

**CHAPTER 1: AN INTRODUCTION TO THE HUMAN RESOURCE DEVELOPMENT (HRD) MANUAL OF HSRLM**

- 1.1.** Haryana State Rural Livelihoods Mission has been set up to implement NRLM interventions across the state. The State Mission is a registered Society having its implementation units at state, district and block level. As per mandate of the mission, these implementation units are manned with dedicated professional teams. The members of these teams are drawn from open market as well as from State Government on deputation. The team members are working together to reduce the incidence of poverty among the poor. To facilitate their work in a better way, HSRLM needs to institutionalize standard HR practices within the Society. Therefore, a Human Resource Manual is required by the Society to guide all HR matters and maintain the transparency, accountability and equality while dealing with the Human Resources.
- 1.2.** This manual is based on the HR manual framework issued by the NMMU-NRLM (MoRD, GoI) to different SRLMs. Best efforts have been made to incorporate the suggested guidelines mentioned in this framework. The manual has been drafted in a way so that the existing HR practices should also be well integrated and modified wherever necessary to compete with contemporary standard HR practices with other SRLM.
- 1.3.** HSRLM understands that the mission works for the empowerment of the poor. For the purpose, certain processes are crucial to meet this objective. If these processes are patiently followed, they ensure the desired results. To make this happen, it is important to carefully handle the most critical asset – Human Resources. Therefore, in a mission like NRLM, the motivation of ‘staff’ is very much crucial. A well structured HR manual gives a suitable environment through which such motivation could be retained. The objective of the HSRLM Human Resource Manual is to help the Society to in build an organization that promotes –
- A culture of attitude with excellence, 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 of human aspiration, whether mandated or not.
- 1.4.** HSRLM 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.
- 1.5.** The information provided in this manual would serve as guidelines and would be subject to change, from time to time as HSRLM grows as an organization. Therefore this manual should be treated as a dynamic document. The Executive Committee/Governing Body reserves the right to modify the provisions of this manual as and when required.
- 1.6.** This HRD Manual aims to ensure that the best available talent is attracted to work in HSRLM, 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. The CEO-HSRLM shall be the custodian of this manual. The final interpretation of this provision mentioned under this manual shall vest with CEO - HSRLM, who may consult the Executive Committee, at his/ her discretion.

## CHAPTER 2: THE HSRLM SOCIETY AND ITS STRUCTURE

### 2.1. The HSRLM Society

2.1.1. THE HARYANA STATE RURAL LIVELIHOODS MISSION (HSRLM) established as a society registered under the Haryana Registration and Regulation of Societies Act, 2012 for promotion, coordination, implementation, monitoring and evaluation of livelihood programs/projects/schemes in the state under administrative control of Rural Development Department, Government of Haryana with the following objectives:

2.1.2. The Society shall function as the apex coordinating organization for the implementation of the National Rural Livelihoods Mission (NRLM). The society shall have the following specific objectives:-

- a) Alleviate poverty of poor men and women by improving their capacities and opportunities to participate in and control their own development.
- b) To make necessary interventions to empower active affinity based groups of disadvantaged people.
- c) To make necessary interventions to create income security opportunity for the rural poor.
- d) Through village institutions collaborate and influence Panchayati Raj Institutions (PRIs) to become more effective, accountable and inclusive.
- e) Bring about coordination, convergence and synergy among the various components of different poverty alleviation programmes of the State and Central governments with a view to accelerating programmes towards elimination of poverty in the state.

2.1.3. Haryana State Rural Livelihoods Mission (HSRLM) is led by its General Body (GB) that is chaired by Honorable Chief Minister, Govt. of Haryana, from which a more functional Executive Committee (EC) that will be presided over by Chief Secretary, Govt. of Haryana, has been formed for taking all policy level decisions and advising the functionaries of the society. Representatives from the Government of Haryana, Banks, Development Institutions and Civil Society form the Executive Committee of the Society. The day-to-day management of the HSRLM is carried out by the Chief Executive Officer (CEO) and his/her team of Officers.

### 2.2. Organizational Structure

As suggested under NRLM framework, HSRLM will have three tiered implementation structure at state, district and block level. The implementation structure will be as follows.

#### 2.2.1. State Mission Management Unit (SMMU)

HSRLM, Haryana has constituted SMMU at the state level, headed by a full-time Chief Executive Officer. The CEO is supported by a Project Director, Chief Operating Officer (COO) and a multidisciplinary SMMU team comprising of experts in Social Mobilization, Livelihoods; Skill Training & Capacity Building; Micro- Finance; Monitoring & Evaluation; HR & Administration; Accounts & Financial Management; MIS & IT and the Support Staff. There will be provision for staff on deputation from the State Government. The managerial position of finance domain will be preferred through deputation process. Remaining positions at SMMU will be filled either by hiring the persons from the market or from the Government on deputation basis, with specific terms of reference.

### 2.2.2. District Mission Management Unit (DMMU)

A multi-disciplinary team will be placed at DMMU. The unit will be led by the District Mission Director and supported by District Program Managers and District Functional Managers. These functional managers will be drawn with experience in Training & Capacity Building, Monitoring and Evaluation and Micro-Finance. Support staff will be also be placed to facilitate administrative functions.

### 2.2.3. Block Mission Management Unit (BMMU)

BMMU at Block level will be led by a Block Programme Manager (BPM). S/he will be recruited from the open market or placed on deputation from the State Government/Bank. The prime responsibilities of block unit will include: identification of the poor through PRA, mobilizing all poor households into SHG fold; strengthening existing and new SHGs, identification of resource persons to be trained as CRPs, building VOs and other institutions of the poor at various levels; and building capacities of these institutions.

## 2.3. Categorization and Strength of Staff and Creation of Post in HSRLM

- 2.3.1. All staff in HSRLM would be categorized into different levels, depending on the seniority and responsibilities. At present, staff has been categorized from Level I to Level IV.
- 2.3.2. All posts under HSRLM were initially created with the approval of the Finance Department and subsequent changes were made with the approval of Executive Committee. The demand for new posts would be finalized by the CEO in consultation with the state team and placed before the EC for approval. The appointing authority for all post (except CEO position) will be the CEO-HSRLM. Each level of staff will have a reporting authority.
- 2.3.3. At present HSRLM has filled posts which are required for the present for implementing various activities under NRLM. The posts will be filled up in phases as per requirement in future keeping in view the expansion of the programme activities. The approved staff structure is comprehensively described in the table given below.

