring the impact of the programme.
- 10.10.2 Feedback should be given to the internal and external faculty of TIAs along with suggestions from the participants on improvements to be made for enhancing the training effectiveness in future.
- 10.10.3 As a general practice, at the end of 3 months of every training program, it is proposed to evaluate the efficacy through a learning workshop involving trainees and their supervisors to measure and improve the efficacy of training.

#### **10.11 Training Records**

- 10.11.1 **Training Plan Register** – To record the progress of trainings with reference to the plan and details of all training programs including budgets and actuals. This would serve to provide information on performance as well as inputs into future ATP. These registers would be maintained at the District Unit Level. The District Manager – CB & HR would be responsible for its maintenance.
- 10.11.2 **Employee Training Register** – this is an individual card in which the details of all the trainings that are attended by an employee will be entered for records. This is useful during performance review, incentives to measure the efforts taken by the unit in his /her capacity building. This would be maintained at the Unit Level for the concerned staff. The BPM would be responsible for the periodic update of this register at the Block Unit Level. The District Manager – CB & HR would be responsible for the periodic update of this register at the District Unit Level. The register would be sent to the District Unit at the end of every year for consolidation.
- 10.11.3 **Training feedback report** – this is the analysis report of feedback collected from the participants at the end of the training programme.



## 10.12 Overall Training & Development Process

T&D Processes	Staff	
	Block/ cluster/ Village level staff	District and State Staff
Need Analysis	District Manager (CB&HR) & PM – IB & CB	SPM – IB&CB
Training Strategy Design	SPM and PM IB & CB	SPM – IB&CB
Annual training plan and Budget	SPM – IB&CB	SPM – IB&CB
Budget Allocation	CEO	CEO
Training Delivery	TIAs/ in- house	TIAs/ In- house
Training Evaluation	PM – IB & CB	SPM – IB&CB

**10.13 In service Education Policy:** In addition to ongoing training and development, JSLPS would also encourage employees to undergo advanced professional courses in subject areas of relevance to their jobs within the organization, for mutual benefit of the employee and the organization.

10.13.1 JSLPS as an organization may provide part or full financial sponsorship to identified courses from eminent institutions from time to time. Such courses shall be in areas of relevance to JSLPS. These would be approved by the CEO.

10.13.2 JSLPS may also have tie-ups with leading professional institutions for fixed number of seats at preferential rates for employees of JSLPS. Such courses may be made available to select employees of JSLPS on self –payment basis (i.e. payment by employees) or full or part financial sponsorship by JSLPS.

10.13.3 JSLPS may in exceptional cases, allow for flexible duty hours for those employees attending such courses. However, this should not affect their work. Such an approval can be given only by CEO – JSLPS.

10.13.4 In general, full or part financial and other sponsorship by JSLPS shall be given to recognize merit or excellence in service by the employees. Employees to be sponsored for such courses, will need to meet the following criteria:

10.13.4.1 Minimum two year of continuous service in JSLPS.

10.13.4.2 Consistently high level of performance obtaining top two levels of grading in the last two years.

10.13.4.3 Demonstrated potential for growth within the organization (to be assessed by the selection panel and recommended by the supervisor).

10.13.4.4 Selection through a selection process that may include screening, tests and interviews.

10.13.4.5 Final recommendations shall be made based on above process would be done by a panel headed by SPM - HR to CEO.

10.13.5 In making such recommendations, the operational requirements of JSLPS



shall be kept in mind and also the availability for substitute staffs in case of temporary leave to pursue the course.

10.13.6 The approving authority for the all decisions in this regard will be the CEO.

10.13.7 It may be noted that all such sponsorships are at the discretion of JSLPS and is not an entitlement. JSLPS shall gradually evolve detailed policies and procedures for implementing such an in- service education policy.

10.13.8 **Bond:** In case JSLPS sponsors part or full course fee, the concerned employee shall sign a bond with JSLPS to serve for at least two years after completion of the course. Such a bond shall be applicable for all courses of three months duration or above.

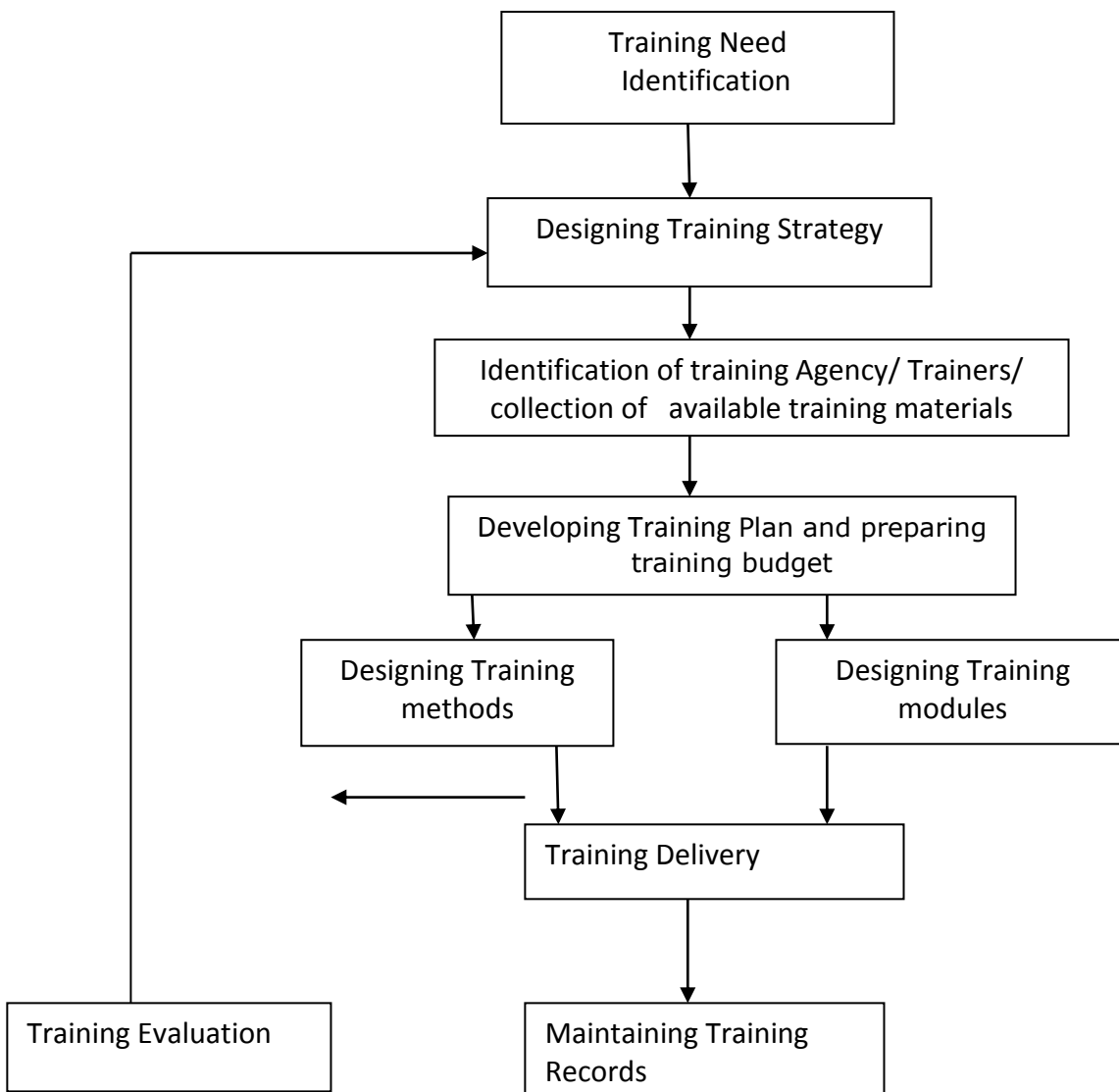
10.13.9 Employees desirous of pursuing higher professional /educational courses, on their own initiative (and self financed) shall be encouraged and efforts duly recognized as part of the performance appraisal. Such employees will be provided leave as far as possible subject to the operational needs of the organization.

#### 10.14 Formats (in Annexures)

- 10.14.1 Training Need Assessment
- 10.14.2 Annual Training Calendar
- 10.14.3 Training Programme Schedule
- 10.14.4 Activity Checklist
- 10.14.5 Training Register
- 10.14.6 Employee Training Record
- 10.14.7 Training Evaluation Form
- 10.14.8 Consolidated Feedback on Training



**Process Flow:**



## Chapter 11 Performance Management Policy

**11.1 Objective :** The objective of this policy is to lay down policy, rules and procedures for performance management of JSLPS staff. Performance Management is an integral part of the HR Strategy of JSLPS and its objective is continuous improvements in performance with a view to attaining organizational goals. Specifically it aims to:

- **To enhance Performance of individuals and Teams** through a systematic review of performance
- **To enhance self esteem of the staff by rewarding performance** and to bring in a culture of healthy competition to perform.
- **To identify gaps in performance and pave way for future capacity building**

**11.2 Definitions :**

**11.3 Scope:** This policy is applicable to **all** employees of JSLPS.

**11.4 General Principles** of the Performance Management System (PMS), in JSLPS :

11.4.1 Performance Review, to be effective, cannot be a one-time affair. It needs to be periodic. There needs to be a performance review at least once in six months by the reporting officer, which shall provide the basis for the annual performance review.

11.4.2 **Performance Review Period :** A formal performance review called the Annual Performance Review (APR) will be undertaken at the end of every calendar year (i.e. January – December) for all employees of JSLPS.

11.4.3 APR shall be based on clear and objective Key Result Areas (KRAs) and Key Performance Indicators (KPIs), set as a part of Annual Performance Planning exercise.

11.4.4 Performance shall be graded on a scale, rather than being absolute.

11.4.5 Both qualitative and quantitative assessments are seen as integral to a coherent performance assessment system.

11.4.6 APR shall result in incentives, rewards and recognitions – both monetary and non-monetary, to acknowledge and motivate good performance.

11.4.7 The overall responsibility of establishing and updating a Performance Management System vests with the SPM- HR of the state unit. The state HR unit shall also be responsible for coordinating the timely conduct of annual performance reviews across JSLPS. The state HR unit shall also support the functional and administrative managers across JSLPS to understand and implement the PMS in terms of setting plans, KRAs, KPIs and the timely conduct of annual performance reviews as per this policy. However, all employees of JSLPS are equally responsible for ensuring the timely and effective management of performance including the completion of annual performance review as per the prescribed schedule. The District CB & HR



Manager would act as the nodal officers for performance assessment and management for all units within the district and support the state HR unit in implementing the Performance Management.

**11.5 Key Features of JSLPS Performance Management System :** The JSLPS Performance Management System shall primarily consist of :

**11.5.1 Annual Performance Plan / Target Setting** – A Performance Plan is a plan that lays down the performance expectations for each individual. This flows from the overall performance objectives of the organization and the Unit. The Performance Plan is in turn required to be broken down into Key Result Areas (KRAs) and Key Performance Indicators (KPIs) for individuals, and for teams, as discussed in detail in clause 10.6 below.

**11.5.2 Performance Assessment comprising of :**

**11.5.2.1 An interim review** to provide feedback on areas for improvement and other aspects, to be conducted at least once in six months, by the Reporting Officer.

**11.5.2.2 Annual Performance Review** consisting of Self –appraisal by the employee followed by an Annual Performance Review by the Reporting Officer concerned.

**11.5.2.3** An independent field-level qualitative assessment of functional / administrative units, as a part of APR.

**11.5.2.4** Final compilation of performance scores for the employee.

**11.5.3 Performance Recognition**, in the form of monetary and non-monetary incentives, linked to performance.

The above features are discussed in detail below

**11.6 Performance Planning or Target Setting**

**11.6.1** The Performance planning shall be done latest by second week of January every year by the CEO JSLPS, with the support from COO, coordinated by the state HR Unit and communicated to all units. This shall be done as a consultative exercise to ensure the development of feasible performance plans.

**11.6.2** The Performance Plans for each individual and teams should have direct linkage to JSLPS programmatic and organizational goals.

**11.6.3** The Annual Performance Plans may be reviewed for any modification by august every year and modification formally communicated by the SPM-HR to all administrative and functional managers.

**11.6.4** Key Result Areas (KRAs) and Key Performance Indicators (KPIs) form a core part of the performance plan. **Key Result Areas would** be derived mainly from the goals of flagship programmes of JSLPS. They would be measured through the KPIs. Broadly the key result areas for the field/cluster and Block teams would focus on ‘action’, while that of the District teams would focus on ‘facilitation’ and capacity building.



The KRAs for state teams would relate to policy setting, coordination, program management and capacity building. KRA templates for a few positions have been indicated in Annexure, as a sample.

11.6.5 For Field units, the KPIs would also consist of qualitative indicators, which would be measured through field assessment teams, as described under clause 10.9 below.

11.6.6 Each KRA (and KPIs within that) shall be assigned a specific weight for overall performance assessment. These weights should reflect the importance of the KRAs (during the assessment period) to the overall goals of JSLPS.

**11.6.7 Key Performance Indicators** – For each KRA, Key Performance Indicators would be identified. The KPIs are the means of measure of performance and help to objectively assess the achievement of KRAs .

11.6.7.1 In general, the KPIs should be tracked through the programme related MIS, and the MIS could be the means of verification for the KPIs.

11.6.7.2 As stated above, each KPI would be assigned a weight, in line with the importance attached to the KPI.

11.6.7.3 Apart from quantitative KPIs, qualitative KPIs for field units too would be measured and assessed.

11.6.7.4 In general, for each KRA, two to three key KPIs should be identified, the tracking of which could lead to the tracking of the achievement/ non-achievement of the KRA.

11.6.7.5 A template of KRAs and KPIs for some of the staff at various levels, may be seen in Annexures.

11.6.7.6 **Scoring of KPIs** : The scoring would be based on the percentage of KPI accomplished. In general the scoring would be based on the following table.

% Achievement of KPI	Achievement Grade	Score awarded
90% or above	A	100
75% to 89%	B	75
50% to 74%	C	50
Below 50%	D	0

11.6.7.7 The score obtained in each KPI would be multiplied by the weight assigned to that KPI to arrive at a final weighted score.

11.6.7.8 The total of all weighted scores would be the Score obtained.

**11.7 Annual Performance Review Process (APR)** would involve the following steps, subject to modification by the CEO JSLPS -

11.7.1 Self- appraisal by employee



- 11.7.2 Performance Review by the Reporting Officer
- 11.7.3 Collation of performance score from field-level qualitative assessment of team performance at the District Unit.
- 11.7.4 Finalization of individual performance score based on review of the reporting officer and the team score.
- 11.7.5 Sharing of scores with the individuals and inviting comments, if any
- 11.7.6 Final formalization of the annual performance score for recognition and rewards.
- 11.7.7 All of the above processes are required to be completed by March of every year for the preceding calendar year. This would also help in declaring incentives and rewards at the start of a new financial year.
- 11.7.8 Weightages shall be assigned to each step of the APR to bring in greater transparency and reduce margins for biases if any. In general the following may be applied (to be finalized after learning from pilot).

APR assessment parameters	Total Weight Assigned
Achievement of KPIs (based on MIS & Other reports) - As part of Performance review by Reporting Officer	50%
Performance Review by Reporting Officer	25%
Qualitative Assessment (Team Score)	25%

- 11.7.9 For units that do not have qualitative assessment (which would be District Units and State Units), the average of qualitative assessment score obtained by all the field units under them would be taken as the qualitative score of that administrative Unit. Thus the average qualitative assessment score obtained by all Field Units under a Block, would be the score of qualitative assessment score for that Block, and so on for Districts and State Units.
- 11.7.10 Apart from the above mentioned three APR assessment parameters, JSLPS may assign additional weights to innovations/ initiatives taken by these units to encourage units by re-allocating the weights shown against the above three parameters.

## 11.8 Achievement of KPIs & Self Appraisal by Employee

- 11.8.1 Each employee shall fill her/his achievements against each KPI from the MIS/ other reports. These would be done purely on the quantitative measures on achievement of KPIs. The Means of Verification (MOV) indicated against each KPI would serve as a basis for filling these achievements.
- 11.8.2 The Employee would also submit a written note (one to two pages) on her/his performance stating achievements as well as constraints/ challenges faced which might have hampered her/his achievements.



11.8.3 Both of these shall be submitted to her/his reporting officer within seven days of the start of the appraisal cycle.

### **11.9 Performance Review by the Reporting Officer**

11.9.1 The reporting officer shall verify the achievements quoted by the employee concerned from the MIS/ reports.

11.9.2 Apart from the verification, the Reporting Officer would also go through the written report of the employee.

11.9.3 Based on these two, the reporting Officer would award an overall grade and a Score based on her/his assessment of the employee's performance. This assessment would also consider qualitative aspects of the employee's performance, which may include the following broad areas.

11.9.3.1 Quality of work performed

11.9.3.2 Self Initiative and Commitment towards Work

11.9.3.3 Job Knowledge & Skill Level

11.9.3.4 Team Work

11.9.4 The format provided in Annexure would be used by the Reporting Officer to award the performance grade and score.

11.9.5 As a part of APR, the Reporting Officer shall also identify areas for future capacity building of the employee and include it as part of her/his appraisal report.

11.9.6 The Reporting Officer is responsible for ensuring that the self appraisal by the employee and the performance review by the reporting officer are completed as per the prescribed schedule.

### **11.10 Field-Level Qualitative Assessment of Field Team's Performance**

11.10.1 Field-level qualitative assessment is seen as a critical aspect of an effective PMS, so as to validate the individual assessments through an on-ground field review and also to link / harmonize individual performance with that of his/her team.

11.10.2 The linking/ harmonizing of individual performance with the team performance shall be undertaken through assignment of weightages, as explained below.

11.10.3 Such field-level assessment would be undertaken essentially for Field Implementation teams at the Block level.

11.10.4 The score obtained under qualitative assessment for the team would be applied to all the members of the team equally.

11.10.5 JSLPS may extend the experience of such qualitative assessment of field teams to its teams at other levels as well, such as the DMMU and the SMMU after learning from pilots.



### 11.10.6 **The process of Field level Qualitative Assessment would be as under:**

- 11.10.6.1 The SPM-HR, under the guidance of the COO would establish field assessment panels. The panels would be headed by a designated Panel Leader and would have three to four members from various units (e.g. one from state unit, one/ two from district unit and one from block unit). The panels would undertake assessment of specific teams across JSLPS in a District. The CEO would approve these panels would be approved by the CEO before they start the assessment process.
- 11.10.6.2 The panels, in consultation with the COO, the state HR units, the program directors and few of the Unit Heads at the district would draw up key parameters for performance assessment and the assessment methodology, so as to standardize the assessment approach. The assessment parameters shall relate to the overall programmatic goals for the period of assessment and shall focus on quality aspects of service delivery.
- 11.10.6.3 Each Panel may identify at least two villages for assessing the quality of work of the Field Teams. While one of the villages may be randomly selected by the Panel, the second village could be identified by the Field Team being assessed. This would enable the panel to evaluate the 'best' possible work done by the field team (in the village recommended by them) as well as 'average' work done (in the randomly selected village). Depending on the time and resources available (and learning from pilots), the number of villages may be increased.
- 11.10.6.4 During the village visit, the Panel members would hold interactions with village bodies (like the GP, Social Audit Committee), direct beneficiaries of the programmes, as well as hold meetings with other village institutions (like Gram Sabha, SHGs, farmers' club etc.).
- 11.10.6.5 The panel may also hold exclusive meetings in hamlets of the poorest communities to explore whether the poorest sections in the village have benefited from the programmes.
- 11.10.6.6 The focus of the interactions would be to assess the quality of performance of work.
- 11.10.6.7 The panel should spend at least 1-2 full days in a village for this exercise.
- 11.10.6.8 Upon completing the exercise in the two villages, the Panel shall hold meetings with the Field team members to seek clarifications and understand limitations/ advantages, if any, which may have influenced the quality of the programme.
- 11.10.6.9 JSLPS may establish more than one field assessment panel, based on its assessment requirements. Such panels may also undertake periodic assessments over the period of year and the average score of such periodic assessments (maybe done quarterly) may be taken into account for undertaking individual performance assessment.