<u>At SMMU</u>					
	<b>Designation</b>		<b>Number</b>		<b>Level</b>
i.	Chief Executive Officer	-	1		I
ii.	Chief Operating Officer	-	1		I
iii.	Project Director	-	1		I
iv.	State Program Managers	-	9		I
v.	Mission Managers	-	6		II
vi.	Manager (Fin.)/ HR	-	2		II
vii.	Young Professionals	-	4		III
viii.	Accts. / Sub Accts.	-	2		III
ix.	MIS Assistants	-	5		III
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	<b>TOTAL</b>		<b>31</b>		

**At DMMU**

<b>Designation</b>	<b>Number</b>	<b>Level</b>
i. District Program Manager	- 1	II
ii. District Functional Managers	- 3	II
iii. Acct.	- 1	III
iv. YP	- 1	II
v. MIS Assistants/DEO	- 2	III
vi. Peon	- 1	IV
<b>TOTAL</b>	<b>9</b>	

**At BMMU**

<b>Designation</b>	<b>Number</b>	<b>Level</b>
i. Block Program Manager	- 1	II
ii. MIS Assistant	- 1	III
iii. Block Cluster Co-ordinators	- 3	III
<b>TOTAL</b>	<b>5</b>	

In addition to the above, the support staff namely office attendant and part time sweeper may be engaged, one each per office locally. Likewise, chowkidar may also be required to be engaged locally for training centres of HSRLM. These posts will fall under level IV.

The posts of BCC and other posts of Level IV shall be eventually off loaded to CBOs (Community Based Organizations) namely Village Organization, Cluster Level Federations and Block Level Federations of SHGs.

Any change in the no. of posts due to requirements of the Mission/ programmes may be made with the approval of the Chairperson, HSRLM.

## CHAPTER 3: RECRUITMENT AND SELECTION POLICY

### 3.1 Definitions

- **Recruitment:** The process of defining a job vacancy, identifying and hiring the best-qualified candidates (from within or outside of an organization) for a job or a vacancy, in a most timely and cost effective manner.
- **Selection:** A process of choosing the most appropriate candidate from the universe of candidates who have applied to fill the post.
- **Internal Recruitment & Selection:** This refers to the process of recruitment and selection from the existing pool of staff within HSRLM, to fill up a vacancy.
- **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 HSRLM.
- **Deputation:** This refers to the process of filling a vacancy by inviting and appointing staff serving in any department/ corporation of Government of Haryana or PSU Banks.
- **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.

### 3.2 Reasons for Recruitment

- **Vacancy:** A vacancy caused by the exit of an existing incumbent, for any reason such as resignation, transfers, promotions etc.,
- **Expansion:** Need of recruitment arising out of expansion in the work of HSRLM 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.

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

- **Internal Recruitment & Selection:** Internal recruitment, from amongst the employees of HSRLM, is one of the sources / modes for recruitment. This mode may be generally adopted when knowledge of internal working and operations of HSRLM 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 HSRLM.
- **External Recruitment & Selection:** HSRLM, at its discretion may follow this approach when desired human resources are not internally available or HSRLM wishes to obtain a larger pool of talent from the open market.
- **Campus Recruitment & Selection:** This may be a preferred mode for hire to entry-level positions and for Young Professionals.
- **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.

- **Hire of Manpower/ Staffing Agencies to provide human resources for HSRLM:** 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 HSRLM.

HSRLM 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.

### 3.4 Guiding Principles & General Conditions for all Recruitment and Selection (R&S)

- All recruitment action requires the existence of an approved post. It may be noted that creation of new posts can be approved only by the EC of HSRLM.
- 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.
- No recruitment can be undertaken unless there is a post duly approved by the EC or the competent authority as decided by the EC. The CEO may undertake recruitment and appointment only when post has been created with the approval of the EC.
- All recruitments and selection shall adhere to the reservation norms of the state .
- 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 prepared by the CEO through the HR and Administrative Unit in due consultation with the PD and functional / domain managers. JDs for the position of the CEO shall be approved by the President – EC. The JDs for all other positions shall be approved by the CEO.
- The initiation of recruitment, for approved posts, across all levels can be undertaken only with the approval of the CEO HSRLM. The activities and processes relating to recruitment may be decentralized but the proposal for recruitment and the Job Description-JD and the selection process would need the formal approval of CEO, HSRLM before execution, by any field level administrative Unit or a functional Unit of the state. CEO-HSRLM would be the competent authority to issue of contracts, on completion of the recruitment and selection process.
- HSRLM 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/ person willing to come on deputation) would be the norm, unless otherwise decided for suitable reasons.
- The recruitment and selection process in HSRLM would ensure the following:
  - *Fair and equal opportunity to all eligible candidates, irrespective of religion, faith, caste, tribe, creed, gender, region, etc.*
  - *Encourage women to apply and provide equal opportunity to women for selection, at all levels.*
  - *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.*
  - *The Recruitment and Selection process would maintain the highest level of transparency and fairness.*

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

**3.5 HR Agency:** HSRLM may choose to hire the services of an HR agency to provide support HSRLM 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. HSRLM 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.

**3.6** To support the recruitment and selection process in HSRLM, the following committees may be formed:

- **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. CEO would constitute the screening committee as and when required.
- **The Interview Committee-** is established to interview the final shortlisted candidates, empanelled after a series of selection processes before the interview.

HSRLM shall take up staff recruitment at all levels at a phased level in sync with the progress of implementation of NRLM.

- a. For level I posts, however the interview of the final shortlisted candidates shall be undertaken by a panel headed by ACS (RD)-cum-Vice Chairman, HSRLM. The panel shall include :-

- i) CEO
- ii) Independent professional from the relevant field
- iii) NRLM representative from NMMU.
- iv) Representative of the community as a senior woman and a senior SC/ST functionary.

This panel shall be approved by the Additional Chief Secretary (RD)-cum-Vice-chairman of HSRLM.

- b. For level II and III posts, however, the CEO shall approve the panel keeping in view the aforesaid criteria.



- **Qualifications and Experience for different posts:-**

<b>Level</b>	<b>Designation</b>	<b>Qualification</b>	<b>Years of Experience</b>
<b>I</b>	<b>PD</b>	Post Graduate Degree/ Diploma in Management, Economics, Commerce, Social Work, Rural Development or law graduates. In the case of senior retired officer, he should be having post graduate degree and being sr. HCS officer having worked as ADC/IAS officer or GM/DGM in PSBs.	15+ years of experience of organizing and managing Rural Development at a senior position.
	<b>COO</b>	Post Graduate Degree/ Diploma in Management, Economics, Commerce, Social Work, Rural Development or law graduates. In the case of senior retired officer, he should be having post graduate degree and being sr. HCS officer having worked as ADC/IAS officer or GM/DGM in PSBs.	15+ years of experience in organizing and managing livelihood promotion activities in farm / non-farm organized sector at a senior position.
	<b>SPM</b>	Post Graduate Degree in Management, Economics, Agriculture, Social Work, Commerce, Finance, Rural Development or MBA/ post graduate diploma in Management in 1 <sup>st</sup> Division.	9+ years of experience in Rural Development in the areas of Project Appraisal, Monitoring and Evaluation, Management Information System, Financial Inclusion, Training and Capacity Building , HR and Finance/ Accounts. (Field experience of minimum 5 years and experience at higher level in the organizations for minimum 4 years).
<b>II</b>	<b>Mission Managers</b>	Post Graduate Degree in Management, Economics, Agriculture, Social Work, Commerce, Finance, Rural Development or MBA/ post graduate diploma in Management in 1 <sup>st</sup> Division.	7+ years of experience in livelihood promotion and Project Management in Rural Development.
	<b>DPM</b>		7+ years of experience of state/ district level functioning in rural development/ banking.
	<b>DFM</b>		5+ years of experience of state/ district level functioning in rural development/ banking / training and capacity building/ project management.