**11.11 Compilation, Sharing and Finalization of Performance Scores:** The District CB & HR Manager at the District Unit, along with the District Manager IB & CB shall be responsible for compilation of all performance assessment reports, based on all the three assessments (Achievement of KPIs, Performance Assessment by Reporting Officer and Qualitative Assessment of Performance). Each of these have been given a weightage (as per clause 10.7.8) and the final weighted score would be arrived at by applying these weights to the scores obtained.

11.11.1 Once compiled, these scores would be shared with the individual employees in an open and transparent manner by the following process.

11.11.2 A two-member team, would be set up by the DPM (for employees in District Units and Below) and by the SPM - HR (for all other employees, including DPMs) to discuss the performance with the staff and to counsel them on the same. Such teams shall be called as **Performance Counseling Teams (PCTs)** .

11.11.3 Such PCTs shall be, in general, be led by an official, who shall be at least one level higher than the level of the reporting officer.

11.11.4 The PCTs shall share details of the performance scores and other related aspects with the staff, in in one to one meetings .

11.11.5 An employee may appeal against the final performance score to the PCT during the course of such performance counseling discussions. The panel shall review the same and provide its decision within a week. The decision of the panel shall be treated as final. If the panel decides to review and revise the score, it may do so by providing reasons for the same to the DPM or SPM - HR of the state unit. While undertaking such revision, the panel shall duly consult all relevant records and the Reporting Officer. In general all such revisions will apply only to the score awarded by the Reporting Officer and shall not apply to the team score arrived at through field assessments.

11.11.6 This team shall also submit a brief report on areas of concern to the employee(s) and the capacity building aspirations / requirements expressed by the employee during the counseling sessions.

11.11.7 On completion of performance counseling sessions, the final compiled reports, along with the report of the Performance Counseling Teams would be sent by the Districts to the SPM - HR Head at the SMMU.

11.11.8 The HR Unit at the state level would finalize the performance scores and seek the approval of the CEO on the same.

11.11.9 These would be documented as part of the PMS process and personnel records maintained at the state unit by the state HR unit.

**11.12 Operationalizing the Performance Management System - Roles and Responsibility Matrix:** The table below describes the steps to be taken to operationalize the performance management system.



S No	Component	Process	Key Responsibility
1	Establishment and updation of PMS	Detailed Guidelines for PMS to be rolled out across JSLPS	SPM HR– with approval from CEO
2	<b>Identification of KRAs &amp; KPIs</b> For all staff of JSLPS (for the Assessment Period)  <b>BY: Jan 31<sup>st</sup></b>	Step 1: Finalization of Annual Performance Plan	State Team, led by CEO/ COO
		Step 2: Finalizing KRAs & KPIs at all levels through District level workshops (quantitative & qualitative, individual & team performance)	SPM – HR, with support from other SPMs and DPMs
		Step 3: Official communication of final KRAs & KPIs across levels	SPM – HR at the state level & DPMs at District Level and below.
3	<b>Performance Assessment</b>	Step 1: Achievement of KPIs & Self Assessment by Employee (MOV from MIS, other reports) <b>BY JAN 31<sup>st</sup></b>	Reporting Officer to ensure that all reportees fill in their self-assessment format.
		Step 2: Review of Self Assessment by Reporting Officer <b>BY 15<sup>th</sup> Feb</b>	Reporting Officer
		Step 3: Formation of teams for qualitative assessment of performance of Field Teams. Team Leader for each team assigned.	SPM- HR & COO – with approval from CEO.
		Step 4: Qualitative assessment of Field Team performance and finalizing Scores (March 15 <sup>th</sup> )	Respective Team Leaders
		Step 5: Consolidation of all scores (Mar 25 <sup>th</sup> )	District CB & HR Manager, along with District IB&CB Specialist
		Step 6: Forming teams for personal appraisal interaction.	DPMs – for all employees below L5 at district/ block/ field units. SPM HR for all other staff.
		Step 7: Personal Appraisal Interaction with the appraisee. (Mar 31 <sup>st</sup> )	Team Leader of appraisal interview.
		Step 8: Submission of Final Appraisal Report to State (Apr 7 <sup>th</sup> )	District CB & HR Manager/ District IB&CB Specialist



S No	Component	Process	Key Responsibility
		Finalize Performance Assessment Grades for all Employees (Apr 30 <sup>th</sup> )	SPM HR
3	Performance Incentives and Rewards	Step 1: Categorizing staff based on performance for monetary reward.	SPM - HR with COO
		Step 2: Finalizing non monetary rewards	SPM – HR & COO approval from CEO.
		Step 3: Organizing Performance Rewards Function for recognizing and awarding the performers	SPM HR
		Step 4: Organizing Performance Rewards Function for recognizing and awarding the performers	
4	Identification of Capacity Building Needs	Step 1: Analysis and consolidation of areas identified as weak/average/good. This could be done at two levels – i) Team based or ii) Position based (Team Leaders, DPMs, BPMs, Specialists, Accountants etc)	SPM - HR in consultation with DPMs and District CB & HR Manager.
		Step 2: Communicating CB needs to the SPM – I & CB for initiating CB initiatives	SPM HR

**11.13 Rewarding Performance:** An important part of PMS is the award of incentives to employees. In JSLPS such incentives would include both monetary and non-monetary incentives

#### 11.13.1 Monetary Incentives

The following monetary incentives as “Annual Performance Linked Incentive (PLI) ” will be awarded.

Sl	Performance Score	Performance Linked Incentive
1	Those scoring overall Grade ‘A’ (90% or above)	10% of their basic salary
2	Those scoring overall Grade ‘B’ (Between 75% to 89%)	7% of their basic salary
3	Those scoring overall Grade ‘C’ (Between 60% to 74%)	5% of their basic salary
4	Those scoring overall Grade ‘D’ (Below 60%)	No Performance incentive



11.13.1.1 Those scoring a 'D' grade, would be served a notice and given a time frame to improve performance. In general, a three-month period may be given to such employees to improve their performance. During this period, they should be given clear/ specific KRAs to achieve.

11.13.1.2 Their performance would be closely monitored by the Reporting Officer, who would share her/his assessment of the employee concerned after a three-month period. An assessment team (same as constituted under clause 10.9.10) could then evaluate the performance with a one to one discussion with the employee. In case, the assessment team finds no improvement in performance, they may recommend to the Competent Authority for her/his dismissal or in rare cases may offer an additional three-month period to the employee to improve her/his performance.

11.13.1.3 In any case, two continuous 'D' grades of performance would automatically lead to the termination of the staff.

### 11.13.2 Non Monetary Incentives

11.13.2.1 **Recognition:** JSLPS may institute awards, trophies and certificates for three best performing Cluster & Block and other teams. The basis for selection could be the overall team performance score.

11.13.2.2 Similarly, awards for best performing DMMU/ BMMU may also be instituted. These awards may be presented to the best teams as part of an annual event that sees the culmination of APR.

11.13.2.3 **Nominations for Advanced Courses:** The best performing staff from Field/ District/ State may be nominated and sponsored to attend short-term courses such as MDP (management development programmes) in reputed institutions/ universities.

11.13.2.4 In case of a member/ team is awarded an overall 'A' Grade for two consecutive years, s/he (or the entire team) may be sent for an exposure visit outside the state/ country.

11.13.2.5 Further incentives may be designed by SPM HR and instituted after approval from the Executive Committee which could include certificates from the CEO, President EC or gift vouchers, awards for outstanding service or innovations or Start Ideas. Or the award of an opportunity to lead a project to pilot / implement a star idea.

11.13.3 **Promotion:** The organizational structure of JSLPS provides opportunities for staff growth. However, a promotion to the next level/ grade would only be done on the basis of performance and the availability of a vacancy. In general, only those staff with Grade A in the previous year would be considered for promotion.



Promotion will be based on prescribed criteria that may be decided by JSLPS from time to time. A detailed promotion policy will be evolved by JSLPS, in due course.

**11.13.4 Formats (in Annexures)**

- 11.13.4.1 Individual Performance Assessment Template – (Achievement of KPIs)
- 11.13.4.2 Performance Review by Reporting officer – Template
- 11.13.4.3 Qualitative Assessment Template for Field Teams
- 11.13.4.4 Performance Assessment Consolidation Template
- 11.13.4.5 KRAs & KPI for some other positions – Indicative Templates



## Chapter 12 Transfer Policy

**12.1 Objective :** The objective of this policy is to enable the mobility of the staff within JSLPS in the interests of the goals of the organization. This policy details the rules and procedures to affect such transfers smoothly.

### 12.2 Definitions:

12.2.1 **“Transfer”** means the movement of an employee from one Headquarters/station at which s/he is posted to another station to take up the duties of a new post. Such a move would normally entail shifting of household belongings and family.

12.2.2 Notwithstanding the above definition of transfer, the movement of trainees across JSLPS engaged under the Society’s own training scheme, as part of their training, shall not be treated as transfer.

12.2.3 **Dependents** mean the following:

**12.2.3.1.1** Spouse residing with the employee (need not be dependent)

**12.2.3.1.2** Legitimate children and step children, residing with and wholly dependent on the employee. Children include major sons & daughters, legally adopted sons and daughters and widowed daughters, residing with and wholly dependent on the employee.

**12.2.3.1.3** Married daughter, if divorced, abandoned or separated from her husband and residing with and financially dependent on the employee.

**12.2.3.1.4** Parents, stepmother, stepfather, unmarried sisters and minor brothers residing with and wholly dependent on the employee.

**12.2.3.1.5** Widowed sisters residing with and wholly dependent on the employee (provided their father is either not alive or is himself wholly dependent on the employee).

**12.2.3.1.6** This definition of dependents will apply across the HR Policy for any other entitlements/ benefits to dependents.

**12.3 Scope:** This policy is applicable to all employees of JSLPS.

**12.4 Types of Transfer:** Transfers are generally of two types: Transfers effected by the organization to serve organizational objectives and those effected on the request of the staff. Staff may also seek mutual transfer (i.e. exchange of place of posting between two mutually willing staff) but all such mutual transfer requests will be subject to concurrence of the competent authority of JSLPS. In all such cases, transfers broadly serve the following objectives :

12.4.1.1 To serve the needs of the organization.

12.4.1.2 Lateral transfers for broader development between similar positions.

12.4.1.3 To augment staffing requirements due to inadequacy, expansion and others.



12.4.1.4 To give effect to promotions

12.4.1.5 To serve personal needs of an employee, subject to terms and conditions of JSLPS.

12.4.1.6 Any other objective deemed appropriate by JSLPS.

**12.5 Competent Authority :**

12.5.1 The CEO, JSLPS has full powers to transfer for all the positions within the organization at Head Quarters or across all administrative and functional units of JSLPS.

12.5.2 For all transfers within the District, the COO has the full authority to transfer all staff below level L5.

12.5.3 The CEO may delegate such powers of transfer, as deemed appropriate, in future.

**12.6 Terms and Conditions in case of transfers made in Organization's Interest:** The following terms and conditions shall be applicable for transfers effected in organizations' interest, from one unit to another involving a change in the place of posting.

12.6.1 The transferred staff shall clear all the pending work and shall report at the new place of posting within the joining time mentioned in the policy unless s/he has secured prior written approval for extension of time from the competent authority.

12.6.2 The transferred employee has to obtain a Joining Certificate from the competent authority i.e. DPM in case of DMMU or BPM in case of BMMU, upon reporting at the new place of posting.

12.6.3 He/ She shall continue to draw his/her existing salary with the same level and grade unless mentioned otherwise in the transfer letter.

12.6.4 His/her contractual obligations shall continue to remain unaltered, except as may specified in the transfer letter.

12.6.5 He/she shall be eligible for such transfer related allowances, benefits and facilities as mentioned herein in this policy.

12.6.6 He/she and his/her family members shall be eligible for traveling expenses on transfer as mentioned herein in this policy.

12.6.7 He/she shall be permitted to carry his/her personal luggage/vehicle by road/rail as per the eligibility mentioned herein in this policy.

12.6.8 Upon transfer, the leaves status shall remain unaltered and shall get carried forward to the new place of posting.

12.6.9 All the personal records of the transferred staff shall be transferred by the HR division of the previous administrative unit to the HR / designated officer or Head of the new unit to which the staff is transferred. This will also include records relating to last pay and entitlements drawn and due to the transferred staff, details



of all entitlements due to the staff as on date of transfer and details of leave record as on date of transfer.

### **12.7 Terms and Conditions in case of transfers made on staff request on personal grounds or Mutual Transfer**

- 12.7.1 A window of thirty days during January every year shall be open for making mutual transfer requests.
- 12.7.2 Such transfer requests shall be considered only if it is in the best interests of JSLPS and would not adversely affect its programmes.
- 12.7.3 Applications for transfers shall be made through proper channel. All such requests of transfers within the district, shall be made to the COO through the concerned District Programme Manager. All inter-district transfers shall be made to the CEO-JSLPS through the COO.
- 12.7.4 Such transfer requests on mutual basis or on personal grounds shall be considered based on the following grounds :
  - 12.7.4.1 If a staff member has spent 2 years in the current place of posting or
  - 12.7.4.2 If a staff requests for a transfer to join his/ her working spouse at the working location of the spouse or.
  - 12.7.4.3 Any other reason deemed appropriate by the competent authority.
- 12.7.5 In case of transfer of staff on personal grounds or on mutual transfer request, he/she shall not be eligible for any of the transfer related allowances, benefits that are available to staff transferred in the interest of the JSLPS.

### **12.8 Transfer Process**

- 12.8.1 In case of transfer made in JSLPS's interest, the Competent Authority shall initiate the process of transfer, by informing the concerned staff in writing.
- 12.8.2 The above mentioned letter shall carry details of the new place of posting, designation, change in salary/ allowances if any, reporting authority and joining date. Copies of such transfer orders shall be sent by the competent authority to the Head of the Units concerned, Heads of HR sections concerned and Heads of accounts section for information and further action. It shall be the responsibility of HR sections of (transferring and transferred units) to ensure due updation of information of transfer in the personal records of the employee and also to ensure due transfer of the personal records of the employee to the new place of posting as noted under clause 11.6.9
- 12.8.3 In case of transfer due to staff request/ mutual transfer; the concerned staff would initiate the process by writing to the competent authority. The decision of approval/ rejection should be conveyed to the concerned employee within ten days of the receipt of request for transfer, with a copy of the approval/rejection to the concerned accounts department. In case approval is granted, copies shall be sent to all concerned as noted under 11.8.2 above.



12.8.4 All allowances due on transfer shall be released by the accounts section of the transferring unit as approved in the policy. This amount should be released within seven days of receiving the approval to facilitate early relocation. All claims and settlement relating to transfer shall be dealt with by the account section of the transferring unit, for coherent accounting and settlement. In other words, the transferred employee is required to submit all bills (with supporting documents) to the accounts section of his previous place of posting.

## 12.9 Allowances on Transfer

12.9.1 No allowances/ reimbursement shall be paid in case the transfer has been done on personal request made by the staff or on mutual transfer.

12.9.2 **Transfer Allowance:** In case the transfer is made by JSLPS to serve organizational interests, the employee shall be entitled to the following types of allowances and reimbursements:

12.9.2.1 **Transportation Costs for Household effects:** The cost of relocation of personal belongings and household effects (including freight, insurance and packing) would be reimbursed to the employee transferred, up to a maximum of Rs 15,000, or actual costs incurred, whichever is lower.

12.9.2.2 **Travel Expenses:** Expenses made on the journey of all dependents comprising of parents, spouse and children would be reimbursed based on the TA entitlement of the employee, as noted in the Travel Policy.

12.9.2.3 **Travel Advance:** To meet the above expenses, JSLPS shall provide a transfer advance equal to the net amount of employees' gross monthly pay, within a week of issue of transfer orders, by the accounts section of the transferring unit.

**12.10 Joining Period:** The Table below lists the approved joining period in case of transfers by JSLPS in organizational interest. Joining time is a period of authorized leave provided by JSLPS to help the employee complete personal and official formalities, pursuant to transfer. This will not be debited against any other leave entitlements of the employee and will be treated as duty period, if not extended. Any extension of Joining time shall need to be treated as leave (and is subject to terms of Leave Policy) unless otherwise approved as extended joining time by the CEO, JSLPS.

Transfer	Joining Time
Within District	7days (Including travel time)
Other District	10 days (Including travel time)

## 12.11 Formats (in Annexures):

12.11.1 Transfer Order

12.11.2 Transfer Request Form



## Chapter 13 Grievance Redressal Policy

**13.1 Objective:** Grievances are part of every work environment and they need to be positively addressed and resolved. The objective of this policy is to define grievances, to establish processes to redress grievances, to identify and redress systemic flaws that lead to grievances. The overriding objective of this policy is to enhance employee satisfaction as primary internal customers of JSLPS.

### 13.2 Definitions :

**13.2.1 Grievance:** A "grievance" means a disagreement or dissatisfaction connected with the conditions of work perceived to be arising due to a violation or mis-application of established JSLPS policies and procedures. In the context of the work environment, grievances may be of various types, such as:

**13.2.1.1** 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.

**13.2.1.2** Those related to the **work environment**. Examples under this category would be issues related to cleanliness of premises, space for functioning, furniture etc.

**13.2.1.3** Those relating to **interpersonal relationships**, discipline and conduct of colleagues.

**13.2.1.4** Those related to **Sexual Harassment**. In India, "sexual harassment" is defined as any unwelcome sexual determined behavior<sup>2</sup> (whether direct or by implication) such as

**13.2.1.4.1** Physical contact or advances

**13.2.1.4.2** A demand or request for sexual favours

**13.2.1.4.3** Sexually coloured remarks

**13.2.1.4.4** Showing pornography

**13.2.1.4.5** Any other unwelcome physical, verbal or non-verbal conduct of a sexual nature.

**13.2.1.4.6** Direct or implied request by any employee 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.

**13.2.1.4.7** Others not falling under the above-mentioned categories.

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<sup>2</sup> Unwelcome sexually determined behaviour shall include but not be limited to the following instances 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 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.



13.2.2 Grievances arising out of performance appraisal/ disciplinary actions etc. shall not come under the purview of the Grievance Redressal Policy. Some examples of issues, which are not treated as grievance under this policy may be seen in Annexure.

**13.3 Scope:** This policy, and related procedures are applicable to all FTE of JSLPS. This policy includes staff and trainees, but does not include staff working as part of outsourced contractual arrangements, whose grievances shall be addressed by the vendors, as their employer. In respect of grievances of outsourced staff against JSLPS employees, the same shall be routed by the vendor to JSLPS and addressed as part of vendor-JSLPS contractual arrangements.

#### **13.4 Grievance Redressal Structure and Basic operations**

13.4.1 The structure for Grievance Redressal includes Grievance Redressal Committees (GRC) at Block, District and State Units, Nodal Grievance Redressal Officers (GROs) and Grievance Appellate Authorities (GAA).

13.4.2 Each GRC would be headed by a Chairperson and would have three members, including the Chairperson.

13.4.3 By default, the Chairperson of the GRC would be the unit head. Thus for all Block GRCs, the BPM would be the Chairperson, the DPM for the District GRCs and the COO for the State GRC.

13.4.3.1 In rare cases, due to vacant positions, or pending disciplinary action or a pending grievance against the designation Chairperson, or if the grievance involves a GRC Chairperson, the Appellate GRC Chairperson concerned may appoint another Chairperson for the GRC, after approval from the SPM - HR (or CEO in case of the State level GRC). In case of similar issues with GAA, the CEO, JSLPS, shall designate a suitable substitute Chairperson.

13.4.3.2 In cases where a member of the GRC or GAA is found to have conflict of interest issues in dealing with a grievance petition, the Chairperson may substitute the said member with another suitable member for dealing with the specific grievance.

13.4.4 The members of the GRC would be from among the staff, within the administrative Unit.

13.4.5 Subject to availability of women employees, at least one person in each of the GRCs should be a woman. JSLPS may endeavor to ensure due gender representation, through co-option of women officers from other administrative units of JSLPS, or other state government agencies, as possible.

13.4.6 In case of a grievance under sexual harassment, the committee **must** have at least one women member. The GRC concerned would need to co-opt an additional female member from any other Unit or agency of state government.

13.4.7 **Appointments of GRC Members:** The Chairperson of the Appellate GRC concerned would appoint the GRC members for all GRCs under her/his appellate authority. The criteria for appointing a GRC member are:



- 13.4.7.1 The GRC member should be a staff member of the specific administrative unit.
- 13.4.7.2 They should have continuously worked for at least one year with JSLPS.
- 13.4.7.3 They could be from any Level/ Designation
- 13.4.7.4 They should have a good understanding of the JSLPS policies and procedures
- 13.4.7.5 They should not have had any disciplinary action taken against them, nor any proven grievance.
- 13.4.7.6 In rare cases, to provide for a fair redressal, additional members from other units of JSLPS, or other agencies of the State Govt may be invited as GRC members by the Chairperson of the GRC concerned. However s/he would have to seek the approval of the Chairperson of the appellate GRC to invite them quoting the reasons for the same.
- 13.4.8 Each GRC shall designate a **Nodal Grievance Redressal Officer (GRO)**. By default, the nodal grievance officer shall be PM-HR for SMMU, District Manager CB & HR for DMMU and person in-charge of IB & CB at the BMMU, unless otherwise designated by the COO. In general, the nodal GROs shall be a member of the Grievance redressal Committees (GRCs) and serve as the Member-Secretary of the GRCs and the Grievance Appellate Authority (GAA). The table below details the structure of GRC , its appointing authority and jurisdiction.

Unit	Grievance Redressal Authority		Grievance Appellate Authority
	Structure	Jurisdiction	
<b>Block Level GRC</b>	Chairperson – BPM Nodal GRO –Block Level Specialist (IB&CB) <b>Appointing Authority :</b> Chairperson, District GRC / DPM	All Field Units and Block Office	District GRC, in which the Block is located
<b>District Level GRC</b>	Chairperson – DPM Nodal GRO – Dist. CB& HR Manager <b>Appointing Authority :</b> Chairperson, State GRC/ COO	Grievances at the District Office, and inter-block grievances	State GRC
<b>State GRC</b>	Chairperson – COO Nodal GRO – PM - HR <b>Appointing Authority :CEO</b>	Grievances at the State Level, and inter-district grievances	CEO



- 13.4.9 Such Committees shall be established for a period of 3 years but reviewed periodically, by the Nodal Grievance Officer at the State level, for modification, as needed.
- 13.4.10 Each unit shall publish the names and contacts of the GRC in various relevant media within JSLPS such as the website, notice boards and policy documents.
- 13.4.11 Each of these committees would maintain a Grievance Register, which shall be maintained by the designated Member-Secretary of the GRC.
- 13.4.12 Each GRC (including appellate authority) shall maintain a case file on each grievance with all supporting documents, including minutes of the GRC. This would be maintained by the Member Secretary of the GRC.
- 13.4.13 The GRCS and GAAs shall send a Monthly Status Report of Grievance Management by the 10th of every month to the District (in case of Block GRCs) and State Nodal Officers (for District GRCs). This shall be the primary responsibility of the designated Member-Secretary or designee of the Chairperson.
- 13.4.14 The GRC (including the appellate authority) can co-opt any officer of the Unit, if it is felt that his/her presence in examining the grievance is necessary.
- 13.4.15 The JSLPS Executive Committee would be the final appellate authority to resolve all grievances. The EC may appoint a sub committee of members within the EC to resolve any grievance brought to the EC.

### **13.5 Grievances Management Procedure**

#### **13.5.1 The Grievance Management Procedure consists of the following four steps:**

- Step I - Informal
- Step II – Formal Procedure through GRCs
- Step III – Appeals Procedure through Grievance Appellate Authority (GAA)
- Step IV – Final Appeal to JSLPS Executive Committee

13.5.2 To redress a grievance, an employee is required to follow the above steps sequentially. It is strongly advised that efforts be made to resolve the grievance informally if possible.

13.5.3 It may be noted that the grievance management procedures are not to be regarded as an adversarial proceeding and is not subject to the legal procedures of a court of law. The presence of legal counsel at the meeting is not permitted for either side. However, an employee with a grievance may be permitted to be accompanied by one fellow employee to the GRC or appellate authority to provide moral support, at the cost of the employee. The accompanying employee is required to follow norms laid down by the GRC and GAA and may be allowed to contribute in the hearings, only if so permitted by the GRC or the GAA.

13.5.4 **Time Limits:**The following time limits apply to Grievance Management Procedure/s



13.5.4.1 **Step I - Grievance** should be resolved within three working days of it being brought to the notice of the reporting officer or the GRO.

13.5.4.2 **Step II** - Grievance should be filed within 7 working days of receipt of response from Step I/ or being directly filed and to be resolved within 15 working days of receipt of grievance.

13.5.4.3 **Step III** – Grievance to be filed within 7 days of receipt of response from Step II and resolved within 21 days of receipt of grievance.

13.5.4.4 **Step IV** – Grievance to be filed within 7 days of receipt of response from Step III and resolved within 21 days of receipt of grievance.

### 13.5.5 **Step I – Informal Grievance Management Procedure**

13.5.5.1 In many cases, grievances could be resolved in an informal manner, through collaborative discussions. As such, the first step in the grievance redressal process is a discussion between the employee and the reporting officer or the GRO. The employee can initiate this step in one of two ways:

**13.5.5.1.1 Discuss Grievance with his or her Reporting Officer:** The employee should promptly bring a grievance to the attention of the immediate supervisor, explaining the nature of the problem and the relief sought. The employee may discuss the grievance verbally or in writing. The reporting officer should try to respond with a solution within three working days.

**13.5.5.1.2 Discuss Grievance with the designated Nodal Grievance Redressal Officer ( GRO ) :** If an employee cannot decide whether or not to initiate a grievance or is reluctant to discuss the matter with the reporting officer, he/she may seek the advice of the Nodal GRO who may seek to resolve the issue independently or by discussions with the reporting officer / others, as need be. The nodal GRO should provide a written response to the employee at the completion of this process within three working days of receipt of grievance. The written response in both cases above shall record the facts relating to the grievance, the resolution sought, the resolution provided and the basis of the same.

13.5.5.2 If the informal procedure fails to resolve the grievance, and the employee wishes to continue the matter, the employee may begin the steps of the formal procedure in the form of Step II. In case the grievance was made to the GRO as Step 1, and in case the employee does not receive a written response to the grievance within three working days, the employee may remind the officer(s) concerned for a resolution. However, if no resolution, in the form of a written response ( from GRO ) or verbal resolution from the Reporting Officer , is received even after 15 working days, then



the employee may proceed to Step II, within 7 days of the lapse of 5 working days from the date of discussion of the grievance under Step I.

### **13.5.6 Step II - Formal Procedure through GRCs**

13.5.6.1 If the grievance is not resolved at Step I, the employee may proceed to Step II by submitting a written statement as per the format given in Annexure to the chairman of the GRC concerned or any of the members of the GRC. This statement should outline the relevant facts that form the basis of the employee's grievance, with supporting evidence as much as possible and should state the resolution sought. The statement should also inform of the process and resolution under Step I.

13.5.6.2 Upon receipt of the employee's written statement, the Chairman GRC through the member –secretary, or his or her designee, shall

**13.5.6.2.1** Acknowledge receipt of grievance to the employee in writing with date of receipt

**13.5.6.2.2** Advise the employee's Unit head of the grievance

**13.5.6.2.3** Obtain formal copy of the written response from Step I (if any)

**13.5.6.2.4** Obtain other evidence as may be needed including scheduling of meetings, as needed

**13.5.6.2.5** Hold meetings with the aggrieved employee and others, as needed and

**13.5.6.2.6** Render a written decision and provide copies within 15 working days of receipt of grievance, to the Head of the Unit of the employee and the employee and others, as may be prescribed.

13.5.6.3 If required, the nodal person/ or any other member of the GRC may undertake travel to investigate the facts of the case. All such travel, boarding, lodging (if any), shall be reimbursed as per the travel policy of JSLPS. In such cases, the Chairperson of the GRC may approve the travel plans of the member.

13.5.6.4 All employees called for meetings with the GRC, in connection with a grievance, shall be eligible for travel allowance per the travel policy of JSLPS. In such cases the Chairperson of the GRC would approve the travel bills of the staff concerned.

### **13.5.7 Step III - Appeals Procedure**

13.5.7.1 If an employee is not satisfied with the resolution proposed through Step II, the employee can proceed to Step III, by submitting a writing request for grievance redressal, to the appropriate Grievance Appellate Authority, as mentioned in Table under clause 12.4.8.

13.5.7.2 All appeals shall be acknowledged and receipt issued to the employee with date of receipt.

13.5.7.3 In order to resolve on the appeal, the GAA shall hold hearings adhering to the following guidelines:



**13.5.7.3.1** The aggrieved employee shall submit a detailed note of facts leading to the grievance, the steps followed under grievance policy, reasons for continued dissatisfaction and the resolution sought.

**13.5.7.3.2** The GAA shall also obtain detailed records from the GRCs and other officers concerned in order to study the facts and evidence relating to the grievance. A request from GAA shall need to be met by JSLPS and the employee within 3 working days

**13.5.7.3.3** The committee shall conduct the hearing in any manner it deems fair and equitable. To ensure a fair hearing, the parties will present all relevant facts directly to the committee and will present witnesses who have direct knowledge of the facts and can offer information about the grievance.

**13.5.7.3.4** The committee shall render its decision and communicate the same in writing to all parties concerned (including the relevant GRCs) within 21 days of receipt of grievance.

**13.5.7.3.5 TA/DA:** Any staff member or the aggrieved employee called upon to appear before the appellate authority shall be entitled to travel reimbursements as per JSLPS travel policy. Such TA/DA claims would be approved by the Chairman or any of the members of the Appellate authority.

#### **13.5.8 Step IV – Final Appeal to JSLPS Executive Committee**

13.5.8.1 Final appeal to any grievance shall lay with the Executive Committee of JSLPS, which shall be chaired by the President, EC.

13.5.8.2 The President EC may constitute a three-member sub-committee consisting of EC members to hear and redress the final appeal.

13.5.8.3 Such final appeal shall be made in writing by the aggrieved employee with details of all facts and required resolution including reasons for dissatisfaction with the other grievance redressal structures

13.5.8.4 The EC shall also obtain all relevant records including those from the GRCs and the GAA and examine the same.

13.5.8.5 The EC shall hold hearings with the parties concerned and provide a final decision on the grievance within the stipulated timelines. The decision of EC, JSLPS shall be final and not subject to review. Copies of the EC's decision will be provided to the employee, the key parties and the GRCs and GAA concerned.

**13.6 Withdrawal of Grievance:** At any point in the process, the aggrieved staff may withdraw the grievance by informing the grievance / appeals committee and the matter would be deemed settled and closed.

**13.7 Anonymous Grievance:** There could be a possibility that the GRC may receive an anonymous grievance where the concerned employee may not want to identify

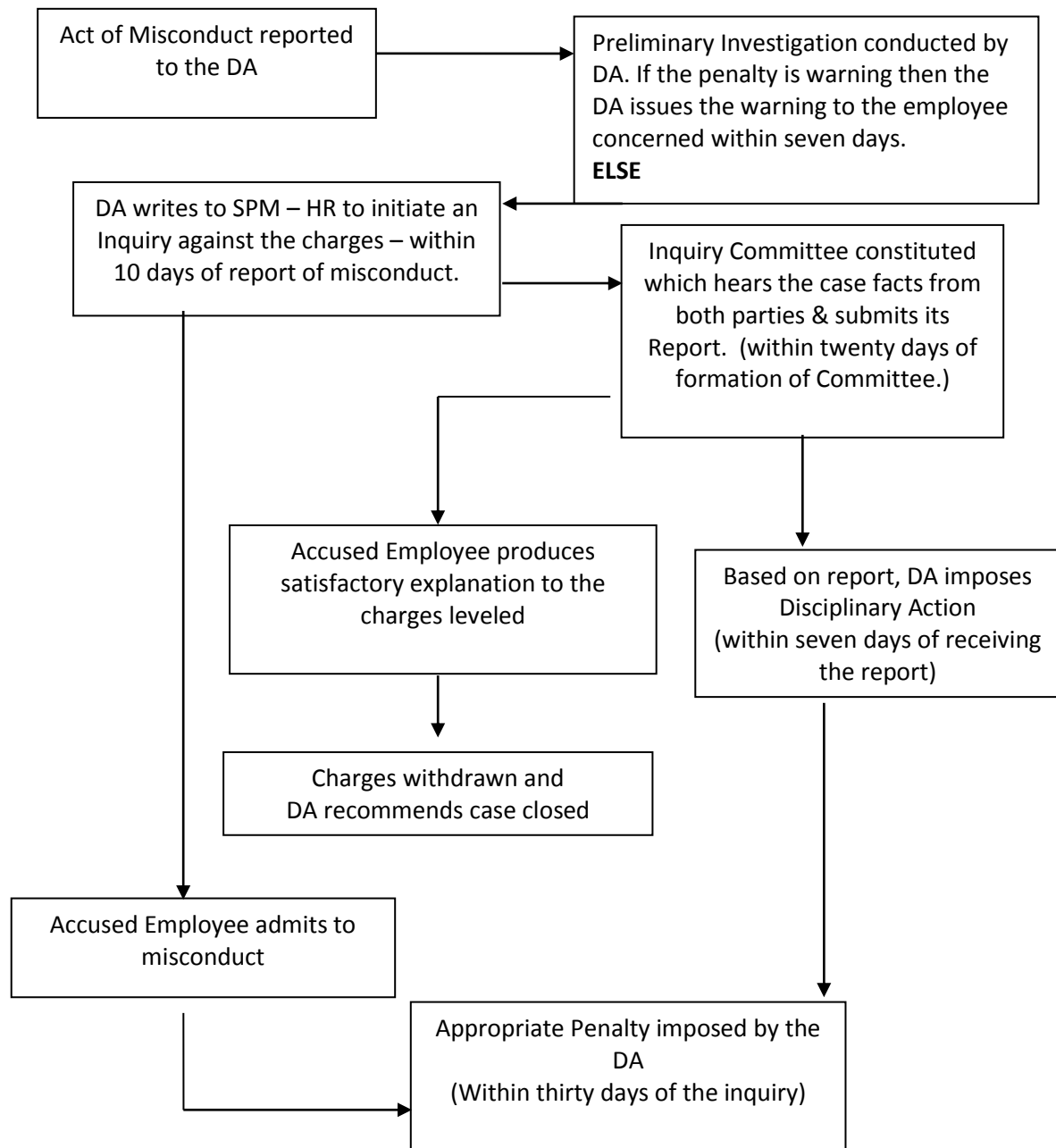


her/him self. Such anonymous petition would have to be in writing ( email included) for further inquiry under this policy. The nodal GRO or the Grievance Structure would assess the nature of such petitions to establish primary cause for inquiry . In assessing cause for further action, the Grievance Management structure would also take into account the facts and evidence presented and the nature of grievance. The Chairperson of the GRC shall convene a meeting of its members to discuss the grievance received and would decide on an appropriate course of action following the process mentioned earlier under clause 10.4. All such anonymous grievances also need to be resolved within 21 days of receipt through investigation or dismissal along with reasons for the same. In either case, a copy of the anonymous grievance received and the action taken by the concerned GRC should be sent to the State GRC along with the Monthly Progress Report.

- 13.8 Malafide Grievances:** In due course of grievance redressal if any GRC finds that the grievance was filed due to malafide intentions, the nodal GRO or GRC may, as part of its Action Taken report, recommend a warning to the employee concerned as per the Disciplinary Policy of JSLPS and recovery / withholding of TA/DA of employee in connection with the grievance. Such recommendations will need to follow the four steps above . The final penal recommendation will be made by the EC, JSLPS and shall be executed by the authority with appropriate delegation for issue of warning ( as per Delegation or Disciplinary Policy of JSLPS ) and by the administrative head of Unit , for recovery of TA/DA.
- 13.9** This policy would be revised to accommodate any new policies/ procedures (if any) formulated by the Central/ State Government for Grievance Redressal.



**FLOW CHART of actions for conducting a Disciplinary Process**



### **JSLPS – Indicative List of Misconducts**

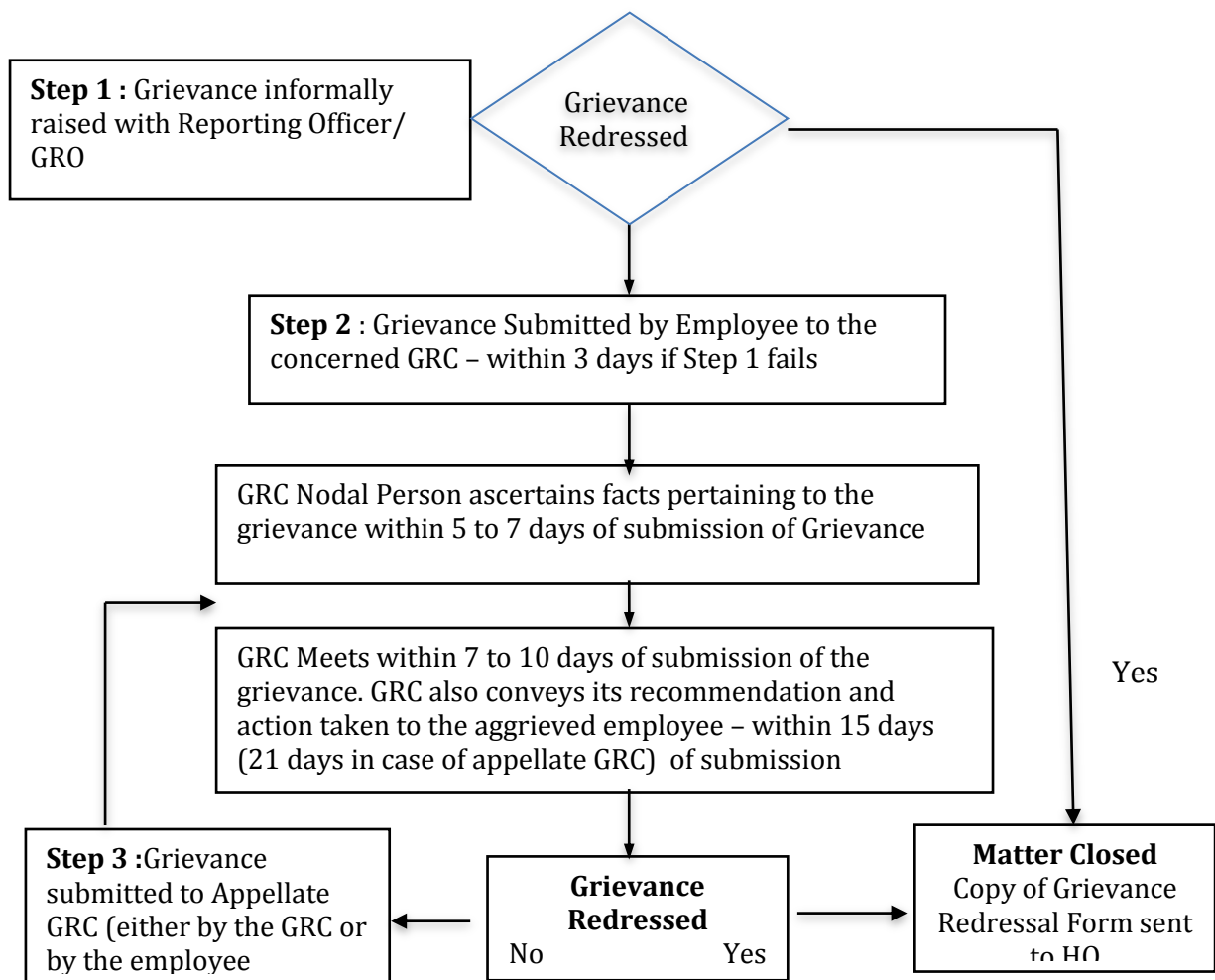
- 1) Insubordination or refusal to obey on the part of an employee, whether alone or in concert with another or others, of any lawful and reasonable orders of his/ her superior.
- 2) Striking work, whether individually or with others, in contravention of law, rule or enactment made from time to time and for the time being in force; or inciting another employee(s) while within the precincts of the society or outside to strike work.
- 3) Theft, fraud or dishonesty in connection with the Society's business, property and/or money.
- 4) Taking or giving bribe, or any illegal gratification whatsoever.
- 5) Assaulting or intimidating, abusing or insulting any employee or officer of the Society within the office premises or any act subversive of discipline.
- 6) Habitual negligence or neglect of duty, maligning, slowing down of work or sleeping on duty.
- 7) Drunkenness, gambling, fighting, riotous, dis-orderly and indecent behaviour or any act subversive of discipline in the office premises.
- 8) Smoking within the office premises in places where it is prohibited.
- 9) Refusal to work on a job on which he/ she is assigned.
- 10) Sabotage or willful damage to or loss of Society's goods/ property.
- 11) Non-observance of safety measures or rules on the subject put up on the Notice Board, or interference with safety devices or fire fighting equipment installed in office premises.
- 12) Writing of anonymous, pseudo anonymous letters criticizing the Management or any Officer or collecting signatures or collective representation during working hours.
- 13) Spreading false rumors or giving false information or making defamatory statement which tend to bring the Management or its Officers in disrepute.
- 14) Conviction in any Court of Law for any criminal offenses involving normal turpitude.
- 15) Habitual late attendance, willful or habitual absence from duty without leave or without sufficient cause.
- 16) Leaving work without permission except in emergency.
- 17) Unauthorized communication of official documents or information relating to the Society's operation.
- 18) Disregard of any operational or maintenance instructions or carelessness in operation and maintenance with regard to office equipment and other society property.
- 19) Entering or leaving or attempting to enter or leave the office premises except through usual authorized entrances or exits.
- 20) Collection or canvassing for collection of any money within the office premises without a written permission of the Management or distributing or exhibiting in or about the office premises any newspaper, pamphlets, hand bills, posters or the like, without the written permission of the Management.
- 21) Giving false information regarding one's name, father's name, age, qualifications, previous services, address, etc., at the time of employment.