	<b>BPM</b>		3+ years of experience of state/ district level functioning in rural development/ banking / training and capacity building/ project management.
<b>III</b>	<b>BCC</b>	Graduate in 1 <sup>st</sup> Division.	2+ years of experience of rural development
	<b>YP/ NRLM fellows</b>	Post Graduate Degree in Agriculture/ Rural Development in 1 <sup>st</sup> Division.	1+ years of relevant field
	<b>MIS Assistant</b>	B.Tech/ M.Tech (Computer/ IT/ Electronics), MCA/ MSC IT/ computer in 1 <sup>st</sup> Division	1+ years of relevant field

**NOTE:**

1. The Addl. Chief Secretary (RD)-cum-Vice Chairman, HSRLM on the recommendations of the CEO, HSRLM may relax the prescribed qualification and/or experience for exceptional candidates. On case to case basis, in the case of Level-I officers.
2. Amendments in the eligibility criteria needed if any, may be made by the ACS (RD)-cum- Vice Chairman of HSRLM as and when required.
3. For senior levels positions in Level I and Level II, outsourcing of recruitment/selection services may be undertaken through professional consultancy agency/ national institutes/ UN organizations.

**3.7 Creation of New Posts:**

All new posts in HSRLM, at all levels, across the organization can be created only with the approval of the Executive Committee.

The HR Unit 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.

On due approval of the EC, a post would be deemed to be created for further action relating to recruitment and selection.

**3.8 Criteria for Selection of Staff:**

The candidates shall be selected on the basis of merit, keeping the competence requirements in view, which are broadly:

- **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.)
- **Relevant Experience:** in the domain for which selection is to be made.
- **Skills:** Technical / Functional skills: including those specific to domain as well as interpersonal skills, communication, etc.
- **Attitudes:** specifically working together in teams, empathy towards the poor, etc.
- **Management/ Operational skills** (Planning, Organizing, Analyzing, Executing skills etc.)

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

- 3.9 Reservation Norms:** The selection process of HSRLM will comply with reservation rules of Government of Haryana as applicable. The roster policy of Government of Haryana shall be followed with regard to all posts where the number of vacancy for a specific position is more than one. Reservation would apply to all modes of recruitment, whether internal/ external/, campus etc. The advertisements for vacancies shall announce the category wise vacancies for each position.

All possible effort will be made to fill the reserved positions within the society. 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.

### 3.10 Recruitment Process for hiring through Deputation

In addition to the general principles discussed for the recruitment above, the following specific processes may be followed for hiring through deputation:

- **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 HR UNIT on behalf of HSRLM.
- **Screening Applications:** As described above the screening committee may be formed.
- **Invitation for Selection Process:** Shortlisted candidates would be invited to attend the selection process through email/post and / or notices on the departmental website.
- **Selection Process:** The Selection Process may include a range of tests to assess knowledge, skills and attitudes or as decided by the CEO - HSRLM. 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, HSRLM may hire external resource persons to conduct/ administer some of the tests/ tools.
- **Interview Committee:** As described above, an Interview committee would be formed.
- **Merit List:** The HR Unit would consolidate the scores obtained by candidates in each test and prepare a position wise merit list.
- **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, hiring of candidates from the wait list would be at the sole desecration of HSRLM.
- The merit list and the wait list would be approved by the CEO.
- **Reference Check:** The HR unit would conduct a reference check for the candidates appearing in the merit list. The reference check shall be done as per the prescribed format.
- **Contract:** Upon acceptance of the offer letter, a contract would be offered to the selected candidate for that position. The HR Unit 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 Annexure. This would be customized as per the position and applicable for all positions.

### 3.11 Recruitment Process for Internal Recruitment & Selection

In addition to the general principles discussed above, the following specific processes may be followed for hire through internal recruitment and selection:

- **Notifying Vacancies:** The vacancy/ vacancies, once identified by the Unit Heads would be consolidated by the HR Unit, 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. Applications would be received by the designated HR Unit from interested candidates.
- **Screening Applications:** As described above the screening committee may be formed for screening of application as per approved criteria.
- **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 HSRLM website.
- **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 weightage would be assigned to each of the selection tools being used before initiating the selection process. If required, HSRLM 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.
- **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 if approved by the EC.
- **Interview Panel:** The Interview panel may consist of the head of HR Unit, the concerned Domain Head/ SPMs and one or two external resource persons from the concerned domain. In case of vacancy at state level the PD/COO and/or CEO-HSRLM may also be part of the interview panel for level II and III posts. For level I posts, however, the Interview Panel would be approved by the ACS-cum-Vice-Chairman of HSRLM.
- **Merit List:** The HR Unit would consolidate the scores obtained by candidates in each test and prepare a position wise merit list.
- **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, hiring of candidates from the wait list would be at the sole desecration of HSRLM.
- The merit list and the wait list would be approved by the CEO.
- **Reference Check:** The HR and Administrative unit would conduct a reference check for the candidates appearing in the merit list. The reference check shall be done as per the prescribed format.
- **Contract:** Upon acceptance of the offer letter, a contract would be offered to the selected candidate for that position. The HR and Administrative Unit 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 Annexure. This would be customized as per the position and applicable for all positions.

### 3.12 External Recruitment & Selection

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

- **Identification of vacancy/ vacancies:** Once identified by the Unit Heads, all vacancies would be consolidated by the HR UNIT, and approved by the CEO. The required eligibility criteria for these positions would also notified along with the vacancies.
- **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 HSRLM website. All advertisements shall provide details of JD
- **Receiving Applications:** Applications would be received by/ on behalf of the HR UNIT from interested candidates. HSRLM may also develop a system of receiving online application from candidates, to make the process more efficient.
- Even in case of external recruitment, existing staff of HSRLM may apply for the vacancies advertised.
- **Relaxing Eligibility Criteria for Internal staff:** HSRLM 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 HSRLM for a minimum of two years 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 HSRLM. The relaxed criteria for internal staff in such cases would need to be approved by the Vice-President, EC, before advertisement. Such a relaxation shall be at the sole discretion of HSRLM and shall not set any mandatory precedents.
- **Screening Applications:** The HR UNIT along with a three-member panel (including the HR UNIT, and two senior staff from SMMU 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).
- **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 HSRLM website.
- **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 weightage 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 HSRLM, 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.
- **Village Immersion as a part of Selection Process:** For field-based positions at the District/Block Units, HSRLM 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. If required, village immersion process may also be applicable for state level positions.