- 22) Holding meetings within the boundaries of the establishment or any of the premises owned by the Society without the prior written sanction of the Management.
- 23) Unauthorized use of the Society’s quarters or land.
- 24) Surrounding or forcibly detaining any employee of the Society in the Society’s office premises.
- 25) Refusal to accept or reply to a charge sheet in the prescribed time.
- 26) Theft of another employee’s property inside the premises of the Society office.
- 27) Disregard for sanitation in Society’s Estate or Establishment and committing nuisance by throwing rubbish, etc.
- 28) Carrying on money-lending or any other private business.
- 29) Obstruction in the work of other employees.
- 30) Abetment or attempt to commit any of the above acts of misconduct.
- 31) Adjudged insolvency nor warranting the continuance of Management’s trust and confidence which the duties of the employee call for.
- 32) Breach of any law applicable to the employees.

**Note :** This is an indicative list and other acts/ conducts not listed here too may be deemed as misconduct by JSLPS.

**PROCESS FLOW**



### **Illustrations of Grievances not covered under this Policy**

*(This is an illustrative list and does not cover all such grievance NOT covered under this Policy)*

1. Grievance related to amount of salary/ allowances being given to staff
2. Grievance related to grade received in performance assessment
3. Grievance related to nature of work of JSLPS
4. Grievances related to any change in policy implemented due to the orders of the Government of Jharkhand.

### **13.10 Formats (in Annexures):**

- Grievance registration format
- Findings of GRC and Action Taken Report
- Grievance Register
- Appeals Format



## Chapter 14 Maintenance of Positive Discipline in JSLPS

**14.1 Objective :** This policy is intended to establish a system that helps in maintaining positive discipline within JSLPS following the principles of good conduct and natural justice.

**14.2 Scope:** The policy is applicable to all employees of JSLPS including consultants and trainees and apprentices.

### 14.3 Definitions

**14.3.1 Misconduct:** Any act committed (includes omission) by an employee in course of their work for JSLPS, whether committed within the premises of JSLPS or otherwise, which is subversive to the discipline of the organization. This includes all acts (and omissions) which are in violation of expressed or implied conditions of service, affect the smooth working of the organization and / or is otherwise considered as a criminal offence, as per the laws of the country.

**14.4Types of Misconduct :** Following is a list of misconducts for which an employee may be charged. This list is illustrative and not exhaustive.

14.4.1 Willful insubordination or disobedience, whether or not in combination with another employee, of any lawful and reasonable order of a superior.

14.4.2 Going on a strike or abetting, inciting, instigating of action in furtherance thereof.

14.4.3 Willful slowing down in performance of work, or abetment or instigation thereof, including 'gherao' of office/ officials.

14.4.4 Theft fraud or dishonesty in connection with JSLPS's activities or property or the theft of property of another staff within the premises of the establishment.

14.4.5 Taking or giving bribes or any illegal gratification.

14.4.6 Habitual absence without prior sanction of leave, or absence without leave for more than ten consecutive days or overstaying the sanction.

14.4.7 Leave without sufficient grounds or proper or satisfactory explanation.

14.4.8 Late attendance on not less than four occasions within a month.

14.4.9 Habitual breach of any Standing Order or any law / policy applicable to the establishment or any rules made there under.



- 14.4.10 Collection, without the permission of the Management, of any money within the premises of the establishment except as sanctioned by any rule for the time being in force.
- 14.4.11 Engaging in trade or business in violation of JSLPS employment norms.
- 14.4.12 Abuse of office in the organization for personal gain or unauthorized gain for personal family or friends or any organization in which the employee has influential interest .
- 14.4.13 Drunkenness, riotous, disorderly or indecent behavior on the premises of the establishment or other places during employment within JSLPS.
- 14.4.14 Commission of any act subversive of discipline on the premises of the establishment or other places, during the course of employment in JSLPS.
- 14.4.15 Habitual neglect of work, or gross or habitual negligence.
- 14.4.16 Habitual breach of any rules or instruction of JSLPS and habitual disregard or gross negligence to the assets and property of JSLPS, or the maintenance of the cleanliness of any portion of the establishment.
- 14.4.17 Willful disruption of work or damage to any property of JSLPS.
- 14.4.18 Wrongful disclosure of confidential information or any information obtained during the course of work in JSLPS, without authorized formal permission.
- 14.4.19 Gambling/ betting within the premises of the establishment.
- 14.4.20 Smoking or spitting on the premises of the establishment where it is prohibited.
- 14.4.21 Failure to observe safety instruction notified by JSLPS or interference with any safety device or equipment installed within the establishment.
- 14.4.22 Any act that is in violation of extant laws of the country.
- 14.4.23 Any act that is of political nature including associations with political parties without due authorization.
- 14.4.24 Any association with any organizations that are banned by the state or GOI.
- 14.4.25 Refusal to accept a charge sheet, order or other communication served in accordance with these standing orders.
- 14.4.26 Unauthorized possession of any lethal weapon in the establishment.
- 14.4.27 Any other good and sufficient cause of action or omission that is deemed as misconduct by JSLPS.

#### **14.5 Types of Penalties**

- 14.5.1 **Warning (Verbal or written):** A warning shall in general be issued, if the employee is a first time offender, or noted to be regretful of the misconduct and is willing to rectify his/ her conduct and her/his past behaviors does not



warrant an immediate more serious penalty. A warning shall have no immediate adverse impact on service conditions but is meant to serve as a deterrent to the erring employee and as a precedent for more serious action, in case of future misconduct.

14.5.2 **Censure:** (Eligibility for consideration of promotion to be increased by one year including inadmissibility of the employee to apply for any other posts of JSLPS for a period of one year from the date of censure)

14.5.3 Reduction of Basic Pay upto 20%

14.5.4 Stoppage of Increment for one or two successive years

14.5.5 Dismissal from services of JSLPS from service including with a rider disqualifying further employment in JSLPS.

14.5.6 Any other that may be approved by JSLPS.

**14.6** The imposition of above penalties does not preclude JSLPS from instituting other legal proceedings, as deemed appropriate.

**14.7 Competent Disciplinary Authority :** The table below presents the competent authority and the Appellate Authority for all disciplinary matters for various levels of staff.

Level of Staff	Competent Disciplinary Authority	Appellate Authority
All staff at Level L4 or above across JSLPS	CEO	President EC - JSLPS
All Staff at State HQ	CEO	President EC - JSLPS
All Staff at Level L5 or below at Districts/ Blocks/ Field Units	COO for warning CEO for all others forms of Penalties	CEO. President EC - JSLPS

14.7.1 If the competent authority has been named as an accused or an interested party in the complaint, the Appellate authority shall be appoint / nominate a suitable substitute, as an individual or as a committee. The final Appellate authority shall be the President – EC.

14.7.2 The HR unit or its equivalent at all administrative levels would provide the required advisory and other operational support in effecting this policy including drafting all related communication and correspondence.



**14.8 Process for handling misconduct – Preliminary Inquiry and Warning :** In the event of any employee committing one or more of the misconduct(s), the following procedure shall be followed:

- 14.8.1.1 A written complaint is to be submitted by the person(s) affected/ witness to the misconduct to the Disciplinary Authority of the employee alleged with misconduct.
- 14.8.1.2 The Disciplinary Authority (DA), with the help of the District CB & HR Manager, shall undertake a preliminary inquiry into the complaint through consultations with the reporting officer of the employee, the employee and other key witness/ complainants and others as deemed necessary to assess the nature of complaint.
- 14.8.1.3 The District CB & HR Manager concerned may meet with the employee, witness, and any other employees/ persons to ascertain facts of the case and prepare a preliminary investigation report for submission to the DA.
- 14.8.1.4 Depending upon the case, such an inquiry in general should be completed within 7 days of filing of the written complaint.
- 14.8.1.5 In case the DA feels that warning is the appropriate penalty to be imposed, the DA shall call the employee concerned, explain his/her misconduct, the results of the inquiry conducted and issue a warning. If possible, the Unit Head should also be present for this meeting.
- 14.8.1.6 In case of a written warning, the same shall be prepared by HR for issue by the DA to the employee concerned with copies to the Unit Head, the Reporting Officer, and Head – HR.
- 14.8.1.7 All such written warning shall be filed into the personal record of the employee concerned.
- 14.8.1.8 In general, issue of a warning, shall not affect the performance appraisal of the individual unless converted to a formal censure or other forms of disciplinary action.

**14.8.2 Process for Disciplinary Action in case of Unauthorized absence**

- 14.8.2.1 In case of desertion by an employee, or unauthorized absence for a period of more than ten days, the Society shall make contacts over telephone to enquire about reason of desertion. In case the staff concerned is unreachable, the Reporting Officer is required to inform District CB & HR Manager (for DMMU & BMMU Staff) or the SPM – HR (for SMMU staff), for issue of due notice of warning and recall to duty immediately after lapse of ten days of unauthorized absence.



14.8.2.2 A first notice is to be sent by the 11<sup>th</sup> day by registered post (with acknowledgement due) and a second notice by the 20<sup>th</sup> day by registered post (with acknowledgement due), to the address provided by the employee as per the records. A second and final notice may also be issued in the local newspaper (in addition to the notice by Regd.post) in the place of the employees' temporary residence.

14.8.2.3 In case the employee does not report to duty by the 30<sup>th</sup> day from the date of the first notice, action may be taken to terminate the services of the employee as recommended by the Competent Disciplinary Authority.

14.8.2.4 In such cases, Full & Final settlement may be made as per prescribed process under the Exit Policy of JSLPS.

**14.8.3 Process for Penalties other than Warning & unauthorized absence:** In case the preliminary inquiry of the DA leads to the conclusion for penalty or penalties other than a warning, then the following process shall ensue:

14.8.3.1 The DA shall write to the employee concerned asking her/him why an Inquiry should not be conducted against her/him, giving her/him ten days to respond. Copies to be marked to HR, Reporting Officer and the Unit Head.

14.8.3.2 If the employee accepts the charges, the DA may impose the penalty s/he deems appropriate, and issues the same to the concerned employee. The same is conveyed to the SPM – HR, the Unit Head and the reporting officer / Unit Head of the employee concerned.

14.8.3.3 In case the employee refutes the charges, the DA would and share the preliminary findings of the case with the SPM - HR and recommend setting up of an inquiry committee.

14.8.3.4 **Inquiry Committee** : the SPM – HR would form a three member Inquiry Committee of present JSLPS staff not below the Level L5, and share the details of the case, including all supporting evidences and replies. In general, the members of the committee should be at least two levels higher than the employee against whom these proceedings have been initiated.

**14.8.3.4.1** The highest ranked member would be the Chairperson of the Inquiry Committee.

**14.8.3.4.2** The Committee shall not have representatives who are themselves parties to the complaint or deemed to have conflict of interest.

**14.8.3.4.3** In case the employee being investigated is a women, the Head HR shall ensure that at least one on the committee members is a women.

**14.8.3.4.4** All TA/DA related to travel of Inquiry Committee members, HR representative, and the employee concerned would be reimbursed as



per the travel policy of JSLPS.

- 14.8.3.5 The Chairman of the Committee shall appoint a Presenting Officer, who would be nominated from amongst the employees of JSLPS and who would present the case before the Enquiry Committee on behalf of the Management. The HR representative in the committee would be the de facto Member Secretary, in addition to participating in the enquiry proceedings, would also maintain all the documentation relating to the proceedings of the enquiry, exhibits produced before the committee, and other related records.
- 14.8.3.6 The Chairman of the Inquiry Committee would then issue a notice to the employee concerned, indicating the date, time and venue of the inquiry as well as information regarding the presenting officer. The employee concerned would be asked to appear before the Inquiry Committee, where s/he shall defend herself/ himself.
- 14.8.3.7 The employee concerned will be given the liberty of defending his or her case alone or to take the help of a colleague who shall be an employee on the regular rolls of the company. The charged employee shall not be allowed to take the help of any legal counsel unless the Presenting officer is a trained legal professional.
- 14.8.3.8 Both the defending officer (for the employee) and the presenting officer, shall give written consent to undertake their responsibilities, in addition to their regular duties and shall be eligible for TA/DA as per the JSLPS Travel Policy.
- 14.8.4 The Committee would go into every detail of the incidence, examine the facts, witnesses and exhibits brought before the committee, draw out the conclusion whether the charge(s) have been proved or not and submit their Enquiry Report to the concerned DA.
- 14.8.5 In no case can the Enquiry Committee suggest for imposition of a particular penalty.
- 14.8.5.1 The DA would go through the Inquiry Report and based upon the findings of the Committee. Based on the severity of the charge(s) proved as per the Inquiry Report, the DA would take decision on the type and quantum of penalty to be imposed on the charge sheeted employee
- 14.8.5.2 In the event an employee concerned fails to appear before the committee, the committee may discuss the case *suo moto* and submit its report to the DA. In such a case, it would be presumed that the employee has nothing to offer in his or her defense.
- 14.8.5.3 The recommendation / final disciplinary order of the DA would be issued



to the employee concerned, with copies to HR, Unit Head and Reporting Officer. A copy of the same shall be kept in the personal record of the employee.

- 14.8.5.4 Documents related to the investigation, report of the Inquiry Committee etc. shall be submitted to the SPM – HR along with the recommendation of the DA .

#### **14.9 Appeals**

- 14.9.1 The employee who has faced an enquiry and has been charge-sheeted by the DA, has the right to appeal to a higher appellate authority (as indicated in the table under clause 13.7.
- 14.9.2 The Appeal, if any, should be done within fifteen days of the receipt of the penalty imposed by the DA.
- 14.9.3 The Appellate authority upon receiving such an appeal will call for all related documents from the Head – HR and go through the case file.
- 14.9.4 If required, the Appellate Authority may call the employee concerned, the DA for discussions to gain a first hand understanding of the case. All TA/DA related to travel of the DA, the employee concerned or any other person asked to appear before the Appellate Authority would be reimbursed as per the travel policy of JSLPS.
- 14.9.5 Based on these, the Appellate Authority may decide to uphold the penalty or reduce or increase the quantum of penalty imposed.

**14.10 Dismissal :** The power of dismissal is vested with the Competent Authority, who is also the appointing authority of these levels of staff. A staff may be dismissed by the Appellate Authority too, where a disciplinary case goes to appeal.

#### **14.11 Formats/ Annexures**

- 14.11.1 JSLPS – Indicative Lists of Misconducts
- 14.11.2 Misconduct Report Format
- 14.11.3 Notice Letter Format in case of unauthorized absence
- 14.11.4 Template for newspaper notice in case of unauthorized absence
- 14.11.5 Warning Letter Format
- 14.11.6 Show cause Notice cum Charge Sheet Format
- 14.11.7 Appointment of Inquiry Committee
- 14.11.8 Appointment of Presenting Officer
- 14.11.9 Preliminary Investigation Report of HR to the DA
- 14.11.10 Report of the Inquiry Committee



## Chapter 15 Staff Exit Policy

- 15.1 Objective:** The objective of this policy is to define the standard process and terms of exit for staff of JSLPS.
- 15.2 Scope:** This policy applies to all the employees recruited on a fixed tenure basis and staff on deputation. It also applies to trainees, apprentices and consultants, unless otherwise stated in their terms of contract.
- 15.3 Types of Separation/ Exit :** In general, an employee would be separated from service with JSLPS on account of the following:
- 15.3.1 **Resignation by Staff:** This refers to the voluntary termination of employment by a staff member as per the terms of contract and / or this policy.
  - 15.3.2 **Completion of Contract Tenure or Termination as per terms of contract :** The closure of a contract at the culmination of the stated period of contract. An employee may also be terminated with due notice as per the terms of contract.
  - 15.3.3 **Separation due to Redundancy/ Retrenchment:** This refers to :
  - 15.3.4 Termination of employment, under circumstances where JSLPS or the Government closes down a programme/ scheme / project due to business reasons.
  - 15.3.5 **Termination due to disciplinary reasons:** The compulsory termination of an employee on disciplinary grounds as per the Disciplinary Policy of JSLPS.
  - 15.3.6 **Separation due to desertion:** This refers to the termination of an employee from service due to unauthorized absence of over ten days. Any unauthorized absence for a period of ten working days or more without due intimation to and concurrence of the approving authority for leave, shall be deemed as unauthorized absence or desertion. Such an absence shall be deemed as unauthorized absence even if it is in continuation of an approved leave.
  - 15.3.7 **Separation due to Discharge on Medical Grounds:** A contract staff may be discharged from service for reasons of physical or mental incapacity or for continued ill health or such other reasons not amounting to misconduct.
  - 15.3.8 **Separation due to Death** - In the unfortunate event of death of an employee.



**15.4 Competent Authority:** For various levels of staff the following are the designated authority for approving / accepting termination of tenure of staff.

Level of Staff	Competent Authority
All staff at Level L4 or above across JSLPS	CEO
All Staff at State HQ	CEO
All Staff at Level L5 or below at Districts/ Blocks/ Field Units	CEO

### 15.5 General Principles Regarding Exit

- 15.5.1 The separation of an employee from JSLPS should be a smooth, well coordinated and stress free process for the employee. Every employee leaving the organization should be looked upon as an ambassador and a potential future employee.
- 15.5.2 JSLPS shall exercise highest level of consideration to ensure timely completion of formalities and proactive support in case of death or termination on medical grounds so as to ensure a supportive transition to the employee and their families.
- 15.5.3 All termination, to be effective, shall need to be approved by the competent authority.
- 15.5.4 The HR division or its equivalent shall be the nodal unit to secure smooth exit of staff and would be responsible for timely completion of all processes.
- 15.5.5 For the month of termination, the staff 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.
- 15.5.6 Days in service will be calculated till the last day (*rounded off to lower day in case of fractions*) of presence at office.
- 15.5.7 The employee concerned should obtain a 'No Dues Certificate ( NDC) ' before the last day of his/her duty from the concerned accounts unit, verified by her/his reporting officer. This certificate should be finally signed and approved by the Competent Authority. In general, it shall be the responsibility of the employee to obtain and submit an NDC, in the prescribed manner. However, in case of death of an employee, the SPM-HR shall coordinate the same on compassionate grounds. In case of compulsory termination too HR shall coordinate the same as the discharged employee may not be given permission to visit premises of the office.



- 15.5.8 As a part of NDC and transition, the employee concerned shall prepare and submit a detailed handing over note including participation in transition meetings, hand over belongings to his/her reporting Officer during the notice period.
- 15.5.9 All dues from employee shall be intimated in advance and recovered. In general, Full and Final settlement shall not be made until the employee clears all pending dues through a cheque. In exceptional cases, JSLPS shall adjust pending dues against the Full and Final settlement amount payable before making the final payment to the employee. In such cases, all dues recovered shall be clearly described in the Full & Final Settlement Statement.
- 15.5.10 In exceptional cases, the recoverables may also be adjusted against any unpaid salary, bonus, performance incentive, earned leave encashment, and other payables; if these are not settled by the employee. However, under no circumstances, the recoverables can be adjusted against PF or Gratuity, if any.
- 15.5.11 In case there are no pending dues to the employee to adjust the recoverable(s) from the employee, JSLPS may file a civil suit for the recovery of dues.
- 15.5.12 A Service certificate shall be issued in the prescribed format on the last working day. If desired by the staff, the Society shall also issue an Experience certificate.

## **15.6 Termination for Desertion/ Unauthorized Absence of an Employee – Procedures**

- 15.6.1 Termination on above grounds shall follow the procedures and decisions taken as per the Disciplinary Policy Of JSLPS.
- 15.6.2 All other procedures in this regard shall be as detailed for Termination on Disciplinary Grounds under clause 14.10

## **15.7 Termination on Medical Grounds- Procedures**

- 15.7.1 An employee who is persistently absent or proceeds on leave (for recurrent short or long periods) on medical grounds may be considered for termination on medical grounds.
- 15.7.2 In such cases, JSLPS shall constitute a Medical Board comprising of two Registered Medical Practitioners nominated by the CEO, to examine the case.
- 15.7.3 The Medical Board shall discuss the illness with the employee, the employees' doctor apart from its own examination / assessment. The employee is required to comply with the requirements of the Medical Board, the costs (of any) would be borne by JSLPS.



- 15.7.4 The employee concerned may be discharged if the Medical Board recommends s/he is not medically fit to continue in the job.
- 15.7.5 JSLPS may also advise the Medical Board to assess the fitness of the employee for an alternate job/ role and may consider the employee for an alternate job if JSLPS and the Medical Board deems it fit .
- 15.7.6 The process of exit in such cases would be followed as described under clause 14.12

### **15.8 Separation due to Death – Procedures**

- 15.8.1 In case of death of an employee, the lead role shall be taken by the SPM- HR for due completion of all settlement formalities. The SPM-HR, with the concurrence of the CEO shall ensure payment of an emergency advance (if the family's circumstances so warrant) for settlement of dues to the nominees of the deceased employee.
- 15.8.2 SPM HR will ensure that a list of clearance from all offices/ departments of the Society is received at the earliest and submitted to CEO for approval.
- 15.8.3 A condolence message from the Society signed by the CEO and all the employees of the unit 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.

### **15.9 Termination on Disciplinary Grounds – Procedures**

- 15.9.1 If an act of indiscipline is established against an employee as per the Disciplinary Policy and the Competent Authority has ordered the termination of the employee concerned, the concerned, employee is to be relieved on the very same date as the date of the disciplinary order.
- 15.9.2 A relieving order effective from the date of disciplinary order that recommends such termination is to be issued by HR with the approval of the Competent Authority.
- 15.9.3 All dues and Full and Final settlement shall be made to the employee as per the terms of the disciplinary order.
- 15.9.4 No notice period or notice pay or fee shall be payable by JSLPS for compulsory termination.
- 15.9.5 Compulsory termination due to Long absenteeism or unauthorized extension of approved leave or desertion



**15.10 Termination on Completion of Contract Period, or as per contractual terms–  
Procedures**

- 15.10.1 The HR unit concerned shall initiate action for contract closure in respect of all staff at least three months before the due term. S/he would keep an updated list of all employees and their contract ending date.
- 15.10.2 The HR person concerned shall seek the concurrence of the Head of Unit for formal closure of contract term.
- 15.10.3 Head of the Unit shall provide due concurrence in consultation with the Reporting Officer. If extension of contract or contract renewal is proposed, due recommendation on the same shall be sent by the Head of Unit to the Competent Authority, which shall be processed as per the terms of Staff Contract Policy.
- 15.10.4 On receipt of due concurrence from Head of Unit, the HR person concerned shall inform the employee concerned about the commencement of contract closure process. In any case, unless otherwise formally informed, all employees shall prepare for contract closure at the end of their contract period.
- 15.10.5 A relieving order along with all related relieving documents shall be issued by the HR person concerned, and signed by the Competent Authority at the closure of contract period. Process of obtained NDC etc., would be followed as mentioned under Clause 14.12.10
- 15.10.6 As this is expected to be a well-planned activity, all dues and final settlement shall be made on the last working day of the employee.
- 15.10.7 The above process shall apply for termination with due notice (but during the contract period) wherein the recommendations for termination of an employee is received from a competent authority. The SPM –HR may initiate all other processes with consultations with the CEO / COO.

**15.11 Termination on Resignation –Procedures**

- 15.11.1 An employee who wishes to resign from the services of JSLPS will be required to give due notice of resignation, in writing to the Reporting Officer with a copy to the Head of Unit and HR.
- 15.11.2 Upon receipt of such a notice from staff, the officer concerned may have discussions with the employee to understand the reasons for resignation and to counsel the employee concerned, if appropriate. The designated authority may also seek the help of HR to counsel the employee.



- 15.11.3 Resignation shall be accepted by the competent authority and sent to HR for further process .
- 15.11.4 The notice period for resignation in general shall be as below :
- 15.11.4.1 For all staff below the Level of L5, a one month notice period has to be served
- 15.11.4.2 For all other staff (L4 and above), a two month notice period has to be served.
- 15.11.5 The Unit Head shall forward the resignation letter to the HR person concerned for initiating the exit process. HR person concerned shall coordinate and process all related relieving documents, including the payment of full and final settlement.
- 15.11.6 Resignation would be deemed to be automatically accepted, on completion of the notice period or mutual amendments thereto, in writing.
- 15.11.7 Resignation Acceptance Letter, shall be issued by HR and indicate the date of relieving and advising him/ her to return and handover JSLPS properties or document(s) if any.
- 15.11.8 During the last month of termination/ notice period, the employee concerned 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.
- 15.11.9 Days in service will be calculated till the last day (*rounded off to lower day in case of fractions*) of presence at office.
- 15.11.10 The employee concerned should obtain a 'No Dues Certificate' before the last day of his/her duty from the accounts unit concerned, verified by her/his reporting officer. This certificate should be approved by the competent authority.
- 15.11.11 In case an employee provides a shorter notice period, the Competent Authority may approve the same with recovery of notice pay (i.e. deduction of proportionate amount of salary in lieu of notice period). However, a shorter notice period may be approved subject to exigencies of work. In exceptional cases, the CEO may waive the prescribed notice period along with notice pay
- 15.11.12 If due notice is served , the exit may be well planned and full and final settlement shall be made on the last working day of the employee.
- 15.11.13 **Process of Obtaining No Dues Certificate** : As noted above, a No Dues Certificate shall be issued by the Unit Head. An NDC checklist shall be given to every employee on termination for due concurrence from all authorities concerned and for submission to the NDC issuing authority.
- 15.11.14 The Checklist for NDC, shall include the following as a minimum :



- 15.11.15 **Certification by the Reporting officer** – on receipt of formal hand-over report, and all other properties of JSLPS entrusted to the employee.
- 15.11.16 **Certification by Accounts** – on pending financial dues from the employee. The accounts unit concerned shall prepare a final list of recoverable (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
- 15.11.17 Only when the NDC checklist is completed, the Unit head may issue the NDC.
- 15.11.18 The employee concerned shall hand over all job responsibilities/ assignments and organization's belongings to his/her reporting Officer during the notice period.
- 15.11.19 **Full and Final settlement** of dues payable to or recoverable from an employee shall in general be completed on the last working day of every employee as far as possible. All such full & final settlement shall be made only after receipt of an approved / completed NDC in all respects.
- 15.11.20 All dues from employee shall be intimated in advance and recovered. In general, Full and Final settlement will not be paid until the employee clears all pending dues through a cheque. In exceptional cases, JSLPS shall adjust pending dues against the Full and Final settlement amount payable before making the final payment to the employee. In such case all such dues recovered shall be clearly described in the Full & Final Settlement Statement. The full and final settlement shall , in general include -
- 15.11.20.1 Pay and employment related benefits – either full or on pro-rata as applicable
- 15.11.20.2 Any pending TA/DA
- 15.11.20.3 Provident Fund ( filled in Form 13) – to be signed by the employee and submitted to HR to initiate transfer of PF account.
- 15.11.21 The indicative timeframe for Full and Final Settlement is as below:
- 15.11.21.1 Resignation with due Notice - On last Working Day
- 15.11.21.2 Resignation without due Notice – within 30 working days of relief
- 15.11.21.3 Compulsory Termination - within 30days for formal relief subject to terms of disciplinary order , if any.
- 15.11.21.4 Exit after Contract Period and Retirement – On Last working Day

**15.12 Exit Interview** - All employees are ambassadors of an organization and its culture. In all cases of separation, (except in case of death or compulsory termination), exit



interviews shall be conducted. The purpose of the exercise would be to gain critical feedback from the employee on areas for improvement, within JSLPS. This process shall be conducted just before Full & Final settlement. Employees shall be given the option to share inputs in complete confidence and anonymity, if need be. The Exit Interview shall be conducted by an HR representative and an officer of the same rank of the Reporting Officer or above.

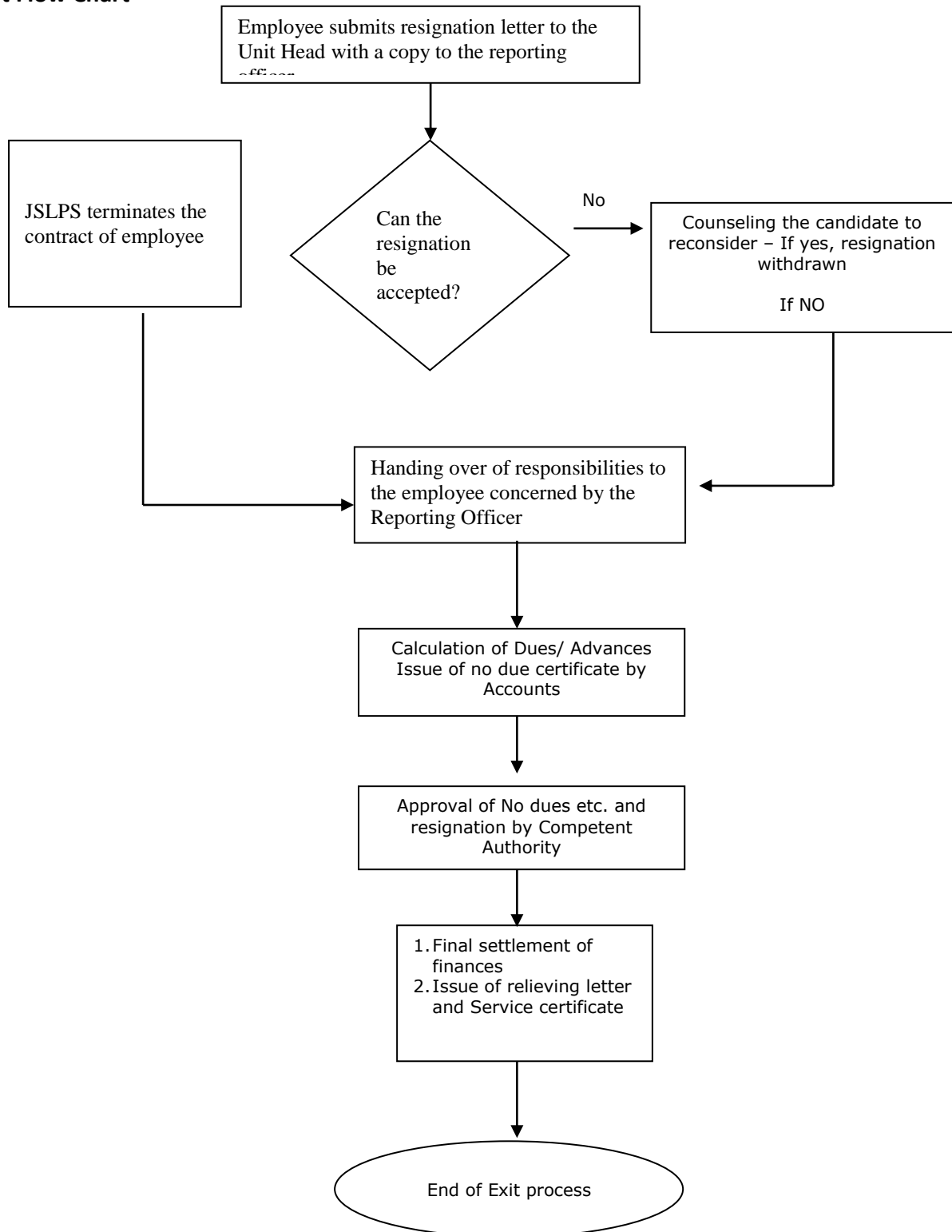
- 15.12.1 The interviewer shall compile information collected and submit to the HR Department at the Head Office. In turn, all such information shall be presented by the HR in the state unit for review and directions of the CEO.

**15.13 Formats (in Annexures)**

- 15.13.1 Full & Final Settlement Format
- 15.13.2 No due certificate
- 15.13.3 Relieving letter
- 15.13.4 Experience/ Service certificate
- 15.13.5 Exit Interview Format



Exit Flow Chart



JHARKHAND STATE LIVELIHOODS PROMOTION SOCIETY (JSLPS)

HUMAN RESOURCE DEVELOPMENT MANUAL

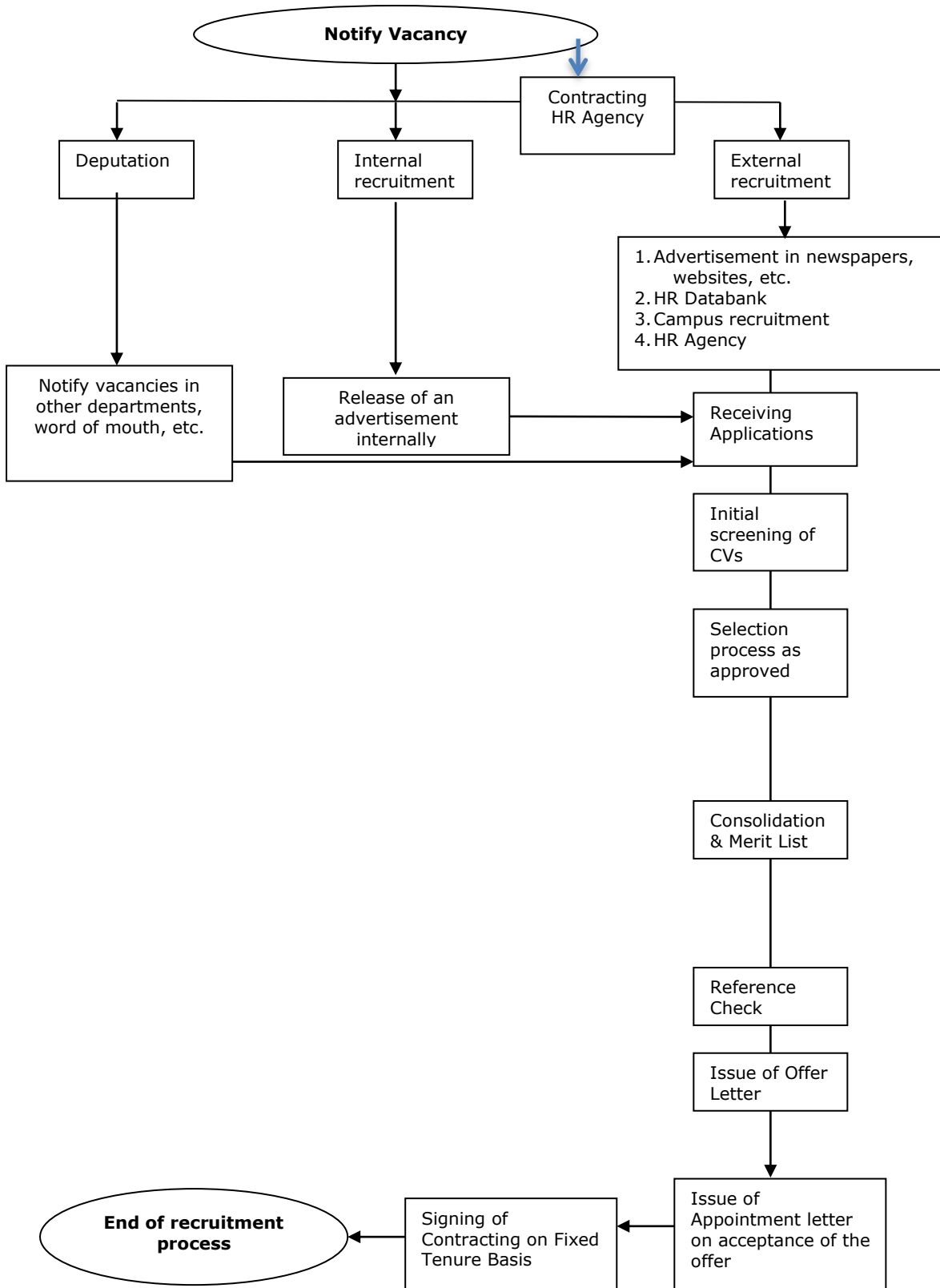
ANNEXURES



**ANNEXURES – CHAPTER 3 : RECRUITMENT & SELECTION POLICY**



**RECRUITMENT& SELECTION -FLOW CHART**



**Annexure : Advertisement Template for announcing vacancies****About JSLPS.....**

Promoted by the Rural Development Department, Govt of Jharkhand, Jharkhand State Livelihoods Promotion Society (JSLPS), aims to eliminate poverty in the state, .....

If you are excited by our vision, and you feel your professional expertise contributing to our dream, join us as we embark on this ambitious journey. Current Openings are:

Levels	Position	No. of Openings (with reservation if applicable)
L**		
L**		
L**		

Visit [www.recruitment@jslps.in](http://www.recruitment@jslps.in) for detailed advertisement including Job Profiles, eligibility criteria, compensation package and other conditions

**How to Apply...**

Candidates can send their updated and detailed CVs to \*\*\*\*\*@\*\*\*\*\* OR apply online at \*\*\*\*\*.\*\*\*

Last date of receiving applications is \*\*\*\*\*

CEO

JSLPS

**Annexure 2 (i) : CV Format  
RESUME SUBMISSION FORM JSLPS**

(Note: Fields Marked with \* are Mandatory)

Paste a recent photo of  
self

<b>1. Post Applied for: *</b>	
-------------------------------	--

**2. Candidate Details**

<b>Name of Candidate*</b>			
<b>Date of birth*</b>		<b>Gender* (M/F)</b>	
<b>Father's /Mother's Name/Husband Name</b>		<b>Mobile No.</b>	
<b>Phone No.* (with STD Code)</b>		<b>Category* (Gen/SC /ST/BC/EBC/MBC/BC(W))</b>	
<b>Email</b>			

**3. Address for Correspondence\***

<b>House Number/Street/ Locality</b>	
<b>City Town/Village and post office</b>	
<b>Pincode</b>	
<b>District</b>	
<b>State</b>	

**4. Permanent Address (if different from above)**

**5. Education Details\*:**

<b>Name of Examination Passed</b>	<b>Specialization &amp; Subject</b>	<b>Board/University</b>	<b>Regular/Correspondence Degree</b>	<b>Passing Year</b>	<b>%of marks/GPA</b>
Matric/ 10 <sup>th</sup>					
Intermediate/ + 2					
Graduation					

Post graduation					
Any other (PI describe)					

**6. Work-experience Details:**

**Note:** Please do not mention experience gained as a volunteer. Start from most recent experience. If you have worked in more than one area/post within the same organization, please enter the details separately.