- **Interview Panel:** Depending on the level and nature of vacancy, the Interview panel will be constituted by CEO. This may be done by the external HR Agency, if hired. ACS-cum-Vice Chairman, HSRLM/ CEO-HSRLM may suggest one or two members in the interview panel constituted by the HR agency for level I posts and Level II/III posts respectively.
- **Merit List:** The HR UNIT 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).

**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 HSRLM.

- **Reference Check:** The HR UNIT would conduct a reference check for the candidates appearing in the merit list. The reference check should be done as per the prescribed format.
- The merit list would be approved by the CEO and offer letters issued to the candidate/s.
- **Contract:** Upon acceptance of the offer letter, a contract would be offered to the selected candidate for that position.

### 3.13 Campus Recruitment:

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

- HR UNIT shall compile a list of institutions and disciplines for campus recruitment. This shall be formalized through consultations with the various officers of HSRLM and approval of the CEO HSRLM.
- HSRLM 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.
- The HR UNIT, with the concurrence of CEO, shall create campus recruitment committees. The committees suggested above may be constituted. In general, such panels would consist of internal staff of HSRLM unless specific external expertise is required. In case external expertise is required, they may be hired as resource person by HSRLM with specified honorarium.
- As a part of the campus recruitment process, the recruitment panels or other representatives of HSRLM may make presentations of the organizations to the select institutions.
- 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 HSRLM.
- Upon acceptance of the offer letter, a contract would be offered to the selected candidate for that position.

- 3.14 Appointment Letter** - An appointment letter would be issued to the selected candidate, defining designation, place of posting, time given for joining and job description.
- 3.15 Terms of Contract** -All selected candidates would, in general, enter into a three-year contract with HSRLM as per the Contract Policy of HSRLM. However, the contract will be renewed every year on the basis of performance.
- 3.16 Re-employment of Former Staff:** In case a person has been removed from HSRLM 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.
- 3.17 Re-advertisement:** In case no suitable candidates are found after completing a selection process, HSRLM may re-advertise to fill the remaining vacancies and follow the same process as described above.
- 3.18 Hire of Short Term Individual Consultants:** Apart from regular staff, HSRLM may need the services of external experts from time to time to conduct studies, reviews etc. The need for such consultants as Resource Persons 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, HSRLM may hire short-term consultants for specific assignments

Keeping in view the above, HSRLM may engage as per need, the resource persons on call from the panel of the resource persons on various thematic areas ranging from a day to a few weeks. The fee payable to such resource persons may be according to the category of resource persons maintained in the panel as under:-

- Category A [with relevant experience exceeding 15 years] – Rs.7500/ day
- Category B [with relevant experience exceeding 10 years] – Rs.5000/ day
- Category C [with relevant experience exceeding 5 years] – Rs.3000/ day
- Category D [grass-root professionals, senior CRPs] – Rs.1500/ day

As and when the aforesaid functionaries are engaged to associate in outside exposure/ immersion along with HSRLM staff or otherwise, during such period they shall be given out of pocket expenses at the rate of 1/4<sup>th</sup> of the aforesaid daily rates if they are provided with free boarding and lodging facilities.

### **3.19 Process of Engaging short term individual consultants**

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

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;



- **General qualifications:** general education and training, length of and nature of work experience, positions held, previous assignments as team/ theme expert.
- **Adequacy for the assignment:** education, training, and experience in the specific sector, field, subject, and so forth, relevant to the particular assignment; and
- **Experience in the region / sector:** knowledge of the local language, culture, administrative system, government organization, and so forth.

**Short-listing** of consultants shall be done by a committee constituted by the CEO. The committee could be as follows:

Category of Consultant	Screening & Selection Committee
A	CEO, PD, COO
B	PD, COO, Respective SPM
C	PD, Respective SPM
D	PD, Respective SPM

- Contract formalization with the consultant on clearly defined scope of work/ ToR and deliverables.
- 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.

**3.20 Hiring of Manpower/ Staffing agencies for human resource requirements of HSRLM:** 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, HSRLM 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 HSRLM.

**3.21 Hire of HR Agencies to support the management of Recruitment and Selection of HSRLM staff and Consultants.**

The services of such agencies may be required to support the R&S processes of HSRLM, from time to time. HSRLM 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, or for supporting customized selection through special selection tools or others, as may be relevant for HSRLM. The hire of such agencies would be subject to the procurement norms for consulting services, as may be detailed under HSRLM Procurement Policy. In the absence of specific procurement norms for consulting services in the HSRLM procurement manuals, approval may be sought from EC for hiring such agencies. However, the guidelines issued by NRLM from time to time will be kept in view for hiring such agencies.

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



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

- To design recruitment and selection process (including selection tests, question papers, etc.) for specific categories of staff
- To receive and process applications on behalf of HSRLM.
- To administer tests as a part of the selection process.
- To consolidate the scores and prepare short lists on behalf of HSRLM.
- Any other, as deemed appropriate by HSRLM.

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

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

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 HSRLM.

## CHAPTER 4: STAFF APPOINTMENT AND CONTRACT POLICY

### 4.1. Definitions

- **Contract** – a legal binding arrangement between HSRLM and the concerned staff for performing their roles and duties while engaged as staff under HSRLM.
- **Staff** – all persons engaged under HSRLM either on deputation or on a Fixed Tenure Basis
- **Staff on Probation:** All employees who are engaged with contract for three years will remain on probation for a period of six months which can be extended for three months.
- **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.
- **Deputation** – process through which permanent staff employed by other government departments/ government instrumentalities is engaged to provide his/her services to HSRLM.

### 4.2. Engaging Staff on Deputation from any Government Departments/ PSU Banks

- The recruitment and selection of staff on deputation would follow the Recruitment and Selection Policy of HSRLM. In general, HSRLM would recruit human resources either on deputation or a fixed tenure basis. The contractual process for staff on deputation is detailed below.
- 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 Haryana/ PSU Banks as applicable.
- **Appointing Authority and Governance**
  - The CEO – HSRLM, would be appointed by the Government of Haryana.
  - All staff appointed on deputation in the HSRLM shall be appointed by the CEO – HSRLM.
  - **Mode of Appointment** – Staff on deputation would be engaged through a staff contract, detailing the terms of engagement with HSRLM. Once appointed, the deputed staff will be governed by the rules and regulations of HSRLM.
  - **Staff Contract Life cycle** – All staff engaged on deputation would have the following contract cycle, unless otherwise decided by the CEO HSRLM or the Executive Committee, as the case maybe:
  - **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 HSRLM).
  - **Performance Appraisal** – All staff on deputation would undergo performance appraisal as per the Staff Performance Management Policy of HSRLM.
  - **Transfer of Staff** – All transfer of staff on deputation shall be governed by the Staff Transfer Policy of HSRLM.
  - **Termination/ End of Contract** - The contract of staff on deputation may be terminated upon unsatisfactory performance (as detailed under Staff Performance Management Policy of HSRLM) or, terminated due to disciplinary action (as detailed under the Staff Disciplinary Policy of HSRLM) 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.