Name of Organization & Place of Posting	Designation	Mention Key Responsibilities of the job	Full time/Part Time Job	Area of experience	Duration of experience From-To DD/MM/YY	Experience (in months)

**7. Training Experience:**

Subject/ Nature of Training	Name of Institution	No. of Days/ Months	Year of Training

*Note: Please mention only relevant Training Experience:*

**8. References:**

S.No.	Name	Address	Contact No and email
1			
2			

**Certification:**

I, the undersigned certify that to the best of my knowledge & belief the above mentioned details correctly describe my qualification, experience and myself

Date :  
Place:

Signature of Candidate:

**Annexure : CV Format (ii)**

What do you think are the key challenges and capacities for this position ? How would your experience and learning help in meeting these challenges.

Date :

Place:

Signature of Candidate:

**Annexure : CV Verification Format****CERTIFICATE VERIFICATION - JSLPS**

<b>Name of the Candidate</b>			
<b>Registration No</b>			
<b>Position applied For</b>			
<b>Camp at</b>		<b>Date :</b>	

**1. Educational Qualification**

<b>Certificate Presented</b>		Yes	No
<b>Sl</b>	<b>Examination</b>	<b>Passing Year</b>	<b>Marks Obtained</b>

**2. Age Proof**

<b>Certificate Presented</b>	10 <sup>th</sup> / Matric	Others	None
<b>Issuing Authority</b>			

**3. Caste/ Community/ Category Certificate**

<b>Certificate Presented</b>	Yes	No
<b>Issuing Authority</b>		
<b>Certificate No.&amp; Date of Issue</b>		
<b>Category</b>		<b>Caste :</b>

**4. Domicile/ Nativity Certificate**

<b>Certificate Presented</b>	Yes	No
<b>Issuing Authority</b>		
<b>Certificate No&amp; Date of Issue</b>		
<b>Resident of</b>		

**5. Work experience**

All certificates produced	Yes	No
All certificates except current work experience certificate produced	Yes	No
<b>Remarks</b>		

For JSLPS

**Annexure :Call Letter for Attending Selection Process**

<b>Roll No:</b>	<b>Post :</b>
<b>Name of Candidate</b>	<i>Paste a recent passport sized photograph here.</i>
<b>Address</b>	
Dear Candidate	<i>Photograph verified by Invigilator at the time of selection :</i>

Based on your application for JSLPS, you have been shortlisted for the above mentioned position. This admit card is being issued for you to participate in the selection process. It is not a confirmation of your final selection for the vacancy. All particulars submitted by you in your application will be verified during the selection process. If these conditions like educational qualification, age, experience, etc. are not found as claimed by you in your application / or meeting the eligibility criteria as advertised, your candidature may be annulled at any time during the selection process.

Please carry the following documents with you for verification.

1. Original and Attested photocopy of the following documents (a). All Completed Degrees/Diploma as mentioned in the application. (b.) 10th/Matric Pass Degree certificate as proof of age. (c.) Proof of ALL work experience as mentioned in the application. (d.) Proof of current employment in form of offer letter/ joining letter and latest salary slip. (e.) Caste certificate and Domicile Certificate (If applicable for reserve category positions); 2. Two recent passport size photographs.
2. The Selection process would consist of tests to test your domain expertise, group discussions (not applicable for certain positions) and personal interview. The selection process may extend to the next day, so please come prepared. Please plan your journey keeping in account journey delays etc. Candidates arriving late would not be entertained. Please note that you will have to bear all your travel and boarding expenses for attending the Selection process.

For JSLPS

**Annexure : Format for Shortlisting Applications<sup>3</sup>**

SI no	Application Receipt No	Name	Age	Category	Education Details	Work Experience			Total Work Experience (months)	Shortlisted or Not Shortlisted	Reason for Not shortlisting
						Name of Organization	Designation	Area of Experience			

<sup>3</sup> Please consider any relaxed criteria for age, qualifying degree, yrs. of experience for any category of candidates, or internal candidates as mentioned in the advertisement.

**Annexure : Scoring Sheet Consolidation<sup>4</sup>**

POSITION :				Test 1	Test 2	Test 3	Interview Score	Total Score
Weight Assigned :				**%	**%	**%	**%	100
Sl No	Roll No.	Name	Category					
1								
2								
3								
4								
5								

---

<sup>4</sup> Can be used for internal, external as well as campus selection process. The number and nature of tests and their weights can be modified/ assigned as applicable. Additional column can be added to record score based on performance appraisal score in case applicable.

**Annexure 6 : Cost Elements of Recruitment & Selection**

<b>SN</b>	<b>Head</b>	<b>Unit</b>	<b>No of units</b>	<b>Per Unit Cost</b>	<b>Total cost</b>
1	Advertisement	Lump sum			
2	Printing of admit cards	Per card			
3	Sending call letters( postage)	"			
4	Design , translation , quality check of test paper	Cost of resource person			
5	Printing of question papers	Per set			
6	Stationary for the camp	Lump sum			
7	Hiring of venue	Per day			
8	Panel member honorarium , travel , boarding and lodging	Per panel / per day			
9	Panel travel to venue	Per venue			
9	Tea , snacks for panel and candidates	Per candidate			
10	Miscellaneous Cost				

**Annexure & :Reference Check Format - JSLPS**

This reference is being sought by the Jharkhand State Livelihoods Promotion Society, Government of Jharkhand. The candidate under reference is one of the shortlisted candidates for the position of \_\_\_\_\_ in JSLPS. We request that your reference be sent to \_\_\_\_\_ at << email>> by \_\_\_\_\_.

We thank you for your reference.

**Date of Reference :**

**Name of Candidate :**

**Name of Referee:**

**Brief Profile of the Referee:**

Please describe your reporting relationship with the candidate? If none, in what capacity did you observe the candidate's work?

*(You could provide a score from 1 to 10, 10 being highest. Please provide qualitative feedback as well in the space provided. Please feel free to extend the space for your feedback)*

<b>S No</b>	<b>Attribute</b>	<b>Score</b>	<b>Feedback</b>
1	Ability to lead, provide direction and work effectively with both superiors and colleagues.		
2	Ability to take initiatives through self-direction		
3	Ability to work well under pressure, including ability to deal with several responsibilities at the same time.		
4	Knowledge of development issues and, in particular rural development programmes		
5	Ability to handle and deliver large scale projects		

	encompassing a state.		
6	Verbal and written communications ability.		
	What was her/his most significant contribution/s during the time s/he was working with you		
	What would say are her/his three main strengths (including managerial and technical capacity)		
	In what areas do you think s/he should most improve?		
	Any other feedback about her/him that you would want to share with us.		
	We are hiring this candidate for the position mentioned earlier. Would you recommend her/him for this position ? Why ?		
	What do you believe the candidate's greatest challenge in adjusting to this position might be?		
	How would you rate the overall suitability of the candidate for the position. (on a 1-10 scale, with 10 being the highest)		

Thank you for your valuable time! Your reference will remain confidential.

**ANNEXURES – CHAPTER 4 : STAFF CONTRACT POLICY**

**AGREEMENT OF CONTRACT APPOINTMENT UNDER JHARKHAND STATE LIVELIHOODS  
PROMOTION SOCIETY**

This agreement is made on ....., **BETWEEN** Chief Executive Officer on behalf of Jharkhand State Livelihoods Promotion Society, hereinafter referred as **JSLPS**, Ranchi, Jharkhand.

**AND**

....., aged about .....years and residing at .....

**WHEREAS**

..... has been selected to provide his/her services to JSLPS

**NOW THEREFORE THE PARTIES HEREBY AGREE AS FOLLOWS:**

1. **JSLPS** hereby engages you to render services, as .....  
.....(*name of position*) or any other role authorized by the **JSLPS**  
from time to time.
2. You would be assigned to provide services for various programmes being implemented by JSLPS. In the event of these programmes are transferred to any other Society or Project at a later date, your services may be transferred to the said Society or the Project.
3. Your appointment has been made on a clear understanding that you have supplied all necessary information to enable **JSLPS** to judge your fitness for the job and that the information provided by you is true to the best of your knowledge and belief. Should it be

found later that you have given wrong or insufficient information or misrepresented facts; your services would be terminated immediately.

4. The position offered to you is on contract extending not more than three years, starting from .....(date of contract) subject to satisfactory performance. The contract would be reviewed annually by **JSLPS** based on your performance during the contract period. **JSLPS** might rescind the contract before completion, if your performance has been found to be unsatisfactory. If the performance is found to be satisfactory **JSLPS** may consider extending the contract period for a further period of three years on same terms & conditions.
5. Your place of posting (*headquarter*) is ..... You would report to ..... (*Name of reporting officer, with designation*). This would be subject to change within JSLPS depending on administrative requirements.
6. You will not be entitled to compensation if you willfully neglect or refuse or from other cause or be unable to perform any of the duties under this engagement. JSLPS may suspend your salary during such neglect, negligence or inability as aforesaid and may further immediately terminate your engagement without giving any notice or making payment of salary in advance.
7. This appointment is terminable by **JSLPS** by giving you one month's notice in writing or payment of one month's remuneration in lieu thereof. You may also terminate this appointment by giving one month's notice in writing or payment of one month's remuneration in lieu thereof.
8. That **JSLPS** during the continuance of your service would give you as compensation a sum of Rs..... per month.

Basic Pay	
HRA	
PF	
ESI (if applicable)	
Communication Allowance	
Conveyance Allowance	
Total Salary	
Performance based Incentive	

9. Your compensation is a consolidated package and includes all expenditures you are required to make for high quality performance of your duties. Apart from the sum mentioned in Clause 8 for duties to be performed outside your work jurisdiction you will be eligible for a daily allowance and reimbursement of travel costs as per JSLPS HR Policy.
10. JSLPS works in an IT enabled environment and as a service provider to JSLPS you are expected to be fully conversant with IT enabled way of working, including use of email, uploading data on internet enabled data bases, reading notices and assimilating information from web sites and use of a basic IT enabled devices.
11. Most of the communication from JSLPS would be through their web site, through emails and SMS. You will be required to provide a mobile number through which you can be contacted at all times and inform JSLPS if there is any change. It will be your duty to check the JSLPS web site for announcements and your official email on a daily basis. It will be your personal responsibility to access the internet at least once a day for this purpose. JSLPS will not be

making any special arrangements for this. The cost if any incurred on this is not separately reimbursable by JSLPS as it forms an integral part of your compensation package.

12. You would be entitled to an annual leave of 36 days, on a pro-rata basis. This can be availed (subject to the terms and conditions of JSLPS Leave Policy), for any purpose, including sick leave. This is in addition to one day weekly off to be fixed by **JSLPS**.
13. All other terms and conditions of your engagement including other benefits and entitlements, if any, transfers, exit and termination, etc. will be governed by the rules and regulations of JSLPS, as amended from time to time. The HR Policy and procedures shall be put up on the JSLPS website and it shall be your responsibility to update yourself of the same.
14. Your engagement with JSLPS will stand terminated if you are absent for 5 days or more, continuously from duty without taking permission from the competent authority.
15. You shall not be entitled to any other benefits except those mentioned above.
16. You may be transferred to another location by JSLPS in the interest of the organization. You may seek transfer only after completion of at least one year of your contract. All transfers would be guided by the Staff Transfer Policy laid out in the HR Manual of JSLPS.
17. Apart from work in the office, your work includes field duties at places you are required to work in as directed by JSLPS or its authorized representative. You may have to visit the field/villages and stay overnight for extended periods as and when required.
18. You shall not take up any part time/full time employment or assignments elsewhere or do any business during the period of the contract with **JSLPS** without written permission of the competent authority.
19. Your engagement will be automatically terminated, if you join any other organization or take up any assignment without obtaining prior permission.
20. While in contract with **JSLPS** at any time thereafter, you shall not divulge any information or knowledge gained and acquired by you during the period of contract, which could be detrimental to the interests of **JSLPS**.
21. The title rights, copyrights and all other rights of whatsoever nature in any material produced by **JSLPS** under the period of this contract shall be vested exclusively in **JSLPS**, unless otherwise vested in Government by virtue of project document etc.
22. During the period of contract, you shall not stand for election as Member of a Municipal Committee, Municipal Corporation, District Board, Panchayat or any other legislative body.
23. You shall, within three weeks of your joining provide details of your immovable property owned by you either in your name or in the name of any other person. On the 31<sup>st</sup> of December each year you are also required to submit your annual immovable property statement. If you wish to buy sell or transact immovable property in any other manner you shall obtain the prior permission of the authorized person in JSLPS. This permission will also be required for purchase of any movable item with value higher than Rs. 40,000/-. If there is any potential conflict of interest in your official dealings you are required to bring this to the notice of the authorized person in JSLPS.
24. You shall conduct yourself at all times with fullest regard for the purposes and principles of **JSLPS** and in a manner befitting your relationship with **JSLPS** under the contract. You shall not engage in any activity that is incompatible with those purposes and principles or the proper discharge of your duties with the project. You shall avoid any action and in particular any kind of public announcement which may adversely reflect on the relationship, or on the integrity, independence and impartiality which are required by the relationship. You shall not accept any

favor, gift or remuneration from any source external to **JSLPS** without first obtaining approval in writing for the same.

25. You shall stay in the Head Quarter where you are posted unless you are on pre-approved for tour.
26. Notwithstanding anything contained herein before, rules, regulations, bye-laws, instructions, lawful orders, etc. as and when framed and issued by **JSLPS** 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 you irrespective of whether these matters are provided for herein or not.

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

**Signature of the Candidate**

**Witnesses:-**

1.

2.

**Chief Executive Officer  
for and on behalf of JSLPS, Ranchi, Jharkhand**

### Contract for Consulting Services

THIS CONTRACT is entered into this [starting date of assignment] by and between Chief Executive Officer, Jharkhand State Livelihoods Promotion Society (JSLPS), Ranchi (“the Client”) having its principal place of business at Ranchi, and [name of the consultant] (“the Consultants”).

WHEREAS, the Client wishes to have the Consultant performing the services hereinafter referred to, and

WHEREAS, the Consultant is willing to perform these services,

NOW THEREFORE THE PARTIES hereby agree as follows:

#### **1. Services:**

(i) The Consultant shall perform the services specified in Annex A, “Terms of Reference and Scope of Services & Consultant’s Reporting Obligations, which is made an integral part of this Contract (“the Services”).

- (ii) In the event the Client finds it necessary to postpone or cancel the assignment and/or shorten or extend its duration, the Client reserves the right to adjust the terms of the contract as necessary. In such case, every effort will be made to give the Consultant, as early as possible, notice of the changes, if any.
- (iii) In the event of termination, the Consultant shall be paid for the services rendered for carrying out the assignment to the date of termination, and the Consultant will provide the Client with any reports or parts thereof, or any other information and documentation gathered under this Contract prior to the date of termination.

**2. Term:**

- (i) The Consultants shall perform the Services during the period commencing [starting date of assignment] and continuing through [proposed end date of assignment] or any other period as may be subsequently agreed by the parties in writing.
- (ii) Unless extended, or a new contract is signed, the contract will terminate at the end of the period mentioned above. JSLPS has no obligation to extend the contract or to offer a new contract, even if the Consultant's performance is outstanding.

**3. Payment:**

A. Ceiling:

For services rendered pursuant to Annex A, the Client shall pay the Consultant a total amount not to exceed the ceiling of [ceiling limit defined as the total cost of the assignment arrived at after negotiations]. This amount has been established based on the understanding that it includes all of the Consultant's costs as well as any tax obligations that may be imposed on the Consultant. The payments made under the Contract consist of the Consultant's remuneration as defined in sub-paragraph B below and of the reimbursable expenditures as defined in sub-paragraph C below.

B. Remuneration:

The Client shall pay the Consultant for Services rendered at the rate of [Rs per day/ or Rs per month] in accordance with the rates agreed.

C. Reimbursables:

The Client shall pay the Consultant for reimbursable expenses, which shall consist of and be limited to:

- (i) Normal and customary expenditures for accommodation, food, Internet and telephone charges together not exceeding [Rs \*\*\*\*\* per day] for the first month and thereafter subject to a limit of [Rs \*\*\*\*\* per month].
- (ii) Official travel will be reimbursed at the cost of two-tier AC travel in trains, AC/ luxury travel by bus. Reimbursement for any other mode of travel will

be done only if prior approval has been taken and authorized by the Client's coordinator;

(iii) Such other expenses as approved in advance by the Client's coordinator.

D. Payment Conditions:

Payment shall be made in Indian Rupees, no later than 30 days following submission by the Consultant of invoices in duplicate to the Coordinator designated in paragraph 4.

E. Terms of Payment

The Client will make the payments under the contract as described under Annexure B, which is made an integral part of this contract.

**4. Project Administration:**

A. Coordinator:

The Client designates \*\*\*\* [designation], JSLPS as Client's Coordinator; the Coordinator shall be responsible for the coordination of activities under the Contract, for receiving and approving invoices for payment, and for acceptance of the deliverables by the Client.

B. Timesheets:

During the course of their work under this Contract, including field work (if any), the Consultant providing services under this Contract may be required to complete timesheets or any other document used to identify time spent, as well as expenses incurred, as instructed by the Project Coordinator.

C. Records and Accounts:

The Consultant shall keep accurate and systematic records/ bills/ etc. of expenses incurred in respect of the Services, which will clearly identify all charges and expenses to be reimbursed. The Client reserves the right to audit, or to nominate a reputable accounting firm to audit, the Consultant's records relating to amounts claimed under this Contract during its term and any extension, and for a period of three months thereafter.

**5. Performance Standard:**

The Consultant undertakes to perform the Services with the highest standards of professional and ethical competence and integrity.

**6. Confidentiality:**

The Consultant shall not, during the term of this Contract and within two years after its expiration, disclose any proprietary or confidential information relating to the services provided, this Contract or the Client's business or operations without the prior written consent of the Client.

**7. Ownership of Material:**

Any studies, reports or other material, graphic, software or otherwise, prepared by the Consultant for the Client under the Contract shall belong and remain the property of the Client. The Consultant may retain a copy of such documents and software; but shall not use them for purposes unrelated to this contract without prior written approval of the Client.

**8. Consultant not to be engaged in certain activities:**

The Consultant agrees that, during the term of this Contract and after its termination, the Consultant and any person affiliated with the Consultant, shall be disqualified from providing goods, works or services (other than the Services or any continuation thereof) for any project resulting from or closely related to the Services provided under this Contract.

**9. Insurance:**

The Consultant [name of the consultant] will be solely responsible for taking all appropriate insurance coverage during the period of Contract. The Client will not be held liable for any claim made by the Consultant or his/her family for any unforeseen incident/s during the period of contract.

**10. Assignment:**

The Consultant shall not assign this Contract or sub contract or any portion of it without the Client's prior written consent.

**11. Law Governing Contract and Languages:**

The Contract shall be governed by the laws of Union of India and the language of the Contract shall be English.

**12.** The Consultant [name of the consultant] shall indemnify and hold harmless the Client, JSLPS, against any and all claims, demands, and/or judgments of any nature brought against the Client, arising out of the services provided by the Consultant under this Contract. The obligation under this paragraph shall survive the termination of this Contract.

**13. Taxes**

The Consultant [name of the consultant] shall pay all the taxes, duties, fee, levies and other impositions levied under the Applicable laws and the Client shall perform such duties in this regard to the deduction of such tax as may be lawfully imposed.

However, Consultancy Services tax (as applicable) payable for providing this Consultancy Services shall be paid by consultant

**14. Dispute Resolution**

Any dispute arising out of the Contract, which cannot be amicably settled between the parties, shall be referred to arbitration in accordance with the Arbitration and Conciliation Act, 1996.