### 4.3. Engaging Staff on a Fixed Tenure Basis (FTB)

The recruitment and selection of staff in HSRLM in general would be on a fixed tenure basis. All such appointments would follow the Recruitment and Selection Policy of HSRLM. The contractual process for FTEs (Fixed Term Employees) is detailed below.

- **Appointing Authority and Governance**
  - All fixed tenure staff appointed in HSRLM would be appointed by the CEO – 3HSRLM.
  - **Mode of Appointment** – Fixed Tenure Staff would be engaged through a staff contract, detailing the terms of engagement with HSRLM. Once appointed, the fixed tenure staff will be governed by the rules and regulations of HSRLM.
  - **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 HSRLM or the Governing Board, as the case maybe:
  - **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 HSRLM).
  - **Performance Appraisal** – All fixed tenure staff would undergo performance appraisal as per the Staff Performance Management Policy of HSRLM.
  - **Transfer of Staff** – All FTEs shall be governed by the Staff Transfer Policy of HSRLM.
  - **Termination/ End of Contract** - The contract of FTE staff may be terminated upon unsatisfactory performance (as detailed under Staff Performance Management Policy of HSRLM) or, terminated due to disciplinary action (as detailed under the Staff Disciplinary Policy of HSRLM) or end after completion of the contract period or end voluntarily as per the Staff Exit Policy.
  - 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 HR Policy of HSRLM.

## CHAPTER 5: STAFF CODE OF CONDUCT & TERMS OF EMPLOYMENT

### 5.1. Employee Code of Conduct

- **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 HSRLM at all times. They are expected to demonstrate exemplary personal conduct through adherence to the following:
- **Avoidance of Conflict of Interest:** All employees must avoid situations in which their personal interest could conflict with the interest of HSRLM. 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.
  - *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.*
  - *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.*
  - *However, an employee is not debarred from holding shares in a public company unless such a holding amounts to controlling interest of such company.*
- **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.
- **Confidentiality:** No employee shall disclose or use any confidential information gained in the course of employment/ association with HSRLM 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 HSRLM.
- **HSRLM Facilities:** No employee shall misuse HSRLM facilities. In the use of such official facilities, care shall be exercised to ensure the same with highest level of diligence.
- **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.
- **Gender Friendly and Inclusive:** HSRLM 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.
- **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. HSRLM 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.

- **Discipline:** HSRLM 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.
- **Relationship with external agencies/ stakeholders/ partners:** All employees shall ensure that in their dealings with all external agencies, including suppliers, vendors, partners, etc., HSRLM'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.
- **Outside Occupation:** An employee shall not engage in any outside remunerative occupation, except with the permission of HSRLM. All voluntary engagements, outside the realm of employment in HSRLM shall be such that it does not lead to any conflict of interest or adversely affect the employees' performance in HSRLM.
- **Legal Compliance:** All HSRLM employees shall comply fully with all applicable laws and regulations. Ensuring legal and regulatory compliance is the responsibility of the CEO, PD, DPMs and the BPMs. HSRLM 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.
- **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 HSRLM's beliefs in individual conviction and personal integrity.
- **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.

## 5.2. Office Hours

- The working hours of HSRLM shall in general be from 09 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.
- 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.
- Drivers and Office Attendants are required to work as per the instruction of the official s/he is assigned to.

- 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.
- 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.
- Staff shall not leave the office during working hours without the concurrence of the Reporting Officer.

### 5.3. Personal Files & Records

- HSRLM 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.
- 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 HSRLM. The personal file should be treated as a "confidential" document.
- **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 / PD. 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.
- **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 HSRLM.
- 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.
- All such records may be disposed off as per the Records Management Policy of HSRLM, but in a manner that ensures due care to the nature of its confidentiality.

### 5.4. Staff Attendance

- 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.
- 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.
- 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.
- 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.

- 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.

### 5.5. Work Place

- HSRLM recognizes that safe and hygienic atmosphere at workplace is a pre-condition to motivate employees to work with HSRLM. 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.
- Each employee has the responsibility to work safely and maintain the facilities in a good condition.

### 5.6. Health & Safety

- **Health and Safety:** HSRLM 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.
- **Environment Policies:** HSRLM believes that commitment to sustainable development is a key component of all its activities and programmes and therefore accords it the highest priority. HSRLM is committed to Best Practices in environmental matters arising out of its activities and expects each unit and staff to fully demonstrate this commitment.
- All HSRLM employees will abide by the established safety policies and immediately report any unsafe conditions or injuries during working time to their Department/ Unit heads.
- 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.

### 5.7. Office Assets

- Any official asset assigned to the employees is the property of HSRLM. The employee will be held responsible for the loss, damage or misuse of the official asset.
- 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.
- Use of office phone for personal telephone calls should be avoided and restricted to emergency matters only and should not extend to social dialogue.

### 5.8. Use of Office Vehicle

- HSRLM vehicles shall be used for official purposes only.
- Only authorized employees who are assigned official vehicles and who have valid driving licenses shall be allowed to drive HSRLM vehicles. However, in exceptional cases due to emergency and if situation compels, HSRLM officials with valid driving license may be authorized to drive official vehicles.
- 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 HSRLM. Driving under the influence of alcohol or drugs is considered as major infraction and will be subject to disciplinary action or outright dismissal.
- All drivers and the motorcycle riders shall strictly maintain log books in the prescribed format of HSRLM vehicles.

### 5.9. Accidents

- Any accidents or traffic violations by official vehicles must be reported to the Unit office



- concerned immediately by the driver and the passengers.
- 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.

#### **5.10. Identity Cards (ID cards)**

- HSRLM 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.
- The employees will provide a receipt for the same. Identity card is HSRLM'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.

## 5.11.

**CHAPTER 6: SALARY AND BENEFITS POLICY****6.1. Salary Package to Staff on Contract (Fixed Tenure Employees)**

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

S No	Components	Remarks
1	<b>Basic Pay</b>	As per the provisions made under HRD manual for state, district and block level staff under prescribed ceiling.
2	<b>Provident Fund</b>	As per statutory regulations.
3	<b>HRA</b>	As per the provisions made under HRD manual for state, district and block level staff under prescribed ceiling.
4	<b>Project Allowances</b>	This will largely cover the conveyance, communication allowance and hospitality allowance for staff under prescribed ceiling.