FOR THE CLIENT

FOR THE CONSULTANT

Signed by \_\_\_\_\_

Signed by [authorized person]

Title: \_\_\_\_\_

Title:

Annexure A – Description of Services & Consultants reporting obligations

Annexure B – Terms of Payment

**Annexure A (i)– Terms of Reference for the Contract**

**Annexure A (ii) – Consultants Reporting Obligations**

<b>SI No</b>	<b>Deliverables/ Outputs</b>	<b>Inputs/ Processes</b>	<b>Submit By</b>
1			
2			
3			

**Annexure B - TERMS OF PAYMENT**

<b>SI No.</b>	<b>Payment terms (against deliverables/ outputs)</b>	<b>Amount payable</b>	<b>Amount</b>
1			
2			
3			
		<b>Total</b>	

**ANNEXURES – CHAPTER 5 : SALARY & BENEFITS POLICY**

Annexure : Pay Scales & Bands for FTE in JSLPS

1 A. State Level Positions

S.No.	Position	Level	Min Yrs of Exp	Salary Range (Rs pm)	Gross PAY BANDS					
					1		2		3	
					Exp range	Salary	Exp range	Salary	Exp range	Salary
1	Chief Executive Officer	L1	NA							
2	Chief Operating Officer	L2	10	100,000 - 140,000	10 - 12 yrs	1,00,000	12 - 15 yrs	1,10,000	> 15 yrs	1,20,000
3	State Programme Managers	L3	7	75,000 - 115,000	10 - 12 yrs	75,000	12 - 15 yrs	85,000	> 15 yrs	95,000
4	Project Managers	L4	4	50,000 - 80,000	4 - 6 yrs	50,000	6 - 8 yrs	55,000	> 8 yrs	65,000
5	Accounts Officer	L5	3	25,000 - 40,000	3 - 5 yrs	25,000	5 - 7 yrs	30,000	> 7 yrs	35,000
6	Data Administrator	L5	3	25,000 - 40,000	3 - 5 yrs	25,000	5 - 7 yrs	30,000	> 7 yrs	35,000
7	System Analyst	L5	3	25,000 - 40,000	3 - 5 yrs	25,000	5 - 7 yrs	30,000	> 7 yrs	35,000
8	Young Professionals/ Programme Executives	L5	0	25,000 - 35,000	0 - 2 yrs	25,000	2 - 4 yrs	27,500	> 4 yrs	30,000
9	Accountants	L7	2	20,000 - 30,000	2 - 4 yrs	20,000	4 - 6 yrs	22,500	> 6 yrs	25,000
10	Procurement Assistant	L7	2	20,000 - 30,000	2 - 4 yrs	20,000	4 - 6 yrs	22,500	> 6 yrs	25,000
11	Administrative Assistant	L7	2	10,000 - 20,000	0 - 2 yrs	10,000	2 - 4 yrs	12,500	> 4 yrs	15,000
12	Admin Support Staff	L8	2	8,000 - 15,000	0 - 2 yrs	8,000	2 - 4 yrs	10,000	> 4 yrs	12,000

### 1 B. District & Block Level Positions

S.No.	Position	Level	Min Yrs of Exp	Salary Range (Rs pm)	Gross PAY BANDS					
					1		2		3	
DPMU					Exp range	Salary	Exp range	Salary	Exp range	Salary
1	District Programme Manager	L4	4	50,000 – 80,000	4 - 6 yrs	50,000	6 - 8 yrs	55,000	> 8 yrs	65,000
2	District Managers	L5	3	25,000 - 40,000	3 - 5 yrs	25,000	5 - 7 yrs	30,000	> 7 yrs	35,000
3	District M&E Manager	L5	3	25,000 - 40,000	3 - 5 yrs	25,000	5 - 7 yrs	30,000	> 7 yrs	35,000
4	District Accounts Manager	L5	3	20,000 - 35,000	3 - 5 yrs	20,000	5 - 7 yrs	22,500	> 7 yrs	25,000
5	MIS Officer	L6	2	20,000 - 30,000	2 - 4 yrs	20,000	4 - 6 yrs	22,500	> 6 yrs	25,000
6	District Accountant	L7	2	10,000 - 20,000	2 - 4 yrs	10,000	4 - 6 yrs	12,000	> 6 yrs	15,000
7	Administrative Assistant/EACO	L7	2	8,000 - 15,000	0 - 2 yrs	8,000	2 - 4 yrs	10,000	> 4 yrs	12,000
8	Support Staff	L8	2	6,000 - 9,000	0 - 2 yrs	6,000	2 - 4 yrs	7,000	> 4 yrs	8,000
BPIU										
1	Block Programme Manager	L6	2	20,000 - 40,000	2 - 4 yrs	20,000	4 - 6 yrs	25,000	> 6 yrs	30,000
2	Thematic Coordinators	L7	2	15,000 - 25,000	2 - 4 yrs	15,000	4 - 6 yrs	17,500	> 6 yrs	20,000
3	Cluster Coordinators	L7	2	10,000 - 15,000	2 - 4 yrs	10,000	4 - 6 yrs	11,000	> 6 yrs	12,000
4	Administrative Assistant/EACO	L7	2	8,000 - 15,000	0 - 2 yrs	8,000	2 - 4 yrs	10,000	> 4 yrs	12,000
5	Community Coordinators	L8	2	6,000 - 9,000	0 - 2 yrs	6,000	2 - 4 yrs	7,000	> 4 yrs	8,000
6	Support Staff	L8	2	6,000 - 9,000	0 - 2 yrs	6,000	2 - 4 yrs	7,000	> 4 yrs	8,000

<b>JSLPS: Employee Personal Information Form</b>
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Please affix a Passport size Photograph
---

1. Personal Details			
1.1	Name		
		<i>(first)</i>	<i>(middle)</i> <i>(surname)</i>
1.2	Sex	Female	Male
1.3	Date of Birth		
1.4	Category		
1.5	Marital Status		
1.6	Father/ Mother/ Spouse's Name		
1.7	Present Address		
1.8	Permanent Address		
1.9	Contact Number	<i>Mobile</i>	<i>Landline</i>
1.10	Email id		
1.11	Blood Group		
1.12	Anniversary Date		
1.13	Details of Dependents	Father	
		Mother	
		Spouse	
		Child	
2. Bank Details			
2.1	Name of Bank		

2.2	Name and Address of Branch	
2.3	Type of Account	
2.4	Account Number	
2.5	IFSC Code	
3.	PAN	
4	Passport Number	
5	Driving License Number	
6	Name & Address details of person to be contacted in case of any emergency	
6.1	Name	
6.2	Address	
6.3	Contact Number	
6.4	Relationship	

I declare that the details given above are true, complete and correct to the best of my knowledge and belief.

Date

Signature of the Employee

**FOR OFFICE USE ONLY**

Mr. / Ms. \_\_\_\_\_, had joined as \_\_\_\_\_  
in \_\_\_\_\_ Unit with effect from \_\_\_\_\_. The period of  
contract is up to \_\_\_\_\_

Date:

Signature of the HR Personnel

## Annexure

## JSLPS SALARY ADVANCE APPLICATION FORM

<b>Name of Employee</b>		<b>Date</b>	
<b>Place of Posting</b>		<b>Grade/Level</b>	
<b>Date of Joining</b>		<b>Date of Confirmation</b>	
<b>Loan Amount Applied For</b>			
<b>Reasons for Availing Loan</b>			
<b>LOAN SANCTION / APPROVAL</b>			
<b>Verified and forwarded by DPM/COO (Name and Signature)</b>			
<b>Approved by Competent Authority (Name and Signature)</b>			
<i>(To be filled in by the Employee after the Approval for the loan)</i>			
<p>I hereby declare that I have availed a salary advance of Rs. -----payable in twelve equal installments. The installments may be deducted @ Rs _____ per month from my salary beginning ----- (month and year).</p> <p>I agree to give ten post-dated cheques in favour of JSLPS, equaling the installment amounts to be kept as a guarantee against the loan amount taken by me.</p> <p>I agree to be repay the entire loan amount availed by me before leaving the services of the JSLPS, failing which, the balance amount may be deducted from my salary/ any other payables due to me, or by encashing the post dated cheques issued by me to JSLPS. In case of failure of recovery of amounts through the above methods, appropriate action (legal or otherwise) may be initiated against me for recovering the balance amount of the loan.</p>			
			<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> Re 1 Revenue Stamp </div>
<b>(Signature of the Employee)</b>			
<b>TO BE FILLED IN BY THE ACCOUNTS DEPARTMENT</b>			
<b>Date of Sanction of Advance</b>		<b>Amount</b>	
<b>Loan Sanctioned</b>	<b>Yes/No</b>	<b>Installments due</b>	
<b>Head of Finance/ Accounts (Name &amp; Signature)</b>			

**ANNEXURES – CHAPTER 7 : ORIENTATION & INDUCTION TRAINING POLICY**

## JSLPS INDUCTION TRAINING SCHEDULE

For

Designation.....

Period: from .....to.....

Date/ Day	Time	Session Details	Facilitator

### Check List:

- Field Visits: Name of the Village(s)/ Local facilitator from the unit/ visit plan and travel arrangements.
- Photo copy and distribution of important manuals, policies, reports, presentations etc. of JSLPS
- Session Timings: .....Lunch Timings..... Tea Timings.....

## Induction Program Report

(TO BE SUBMITTED BY FTE ON COMPLETION OF INDUCTION PROGRAMME)

<b>Name of Employee:</b>	
<b>Designation:</b>	<b>Code:</b>
<b>Induction Batch/ Period:</b>	

1. Brief Introduction of the Programme studied during induction process

--

2. What did you expect from the induction programme and did the Induction Programme meet your expectations?

--

### 3. Your suggestions for improvement

Topics on which more information should be provided

Suggestions on Material Provided

Suggestions on Design & Methodology of the Programme

*On completion, this should be submitted to Unit head, JSLPS for induction records*

**Note:**

1. This report is required to be submitted by the new entrants who are at senior levels, to seek their suggestions and observations during the induction programme
2. This report can be used as one of the inputs for field level improvements
3. Please add more sheets if required.

#### JSLPS INDUCTION WORK DIARY

*(Issued to the new entrant to keep track on his/her proceedings during Induction Training Programme)*

<b>Name of Employee:</b>	
<b>Designation:</b>	<b>Code:</b>

<b>Induction Batch/ Period:</b>	

S. No	Induction From	Induction To	Topics covered/ Units/Places visited

Date	Activities/ Reflections	Comments of Reporting Officer
<b>Signature of the Employee:</b>		<b>Signature of Reporting Officer</b>
<b>Date:</b>		<b>Date:</b>

*On completion, this should be submitted to HR personnel of the concerned Unit for induction records*

**Note:**

1. This format should be used by the new entrants who are at the junior levels, to keep a track of their understanding of the Induction process.
2. This document should be detailed enough to track the activities done by the employee during induction period, like an observation book
3. It must be written on every working day and be reviewed by the reporting officer weekly once with counter signature
4. Please add more sheets if needed.

**ANNEXURES – CHAPTER 7 : STAFF TRAVEL POLICY**

JSLPS TOUR PLAN SANCTION FORMAT			
Employee Name:		Designation:	Date of application:
Code:		Unit:	Tour Dates From:      To:
TOUR PLAN			
Date	Visit To	Persons to be met	Purpose
Advance Required Rs.			
Tour Plan Sanction No:			
Signature of Employee Date:		Signature of the Tour Sanctioning Authority Date:	

**ISI PS TRAVEL CLAIM FORMAT**

Name:.....

Designation .....

Place of Posting.....

Date:.....

Purpose of Visit:.....

**A. Outstation Travel Details:**

S.No	Date & Time	From Departure Place	To Arrival place	Date & Time	Mode of Transport	Total Days	DA Claim*	Lodging <sup>1</sup>	TA Claim <sup>2</sup>	Others <sup>3</sup>	Total Amount (*+1+2+3)
Remarks if any:						<b>Total (A)</b>					

**B. Local Conveyance Details**

S. No	Date	From	To	Mode of Transport	Distance	Purpose	Amount	Others	Total
Remarks if any:							<b>Total (B)</b>		

**Grand Total ( A + B ) - (In words)**

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

**Signature of Claimant**

**Tour Approving Authority**

**Name**

**Signature**

Lodging Bills attached		Others/Incidental bills attached		Total Expenses Claimed		Advance Drawn	
Travel bill/tickets Attached		Tour Diary Attached		Total Amount Admissible		Total Amount receivable/ Payable	

<b>Verified By</b>	<b>Sanctioned By</b>
--------------------	----------------------

**JSLPS Tour Diary Format**

Name:.....

.....

Designation:.....

Tour Diary for the Month.....Year.....

S.No	Date	Time	Place Visited		Purpose and Summary
			From	To	

Approving Authority

Signature of Employee

This report should be enclosed with Travel Claim form

**JSLPS Tour Diary Format for FTA**

Name:.....

Designation:.....

Tour Diary for the Month.....Year.....

Employee Code :.....

Place of Posting:.....

S.No	Date	Time	Place Visited (mention village/ groups/ persons)	Purpose and Summary

**ANNEXURES – CHAPTER 8 : STAFF LEAVE POLICY**

### JSLPS Leave Application Form

Applicant's name:	Employee Code:	<b>DATE:</b>	
		Address while on leave:	
Designation:	Unit:		
Type of Leave	AL      Transfer		
<b>Leave Particulars</b>			
<b>From (date)</b>	<b>To (date)</b>	<b>Duration</b>	<b>Reasons for leave</b>
<b>Signature of Applicant &amp; Date</b>			
<i>For Office Use</i>			
Balance Leave as on .....		EL:	CL:
<b>Recommending authority (Sign &amp; Date)</b>		<b>Sanctioning authority (Sign &amp; Date)</b>	

## JSLPS Maternity Leave Declaration Form

### DECLARATION

This is to declare that I.. (Name), working as ..... (Designation) in ..... (Unit) am aware that I am entitled for Maternity Leave of ..... weeks only for the first / second live issue.

This is my first / second issue.

Date:

(Signature of Employee)

### JSLPS Maternity Leave Application Form

Applicant's name:		Employee Code:		DATE:	
Designation:		Unit:		Address while on leave:	
From (date)	To (date)	Duration	No. of live issues as on date <i>(if applicable)</i>		
			Name:		
			Gender:		
			Age:		
Signature of Applicant					
<i>For Office Use</i>					
Balance Leave as on ...					
<b>Recommending authority</b> <i>(Sign &amp; Date)</i>			<b>Sanctioning authority</b> <i>(Sign &amp; Date)</i>		

### JSLPS Paternity Leave Application Form

Applicant's name:		Employee Code:		DATE:	
Designation:		Unit:		Address while on leave:	
From (date)	To (date)	Duration	No. of live issues as on date <i>(if applicable)</i>		
			Name:		
			Gender:		
			Age:		
Signature of Applicant					
<i>For Office Use</i>					
Balance Leave as on ...					
<b>Recommending authority</b> <i>(Sign &amp; Date)</i>			<b>Sanctioning authority</b> <i>(Sign &amp; Date)</i>		



**ANNEXURES – CHAPTER 9 : TRAINING & DEVELOPMENT POLICY**

## ANNEXURES : JSLPS Training Need Assessment Format

Unit / Location:			For the Year of:
Participants details (designation / section):		Number of staff for whom training is required:	Level:
<b>Type of Training</b>	<b>Core Training</b> (Without which the Job cannot be performed)	<b>Development needs</b> (Helps in enhancing Job effectiveness)	
<b>Technical / Functional areas</b> (Subject / Theme / operational issues)	<b>For instance:</b> 1. Promoting higher order community institutions 2. Sustainability of community institutions 3. MIS for community institutions	<b>For instance:</b> 4. Project Planning & Management Techniques 5. IT Skills 6. Convergence with line departments	
<b>Managerial / Soft Skills</b>	<b>For instance:</b> 1. Leadership skills for DPMs 2. Counseling Skills for HR 3. Communication skills for PRS/ PTS / JE and PO	<b>For instance:</b> 1. Team building Skills for POs 2. Presentation Skills for State Team members	

## JSLPS Annual Training Calendar

Month / year	Program Title	Participants (Level and nos)	Training Type (In-house/ External)	Trainer (Internal / external)	Dates and Venue	Expected budget
APRIL						
MAY						
JUNE						
JULY						
AUGUST						
SEPTEMBER						
OCTOBER						
NOVEMBER						
DECEMBER						
JANUARY						
FEBRUARY						
MARCH						

Total no. of Training days for the year:

<b>JSLPS Training Programme Schedule</b>
--

Programme Title	
Venue	

Dates & Duration	
Participant Group	
Name of Coordinator	
Training Conducted by (TIA/ BIPARD/ Resource Persons)	

Day & TIME	TOPIC	OBJECTIVE	METHODOLOGY	READING MATERIAL	FACILITATOR
	Registration	Name, Designation	Writing and signing in the register	File or bag, scribbling pad, pen, Programme Schedule	Training coordinator
	Welcome and Inaugural Address (CEO)	Setting of tone for the programme	Lecture	-	CEO
	Introduction and Expectation from the participants	-To help the participants get rid of tensions related to coming to this event & To get all the participants to make their presence felt publicly -The trainers to clarify which of the stated expectations from the workshop they are likely to meet, and which not.	Micro Lab - Ice breaking exercises each participant could write his/her name on sticker and display Expectation from the participants (knowledge, skills, admin issues and any other issues)	A copy of the expectations from the participants can be distributed to the participants	Training and Resource Specialist

*(provided as an illustration)*

## JSLPS Training Activity Checklist

Programme Title	
Venue	
Dates & Duration	
Participant Group	
Name of Coordinator	
Training Conducted by (TIA/ BIPARD/ Resource Persons)	

S. No.	ACTIVITY DETAILS (suggestive)	PLANNED DATE	FINISH DATE
<b>PRE-TRAINING ACTIVITIES</b>			
1.	Venue fixing and organizing		
2.	Resource persons communication		
3.	Resource persons confirmation		
4.	Communication to participants		
5.	Course material preparation and making photocopies/ CDs/ stationary		
6.	Inauguration planning and logistics for field visits		
7.	Audio- visual equipment planning		
8.	Food & refreshments planning		
9.			
10.			
<b>DURING TRAINING ACTIVITIES</b>			
11.	Venue preparation		
12.	Stationary (Welcome Kit)		
13.	Training register maintenance		
14.	Logistics for Resource persons		
15.	Participants facilities		
16.	Feedback forms collection and administration		
17.	Other Logistics (food, stay, travel etc.)		
18.	Valedictory/ certificate distribution		
19.			
<b>POST TRAINING ACTIVITIES</b>			

<i>S. No.</i>	<i>ACTIVITY DETAILS (suggestive)</i>	<i>PLANNED DATE</i>	<i>FINISH DATE</i>
20.	Training expenses settlement		
21.	Training records updating		
22.	Feedback analysis		
23.	Training Completion Report (TCR) with suggestions		
24.			

Signature

Name of Training Coordinator







## JSLPS Training Feedback Form- Individual

Programme Title	
Venue & Dates	
Training Conducted by (Name of Trainers)	
Participants Name & Designation ( <i>Optional</i> )	

Evaluate the following factors on a five-point scale:

1 = Poor    2= Average    3= Good    4= Very good    5= Excellent

Sl. no	Factors	1	2	3	4	5
1	Programme contents					
2	Methodology (Cases/ role play / Presentation/ group task /lectures etc.)					
3	Trainer effectiveness/ Name of Trainer# T1. T2. T3.					
4	Usefulness of Programme					
5	Course material					
6	Field Visits (if any)					
7	Time Management					
8	Programme arrangements (food, venue and logistics)					
9	Overall rating of the programme					

Any other suggestions to improve this programme: *(use the back page to give inputs on key learning, & any further support required to implement the learnings from training)*

# Feedback on the trainer about his/her teaching style, preparation, presentation skills, art of convincing, way of interacting with the participants, keeping of healthy learning atmosphere, time keeping etc.