**HRA** : The table below gives the HRA applicable for FTEs as per their place of posting.

	Place of Positing	HRA applicable (per month)
1	State Level	20% of basic pay
2	District Level	15% of basic pay
3	Block Level	10% of basic pay

**PF**: Provident Fund would be paid as per the statutory requirements.

**Conveyance Allowance**: This allowance would be paid to all employees (except those covered under Fixed Travel Allowance, if applicable in future) as per the Travel Policy of HSRLM. Conveyance allowance would be applicable @ 5% of basic salary

**Communication and other Allowances**: This allowance will be applicable to compensate mobile telephone recurring expenses. The table below details the communication allowance to be paid to employees.

Sl	Level of Staff	Communication Allowance (per month)
1	Level I	Rs 1500 for PD/COO and Rs.1000 for SPM
2	Level II	Rs 750 for DPM and Rs.600 for DFM and BPM
3	Level III	Rs 500 for YP/CP/MIS Asstt./Acctt./PA/AMP & Rs 250 for DEO/BCC
4	Level IV	NA

**Other allowances shall be as under :**      Level I      Level II      Level III

a- Med. Ins. Premium (for policy upto Rs.) 7.5 lacs      5.0 lac      3.5 lacs

b- Group Acc. Ins. Premium(for policy upto Rs) 5 lacs      5.0 lacs      5.0 lacs

(Both of these shall be availed on actual reimbursement basis.)

**Medical & Accident Insurance**: All FTEs 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 till their services are continued with the Society. HSRLM may also decide to include all other staff (apart from FTEs) under this policy in the interest of its staff. HSRLM may

negotiate with insurance providers for specific coverage amounts and premiums. Indicative coverage could be as follows :

HSRLM will make provisions for Medi-claim and group accidental insurance for staff from insurance company as a welfare measure.

### **Process for Insurance Coverage**

- The HR Unit would scan the market and negotiate with insurance providers to get the best possible deal, which would be approved by the CEO.
- Information regarding the individual is obtained through the employee information form at the time of joining.
- Depending upon the eligibility of the employee, the insurance coverage is identified.
- The forms related to GAI and Medi -claim policies are filled up and processed for insurance coverage.
- Every year, the HR and Administrative unit concerned shall renew the policies of all the employee covered under the scheme.

**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 10% per annum for level I and Level II officers and 12.50% for level III officials.. The annual increment would be given on the basic pay being drawn by the employee.

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

In exceptional cases where candidates are found of extreme benefit to the society, the CEO-SRLM may have authority to negotiate salary with him/her upto 10% extra of the prescribed salary band. The remuneration package for different level of officials keeping in view the above is given in the **Annexure-III**.

## CHAPTER 7: ORIENTATION AND INDUCTION TRAINING POLICY

**7.1. 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. The Orientation & Induction Policy applies to all staff joining HSRLM.

**7.1.1. Induction Programme:** Induction of staff at the state, district, block and sub-block levels is a critical component of the SRLM's capacity building framework. The induction would be conducted within the first six months of the staff coming on board. An experienced person from the SRLM anchors the induction & other training programmes to ensure that learning occurs and is ingrained in the participants. SRLM may take support from various Capacity Building Agencies (CBAs), Management Institutes or resource persons for staff training and induction. **However, the induction is not outsourced completely to the resource person/agency.** The HR and Administrative Unit 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 HR and Administrative Unit to ensure that the induction is held for all new staff. Induction should include both – classroom sessions as well as field work/immersion in HSRLM's area of operation or best practices location. Broadly, the induction programme would cover.

**7.1.2.** The induction would orient and immerse the staff in NRLM, its philosophy, guiding principles/values and vision. **The induction should focus on four key areas – Facilitation, Management, Training and Leadership Skills.** Management Skills broadly includes self management, team management, project management and institution management skills. Even though there would be intensive thematic trainings after induction whenever there is work demand in the field, there should be some initial learning on some cross cutting themes during the induction in all the phases. These cross cutting themes induction need to be given focus throughout all the sessions of training as they are the basic development themes like Gender, Vulnerability, Social inclusion/Exclusion, Development professionalism and Rural Livelihoods.

**7.1.3.** The induction plan would be conducted in a **phase wise** including both classroom training and field experience. Field learning would incorporate village immersion visit, exposure visit to best practice sites, attachment to colleagues from own state or advanced states, etc. All the participants would have to submit certain deliverable during each phase which the participants would submit individually or in teams/groups. In addition, they should also submit their tour diaries, book reviews, etc.

**7.1.4. Induction Design** for the staff at all levels would broadly comprise of the four phases:

Phase	CCs (maximum 16 to 18 weeks)	BPM/DFM (maximum 10-12 weeks)	SPM/DPM (maximum 8 to 10 weeks)
<b>Fieldwork: Village Immersion and Exposure visit to NRO</b>			
<b>I</b>	<b>Understanding the Context - Poverty, Vulnerability &amp; Livelihoods</b>		
	Classroom Segment (CRS) – 6 days	Classroom Segment (CRS) – 6 days	Classroom Segment (CRS) – 6 days
<b>Fieldwork: Accompanying CRP rounds; Participatory Assessment</b>			
	Field Work Segment (FWS) – 6.5 weeks	Field Work Segment (FWS) – 3 weeks	Field Work Segment (FWS) – 1.5 weeks
<b>II</b>	<b>Understanding Institutions and Beyond</b>		
	CRS – 10 days	CRS – 10 days	CRS – 10 days
<b>Fieldwork: Plan for the Poverty Reduction in a village or two</b>			
	FWS – 3 weeks	FWS – 3 weeks	FWS – 1.5 weeks
<b>III</b>	<b>Thematic/Management Orientation</b>		
	CRS – 6 days	CRS – 6 days	CRS – 6 days
<b>Fieldwork: Attachment to existing DMM/DMM Specialist; Short-term and long-term Plans</b>			

	for the District/State/Theme		
	FWS – 3 weeks	FWS – 3 weeks	FWS – 2 weeks
<b>IV</b>	<b>PHASE IV: Planning</b>		
	CRS – 4 days	CRS – 6 days	CRS – 6 days

7.1.5. **Training Modules** in each of the phases would broadly include the following:

<b>All the staff members would undergo a field immersion visit including field exposure to NRO states before the con</b>	
<b>PHASE I: Understanding the Context - Poverty, Vulnerability &amp; Livelihoods</b>	
Introduction to NRLM & NRLM Framework; Identifying NRLM Target Group, PIP Process	
Poverty, Vulnerability, Gender and Livelihoods	
Understanding self, qualities of a development worker	
Team building – cooperation, team work, conflict management, negotiation skills	
Poverty, Vulnerability, Gender and Livelihoods	
PRA/PLA Tools – introduction to tools	
Initiation into Documentation	
<b>PHASE II: Understanding Institutions and Beyond</b>	
Architecture of Institutions (SHGs, Federations)	
Gender and Social Inclusion	
SHG: Mobilisation, Group Dynamics, Panchasutra	
Financial inclusion beyond savings and credit	
SHG: Bookkeeping, Grading, RF, MCP, CIF and Bank Linkages, Interest subvention, VRF	
Livelihoods – major livelihoods of the poor, resources, issues; Livelihoods situation analysis	
Capacity Building: Community Institutions/Cadres, Local Stakeholders, Convergence and Partnerships	
Leadership – problem solving, decision-making; Team vision, Team Management and Team Learning	
Planning for interventions – feasibility, viability and cost-effectiveness	
Participatory Training Methods Overview of Methods and Tools [Module Development, Planning, Case Studies, Games,	
<b>PHASE III: Thematic/Management Orientation</b>	
Introduction and Scope of themes	
Processes at community level – interventions, institutions, community cadres, capacity building, etc.	
Developing Personal and Team Vision	
<b>PHASE IV: Planning</b>	
Financial Management	
MIS, M&L, FM, Community Procurement etc.; ICT and learning	
Feasibility, viability, cost-effectiveness of interventions	
Planning for Poverty Reduction, Planning for Interventions	
Plan for Interventions: Business Plan, proposals, Training Plan, Integrated Plan	

Deliverables include Integrated Report on each phase fieldwork and the assignments in the class work on self, team, village/area and intervention learning and implementation plans.

7.1.6. **During their induction period**, assessment is continuous by the induction anchor, apart from assessing learning and performance by day-to-day assessment methods and scores. The candidates who display not satisfactory performance during induction would be de-selected. Also, any person who is not able to follow core values and non-negotiable principles of NRLM and who is not interested to stay with/be with/work with the poor would be filtered out during the course of the induction.

## CHAPTER 8: TRAVEL POLICY

### 8.1. Definitions:

**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 HSRLM. 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. This policy is applicable to all staff under HSRLM, including trainees.

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.

- **Official Tour** means travel on duty of an employee from his Headquarters (either within or outside of the HQ) in pursuance of official work.
- **Local Journey** means any official journey performed by an employee in connection with Society's work within the municipal limits of his/her headquarters.
- **Outstation Travel** means any official travel outside the place of posting/ headquarter/ place of duty/ duty station.
- **Daily Allowance (DA)** refers to the allowance payable to an employee on official travel to meet the costs of lodging, meals and other incidentals. This may also be called as per diem allowance.
- **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.
- **Self-approving Officers** refers to those officers authorized by HSRLM to approve their own travel and related claims. In HSRLM, CEO is designated as self-approving officers.

### 8.2. General Principles & Guidelines for Travel

- 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.
- 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.
- 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.
- The CEO may approve higher modes of travel / entitlement to any of the staff of HSRLM, in exceptional cases.
- An employee may also travel by modes lesser than the prescribed mode for travel.
- 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 HSRLM. All such circuitous travel / de-tour or deviations from the direct route shall need prior approval of the reporting officer.

- CEO shall be self-approving officer for all claims towards Travelling Allowances.
- All reimbursements shall be subject to actual (within prescribed eligible limits as noted in this policy) and shall be based on relevant documentary proof (unless specifically exempt under this Policy)
- 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.
- 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.
- 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.
- 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.
- 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 HSRLM 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 HSRLM to the employee.

**8.3. 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 Finance division of HSRLM, in consultation with the PD. Such revisions shall apply across all units of HSRLM. 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.** Any doubts with regard to interpretation of any of the provisions of this Policy, it shall be referred to the CEO, for a final decision.

**8.5.** The types of travel covered under this policy are:

- Local Journey
- Outstation Travel
- TA during a Training Programme

### **8.6. Local Journey**

All levels of staff of HSRLM shall be entitled to reimbursement of transportation /costs incurred towards official local journey, if no official vehicle is used for the same. Such reimbursements will be available to the staff while on tour within the Municipal boundaries where the office is located. The LJA will also be available for journeys undertaken by own vehicle subject to prescribed entitlement norms.

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.



8.7. **Local Journey Area** refers to the municipal limits/ geographical boundaries for various administrative units of HSRLM. All official journeys within LJA are to be treated as local journeys and paid as per prescribed Local Journey Allowance.

#### 8.7.1. Local Journey Allowance (LJA)

If an official vehicle is used for undertaking local journeys no LJA would be admissible. In case official vehicle is not available, LJA shall be payable as per –norms below:

Level	Entitlement for Transport Hire
Level I	AC/ Non AC taxi charges of upto 50 kms per day for travel within the city .
Level II	Non AC taxi or auto rickshaw charges @ Rs. 8 or Rs. 6 per km as the case may be limited to Rs. 150 per day for travel within the city.
Level III	Travel charges @ Rs. 6 per km limited to Rs. 100 per day for travel within the city.
Level IV	Travel charges @ Rs. 6 per km limited to Rs. 50 per day for travel within the city.

8.7.2. **Use of Personal Vehicles for Local Journeys:** HSRLM 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 HSRLM.

#### 8.8. Reimbursement Process and Settlement of Local Journey Allowance Claims

- The employee shall submit the claim in the TA Claim format along with all supporting documents
- Local Journey Claims are to be consolidated and submitted for settlement on a weekly basis, by every Monday for the preceding week.
- The LJA Claim form shall be duly signed and approved by the competent authority before submission to the concerned accounts department.
- CEO/PD/COO shall have the authority to self certify their local journey claims.
- 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.
- There would be no daily allowance payable in case of local journeys.
- No advance shall be given for local journeys.

8.9. **Local Conveyance for Female Employees working till late:** In cases when any female employee has to stay late at work (after 7 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 Clusters.

8.10. **Empanelling Vendors for Local Transportation:** HSRLM, 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 HSRLM. The empanelment of such vendors shall be in accordance with the Procurement Policy of HSRLM.

#### 8.11. 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)

#### 8.11.1. Guidelines for Outstation Travel:

- All claims are required to be supported with documentary proof except for Daily Allowance.
- Where residential accommodation like lodging and/ or boarding facilities are arranged and paid directly by HSRLM, the employee shall be entitled for 1/4th of their entitled DA while TA can be claimed as per the prescribed TA entitlements.
- 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.
- 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.

#### 8.11.2. Approval for Outstation Travel

- For all employees of any district, any travel within the District (outside their block/ cluster), approval shall be sought by the concerned DPM.
- For all employees travelling within the state (outside their district), approval shall be sought from PD/COO.
- For all employees travelling outside the state, approval shall be sought from the CEO.
- Any travel to attend any training programme/ workshop outside the state, approval shall be sought from the CEO.
- For any employee travelling to attend any international training/ workshop, approval shall be given by the President – EC.