## JSLPS Training Feedback Form- Consolidated

Programme Title	
Venue & Dates	
Training Conducted by (Name of Trainers)	
Participants Name & Designation (Optional)	

**Overall % of responses:**

1 = Poor    2= Average    3= Good    4= Very good    5= Excellent

Sl. no	Factors	1	2	3	4	5
1	Programme contents					
2	Methodology (Cases/ role play / Presentation/ group task /lectures etc.)					
3	Trainer effectiveness/ Name of Trainer T1. T2. T3.					
4	Usefulness of Programme					
5	Course material					
6	Field Visits (if any)					
7	Time Management					
8	Programme arrangements (food, venue and logistics)					
9	Overall rating of the programme					

Any other suggestions to improve this programme: *(use the back page to consolidate feedback from participants)*

Name & Signature of Training Coordinator

Copy to: Nodal Person/Training Resource Organization/ SPM - HR

**ANNEXURES – CHAPTER 10 : PERFORMANCE MANAGEMENT POLICY**

JSLPS Performance Assessment : Individual Assessment Sheet – Achievement of KPIs

(Indicative ONLY – filled assessment sheet for guidance)

Name of Staff	Staff Id	Designation	Place of Posting
DDDDD		Cluster Coordinator	TTTT

S No (a)	KRAs (b)	KPIs (c)	Means of Verification (d)	Weight Assigned (e)	Target for the Year (f)	Achievement		Weighted Score (h/f*e)
						Self certification (g)	Reviewing Officer (h)	
A.1	Social Inclusion	% of poorest Households within SHGs	As per MIS records	20	50%	48	48	19.2
A.2		No. of VOs formed	As per MIS records	10	20	16	16	8.0
A.3	Financial Inclusion	% of SHGs above 6 months old with Bank Accounts	As per MIS records	15	100%	85%	85%	12.75
A.4		% of SHGs above 6 months received Programme Funds (CIF)	As per MIS records	15	100%	80%	80%	12.0
A.5		% of SHGs above 6 months received Bank Loans	As per MIS records, Social Audit Reports	15	50%	30%	30%	9.0
A.6		% of SHGs with 100% regular savings	As per SMS report / MIS records	10	100%	90%	90%	9.0
A.7		% of SHGs with loan repayment above 95%	As per MIS records	15	100%	80%	80%	12.0
<b>TOTAL SCORE ((max 100)</b>				<b>100</b>				<b>81.95 say 82</b>

Note :

The MOVs would flow from the) MIS records, registers and reports submitted.

**Signature :**

Employee Name :	
Reporting Officer's Name :	

Written Report on Constraints/ Challenges Faced and areas of capacity building required (to be filled by employee being assessed)

**JSLPS Performance Assessment : Individual Assessment Sheet – Performance Review by Reporting Officer**

**(Indicative ONLY – filled assessment sheet for guidance)**

Name of Staff	Staff Id	Designation	Place of Posting
DDDDD	****	Cluster Coordinator	TTTTT

Personal and Technical Attributes with indicative (baseline scores )	Score	Remarks/ Comments by Reporting Officer
Quality of Work Performed (10)	8	Has spent considerable time and efforts to ensure the quality of work done is good. Has ensured that the beneficiaries have included the poorest, made efforts to ensure payments are received on time.
Self Initiative and Commitment towards Work (5)	3	Does whatever he is told to do, but rarely shows initiative to do anything on his own
Job Knowledge & Skill Level (5)	4	Fairly good skills in working with community, good at conducting social audits
Team Work (5)	2	Never offers to support team members, neither seeks any support from them
<b>TOTAL SCORE (max 25)</b>	<b>17</b>	

**Other Comments of the Reporting Officer including areas for improvement and capacity building**

**Name & Signature of Reporting Officer :**

Weak	Need Improvement	Satisfactory	V. Satisfactory	Excellent
0 marks	2 marks	3 marks	4 marks	5 marks
Consistently falls to	Does not meet	Meet	Exceed requirements	Consistently exceeds

meet requirements	requirements	requirements	(proactive)	requirements
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JSLPS Performance Assessment : Qualitative Assessment Sheet for Field Teams

(Indicative ONLY – filled assessment sheet for guidance)

<b>Name of Field Unit</b>	<b>ABC</b>		
<b>Cluster/ Block</b>	<b>PQR Block</b>	<b>District</b>	<b>XYZ Dist</b>
<b>Panel Members</b>			
<b>1</b>	<b>AAA</b>		
<b>2</b>	<b>BBB</b>		
<b>3</b>	<b>CCC</b>		

<b>SI No</b>	<b>Quality Parameters ( max scores of 5 each equally across the attributes)</b>	<b>Score by Team Members</b>			
		<b>Member 1</b>	<b>Member 2</b>	<b>Member 3</b>	<b>Overall average Score</b>
1	Quality of physical works undertaken under the programme	5	4	4	4.33
2	Quality of planning and relevance of works undertaken	4	4	4	4
3	Involvement of the poorest in works	4	3	4	3.67
4	Quality of Social Audit done, capacity of social audit committee	4	3	3	3.33
5	Perception of Transparency and fairness among the community in works undertaken	4	4	4	4
	<b>TOTAL Score (max 25)</b>				<b>19.33</b>

**Comments by Team on areas for future capacity building**

**Signature of Panel Members**

<b>Name</b>	<b>Signature</b>
1 (Panel Leader)	
2 (Member 1)	
3 (Member 2)	

### JSLPS Individual Performance Assessment: Consolidation Sheet

**(Indicative ONLY – filled assessment sheet for guidance for field teams where field level qualitative assessments also apply)**

Name of Staff	Staff Id	Designation	Place of Posting
DDDDDD		Cluster Coordinator	TTTTTT

S No		Weightage (as per clause 10.7.8)	Score Obtained	Weighted Score( score obtained /max score * weight )
<b>A</b>	<b>Achievement of KPI</b> ( <i>max 100</i> )	50	82	<b>40</b>
<b>B</b>	<b>Performance Review by Reporting Officer</b> ( <i>max 25</i> )	25	17	<b>17</b>
<b>C</b>	<b>Qualitative Assessment of Performance (based on team score)</b> ( <i>max 25</i> )	25	19.33	<b>19.33</b>
	<b>TOTAL PERFORMANCE SCORE</b>			<b>76.33</b>
	<b>PERFORMANCE GRADE</b>			<b>B</b>

Areas for Improvement and Capacity Building

Name & Signature of HR Person :

**ANNEXURES – CHAPTER 11 : STAFF TRANSFER POLICY**

## JSLSP Transfer Order

To...

Date :

Dear....

This is to inform you that you have been transferred to a new location in the best interest of JSLPS. Please see the details of the transfer order given below, and refer to the Transfer Policy to avail transfer allowances.

	Name of Staff	
	Employee ID	
	Current Designation	
	Current Place of Posting	
	Transferred to (Name of Unit, Block, District)	
	Designation at new place of posting	
	Additional Allowances/ changes in salary/ benefits (if any)	
	Date of Joining at new Location	
	Reporting Authority	

You should produce this letter to your reporting offer at the time of joining.

(Name of Competent Authority)

Signed

Copies to:

PI add Unit Heads \_\_\_\_\_

HR \_\_\_\_\_

Accounts –

Applicant's name:	Employee Code:	Present place of work:	
Designation:	Unit:	Reporting to:	
<b>Transfer Particulars</b>			
<b>From</b>	<b>To</b>	<b>Type of transfer</b> ( <i>Mutual/ on request/ Admin.</i> )	<b>Reasons for transfer</b>
Likely Date Of Joining at new place of posting:			
Sign. & Date			
	<b><i>Applicant</i></b>	<b><i>Received by / Forwarded by</i></b>	<b><i>Approved by</i></b>

JSLPS TRANSFER REQUEST FORMAT

**ANNEXURES – CHAPTER 12 : STAFF GRIEVANCE REDRESSAL POLICY**

## JSLPS GRIEVANCE REGISTER

Unit	District
------	----------

S.No	Date Of Grievance	Grievance From (Name, Designation)	Brief Details of Grievance	GR receipt no and date	Details of Action Taken	Grievance Disposal Date	Whether Grievance was sent for Appeal, if Yes Action Taken by Appellate GRC

Maintained by:

For JSLPS

## JSLPS Grievance Registration Format

Unit		District	
		Date	
Applicant's Name			
Designation			
Employee Code			
Grievance Details			
<i>Date &amp; Signature of Applicant</i>		<i>Date &amp; Signature of Nodal Person of GRC</i>	
		Grievance No:	

**JSLPS Grievance Format: Finding of the GRC & Action Taken Report**

Unit		District	
		Date	
<b>Grievance No. &amp; Date</b>			
<b>Brief Summary of Grievance</b>			

**Findings/ Recommendations of the GRC:***(use additional pages if required)*

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**List of Supporting Documents:**

**Action Taken by the GRC**

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Signatures of GRC Members

<b>Chairperson</b>	
Member 1	
Member 2	

I am satisfied by the Recommendation of the GRC and Action Taken to redress my Grievance.	I am not satisfied by the Recommendation of the GRC and Action Taken to redress my Grievance.
Date & Signature of the Applicant	Date & Signature of the Applicant

<b>JSLPS Grievance Appeals Format</b>
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Unit		District	
------	--	----------	--

		Date of Appeal	
Applicant's Name			
Designation			
Employee Code			
Grievance No.		Date	
Date of GRC Meeting & Redressal			
Reason for Appeal			
Date & Signature of Applicant	Date & Signature of Nodal Person of GRC		
	Grievance Appeal No:		

**ANNEXURES – CHAPTER 13 : STAFF DISCIPLINARY CONTROL POLICY**

## JSLPS Misconduct Report Format

Unit		District	
		Date	
Applicant's Name & Designation			
Employee Code of applicant ?			
Details of Misconduct	Name of Employee alleged with misconduct:		
<i>Date &amp; Signature of Applicant</i>		<i>Date &amp; Signature of DA</i>	
		Misconduct Complaint No (To be noted by HR or equivalent unit):	

**JSLPS Warning Letter Format**

To

Name & Employee Code .....

Address .....

It has been reported that you \_\_\_\_\_(mention details of the misconduct)

Such a conduct is against the policies of JSLPS and you are hereby warned in your own interest not to repeat such conduct in future.

If the same is brought to our notice again, we shall have no option but to initiate disciplinary proceedings against you as per the Disciplinary Policy of JSLPS.

For JSLPS

AUTHORISED SIGNATORY

## Notice to Staff – Initiation of Dismissal in case of Desertion

To

Name of Employee & Employee Code

Date :

Address:

Dear \_\_\_\_\_

It has been brought to our notice that you have been absent from duty without any authorization from the date (mention date).

We have made continuous efforts to contact you over phone/ email and persons known to you, but have failed to reach you.

A notice was sent to you on \_\_\_\_\_ by registered post and again on \_\_\_\_\_ by registered post at the address mentioned in your personal records, but we have received no replies to those notices.*(remove/ modify this paragraph in case of first/ second notice)*

You are hereby directed to report to your duty station with an explanation of your unauthorized absence, before \_\_\_\_\_ *(mention date – atleast fifteen days from the issue of the letter)*, failing which we shall initiate dismissal proceedings as per JSLPS HR Policies.

For JSLPS

(Competent Authority)

## JSLPS : Public Notice to Staff – Initiation of Dismissal in case of Desertion

Ref No:

Date:

Name of the Employee : \_\_\_\_\_, Son/ Wife of \_\_\_\_\_, Address\_\_\_\_\_.

**This is to inform you that an enquiry** is under process against you due to your **unauthorized absence** from working place from \_\_\_\_\_ up till now. In this regard as per residential address in your service record, a registered letter has been sent to your home address. But the registered letter dated \_\_\_\_\_ (and dated \_\_\_\_\_) has been returned by the postal department to this office. Therefore it is being informed to you through this publication in newspaper that \_\_\_\_\_ ***(mention final date of appearance for enquiry)*** has been fixed for **enquiry** in this regard. Please present yourself before the undersigned on above date or put up your representation to the undersigned on or before the above otherwise ex-parte decision may be taken against you.

For JSLPS

*JSLPS : Letter to Staff : Dismissal in case of Desertion*

**To**  
**Name of Employee**  
**Address**

**Date:**

Sub : Dismissal due to unauthorized absence from work

An enquiry was conducted by us due to your unauthorized absence from work since \_\_\_\_\_. Information was sent you to through registered posts on \_\_\_\_\_ and \_\_\_\_\_ (dates of letter issued). A public notice was released in \_\_\_\_\_ (name of newspaper), dated \_\_\_\_\_, directing to you to report for the hearing of the enquiry.

Since you have not reported for the enquiry, nor have sent any communication in this regard, based on the recommendation of the enquiry committee, you are hereby dismissed from service with effect from \_\_\_\_\_.

You may collect your dues, if any, and settle your account on any working day during the office hours from Accounts Department.

For JSLPS

(Authorized Signatory)

## JSLPS Charge Sheet Format

To

Name & Employee Code .....

Address .....

It is reported against you that on \_\_\_\_\_ (*date/ or if this behaviour is being observed over a period, mention the period*) you \_\_\_\_\_ (*mention clearly the act or acts of misconduct alleged*).

The acts, as alleged above to have been committed by you, amount to misconduct which, if proved, would warrant disciplinary action against you as per the Disciplinary Policy of JSLPS. Accordingly, you are hereby required to show cause within \_\_\_\_\_ days of the receipt hereof as to why you should not be dismissed or other wise punished.

Should you fail to submit your written explanation to the undersigned, it will be presumed that you admit the charges and have no explanation to offer and the matter will be disposed of without any further reference to you.

Since the charges, leveled against you, are of grave and serious nature, you are hereby suspended pending further proceedings and final orders in the matter.

The receipt of this letter should be acknowledged.

*For JSLPS*

*AHTOHRISED SIGNATORY*

## JSLPS Appointment of Inquiry Committee - Format

To  
Name of Inquiry Committee Member  
Address

Date:

Dear...

A disciplinary complaint has been initiated against \_\_\_\_ (name of Employee, employee code and unit) for \_\_\_\_ (details of misconduct).

A preliminary investigation has been conducted under my orders and the report has been filed (attached herewith).

As per the Disciplinary Policy of JSLPS, I hereby appoint you as a member of the Inquiry Committee to go through the investigation report, call the employee concerned for a hearing and submit your report within fifteen days.

For JSLPS  
Name of DA

CC : SPM – HR

## JSLPS Appointment of Presenting Officer for Disciplinary Complaint - Format

To

Date:

Name of Presenting Officer

Address

Dear...

A disciplinary complaint has been received against \_\_\_\_ (name of Employee, employee code and unit) for \_\_\_\_ (details of misconduct). The complain report is attached herewith.

As per the Disciplinary Policy of JSLPS, I hereby appoint you as a presenting officer to conduct a preliminary inquiry into the complaint and submit your report within fifteen days.

For JSLPS

Name of DA

CC : SPM – HR

**JSLP Misconduct Investigation – Preliminary Investigation Report to the DA (by  
Presenting Officer)**

Name & Designation & Unit of the Employee Concerned	
Misconduct Complaint No. & Date	
Reported by	
Brief Summary of Misconduct	

**Findings of the Presenting Officer:** *(use additional pages if required)*

Name & Designation of Presenting Officer:

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**List of Supporting Documents:**

**Date & Signature of the Presenting Officer :**

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**Recommendation of DA :**

<b>Recommended to Close the Complaint</b>	
<b>Recommended to form an Inquiry Committee</b>	

**Date & Signature of the DA :**

CC : SPM – HR; Unit Head;

**JSLPS Misconduct Investigation : Report of the Inquiry Committee Findings & DA's  
Recommendation**

**Date of Report:**

Name & Designation & Unit of the Employee Against whom misconducted complain has been made	
Misconduct Complain No. & Date	
Brief Summary of finding of Investigation report by Presenting Officer	

**Findings of Inquiry Committee :** *(use additional pages if required)*

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**Name & Signature of Inquiry Committee Members**


**Final Recommendations of the DA :**

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**Date & Signature of DA :**

CC : SPM – HR; Unit Head; Reporting Officer

**ANNEXURES – CHAPTER 14 : STAFF EXIT POLICY**

## JSLPS : No Dues Certificate

Name of the EMPLOYEE	
EMPLOYEE Code	
Designation & Level	
Unit Posted at	
Date of Termination	
Reason for Termination	

Please tick the relevant item if **Applicable (A)**. Cross the items, which are **not applicable (NA)**

S. No.	Item	A /NA	Signature of the authorized person
<b>Checklist for Administration</b>			
	Keys to table / cabin, etc.		
	Location of files- soft copies and hard copies		
	Submission of reports, books		
<b>Checklist for Finance/Accounts</b>			
	Removal of authority to sign cheques		
	No due certificate for financial settlements		
	Issue of TDS certificate (Form 16)		
	Submission of Cheque Book in possession, if any		
<b>Checklist for Unit Head/ HR Personnel</b>			
	Handing over of charge (by Reporting Officer)		
	No dues from the departments		
	Waiving off of Notice period (if required)		
	No dues from Accounts		
	Surrender of Identity Card (		
	Issue of Resignation acceptance letter		

This is to certify that Mr./Ms. \_\_\_\_\_ has cleared all the dues and doesn't hold any materials related to the organization. Hence he/she can be relieved from the present responsibilities.

**Date :**

**Unit Head**

## JSLPS FULL & FINAL SETTLEMENT FORMAT

UNIT			
EMPLOYEE NAME.			
EMPLOYEE CODE		DESIGNATION	
DATE OF JOINING		DATE OF LEAVING	
REASON FOR LEAVING			
P.F. No.		ESI NO, (if any)	
Last Salary paid			
<b>A. PAYMENT PARTICULARS</b>	DAYS	AMOUNT (Rs.)	REMARKS
(i) Salary – current ( Pro-rata based on attendance for the Month)			
(ii) Salary arrears if any			
<b>Total (A)</b>			
<b>B. OTHER DUES</b>			
Earned Leave Encashment			
Other Leave Encashment			
Gratuity			
Notice Pay / Ex-gratia			
Bonus			
Other			
<b>Total (B)</b>			
<b>C. GRAND TOTAL (A + B)</b>			
<b>D. DEDUCTIONS</b>			
Unserved Notice Pay			
P.F.			
ESI			
TDS			
Loan			
Advances			
Other Recoverables from Employee			
<b>Total (D)</b>			
<b>E. NET PAYABLE (C – D)</b>			
Accounts Department	HR Dept	<b>Approved BY</b>	
Prepared By	Checked By	Name & Designation	

## JSLPS RELIEVING LETTER

Letter No

Date:

Name:

Address

To,

Dear (Name),

***Sub: Relieving Letter***

This is with reference to your resignation letter dated ....., stating your decision to resign from the organization due to ..... (*Mention reasons if required to be specified*).

Your request has been accepted, and you are relieved from the services of the organization with effect from .....

Your service certificate is enclosed.

We thank you for the contribution made to the organization and wish you the best for your future.

Yours truly,

For **JSLPS**

*Competent Authority*

### JSLPS Employee Experience Certificate

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Reference Number

Date :

Name	
Designation	
Date of Joining	

Date of Relieving	
Gross Salary on date of relieving	
Main responsibility and areas of experience	
Conduct / Remarks	

For JSLPS

*Competent Authority*

**JSLPS : EXIT INTERVIEW FORM**

Date: \_\_\_\_\_

<b>Name of Employee</b>	
<b>Employee Code</b>	
<b>Designation and Level</b>	
<b>Unit Last Posted at</b>	
<b>Total Duration of employment with JSLPS</b>	
<b>Interviewer</b>	
<b>Interviewer's Designation</b>	

1. Overall how would you rate your work experiences with JSLPS ?



8. What should be done in order to improve morale in your unit?

9. What were the 3 main expectations you had when you decided to join JSLPS organization?  
To what extent were they fulfilled?

10. What do you think is the main reason/s for you to leave?

11. Anything else you would to share with us?