8.11.3. **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	Own Vehicle
1.	Level I	I AC	Economy Class	AC Taxi/ AC Bus including VOLVO	Rs. 10 per Km by own car
2.	Level II	AC II Tier or AC Chair Car	Economy Class if distance of journey is more than 500 kms and the journey cannot be performed by overnight.	AC /Deluxe Bus/ Non-AC Taxi	Rs.8 per Km by own car Rs. 6 per Km by own scooter/ motor cycle.
3.	Level III	AC III Tier	Economy Class if distance of journey is more than 1000 kms and it cannot be performed overnight by other mode.	Ordinary/Deluxe Bus.	Rs. 6 per Km for own scooter/ motor cycle.
4.	Level IV	Sleeper Class	-	Ordinary Bus	Rs. 6 per Km for own scooter/ motor cycle.

- 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.
- 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 HSRLM and subject to submission of supporting documents.
- 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.
- 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 travel by a higher class.

#### 8.11.4. Conveyance Charges incurred during Outstation Travel

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).

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

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	Actual charges by AC Taxi fare for all types of Vehicle
Level II	Actual charges by Non AC Taxi or three-wheeler
Level III	Actual charges by three-wheeler or any public transport
Level IV	Actual charges by any public transport

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.

- 8.11.5. **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.

#### Lodging & Daily/ Subsistence Allowance for Outstation Travel :

Lodging & Daily Allowance for Outstation Travel				
Sl. No	Level	Lodging /day Upto		DA /Day
		Outside Haryana	Within Haryana	
1	Level I	Rs 4000	Rs.2500	Rs 750
2	Level II	Rs 2500	Rs.1500	Rs 500

3	Level III	Rs 1500	Rs.1000	Rs 350
4	Level IV	Rs 500	Rs.500	Rs 200

- 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
- 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.
- 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.
- 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.

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

- 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.
- 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

### 8.13. Advance for Outstation Travel

- 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.
- 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.
- 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.
- 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 HSRLM.

### 8.14. Reimbursement procedures for Outstation Travel

- Claims for reimbursement of travelling allowance in all applicable cases will be entertained only on completion of the return journey, wherever applicable.

- All claims under these rules shall be admitted only on the basis of proper sanction and approval of the claims by the competent authority.
- 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.
- The maximum time limit by which claim submission may be extended is 15 days from the date of completion of tour after which, HSRLM 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 CEO/PD for all Staff at SMMU Level and DPM for all other staff at District and Block Levels.

#### 8.15. TA policy for Foreign Tours:

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

##### 8.15.1. Travel Bookings on Foreign Tours:

- HSRLM would directly make the bookings for all such foreign travel of its employees. All journeys shall be undertaken via the shortest/ cheapest route possible.
- President – EC, Vice-President EC HSRLM may travel business class while on foreign tours. All other employees would travel by economy class while travelling on foreign tours.

##### 8.15.2. Lodging & Daily Allowances during Foreign Tours:

- HSRLM shall try to make advance bookings for lodging for employees on foreign tours.
- 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.
- The Daily Allowance for such tours would be paid in foreign currency (US\$ or Euros etc.).
- The President EC shall decide the rates of Daily Allowance and Lodging allowance, from time to time. The rates approved by Government of Haryana, may serve as guiding norms, for fixation of such rates for HSRLM.
- 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.

**8.15.3. 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.

**8.15.4. 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 HSRLM.

**8.16. 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 twelve to fifteen days in a month.

- The FTA is payable for all official travel within the local journey area.
- The table below indicates the FTA payable to different employees.

<b>Level</b>	<b>Positions</b>	<b>No of travel days expected in a month</b>	<b>FTA payable (Per month)</b>
Level II	BPM	More than 12	Rs 1500
Level III	Cluster Coordinators	More than 15	Rs 1200

#### 8.16.1. 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.
- 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.
- For all official travel outside the area of their jurisdiction/ HQ, outstation travel policy would be applicable.
- In case FTA is applicable, staff will not be entitled to get any other reimbursement/allowance against official local travel while discharging his/her field areas.

## CHAPTER 9: HOLIDAY AND LEAVE POLICY

### 9.1. Definitions:

- **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.
- **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,
- **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. Holidays

- All HSRLM staff shall be entitled to official holidays with full pay unless otherwise required to meet exigencies of work. All HSRLM offices shall treat all Sundays as weekly holidays.
- HSRLM state unit shall observe all Government of Haryana holidays as official holidays. Field offices of HSRLM shall observe all Govt. of Haryana Holidays as notified under Negotiable instruments act as holidays.
- All official holidays are applicable to all categories of HSRLM staff including trainees.

### 9.3. General Rules applicable to Leave:

- All types of Leave shall pertain to a calendar year i.e. from 1<sup>st</sup> January to 31<sup>st</sup> December.
- The **leave granting authority** would be the reporting officer.
- Leave is not to be regarded as a privilege. An employee cannot claim leave as an unqualified right.
- 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.
- 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 update in the leave records.
- 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.
- In case a staff is **recalled from leave** already granted, HSRLM would reimburse her/his TA/DA as per the permissible norms under the Travel Policy.
- A staff when on leave shall not take up any service/ employment (paid or unpaid) elsewhere.
- 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 HSRLM. Even in case of medical emergencies, the staff concerned should inform the authority as soon as possible.
- 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.
- A staff member, joining in the middle of a calendar year, will be entitled to leave on a pro rata basis.
- All approved leave shall be treated as periods of continuous employment except any unauthorized absence.



- Merger of two different types of leaves will not be permissible except in case of maternity leave or by approval of CEO.  
An employee, facing disciplinary proceedings may avail leave as per the provisions of the leave policy unless specifically ordered otherwise by the disciplinary committee.
- 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.
- HSRLM shall maintain proper record of leave for every employee. A leave register shall be maintained for each employee.
- **Leave Salary:** Except during LWP an employee shall be paid salary during leave equivalent to the net pay last drawn before proceeding on leave.
- 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.

#### 9.4. Annual Leave (AL) – Rules and Procedures

- All contracted staff of HSRLM will be entitled to 24 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.
- AL shall be credited to an employee on a pro-rata basis (i.e. two days leave after completion of one month of service).
- Annual leave up to 12 days in a calendar year can be accumulated / carried forward to the succeeding year of the contract.
- 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.
- Applications for leave should be made on the prescribed forms and submitted to the reporting officer.
- The reporting officer shall grant the leave on the prescribed form or shall deny leave giving valid reasons for such a denial of leave.
- 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 CEO/PD 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.
- 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.
- In case of AL, any official holidays falling in the middle of the AL period, will not be counted as leave.
- No compensation will be given for un-availed Annual leave at the end of the contract period.

#### 9.5. Maternity Leave (ML) – Rules and Procedures

- 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.
- Periods of ML are counted as periods of continuous employment.
- 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).

- 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.
- **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.
- **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.
- **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.

### 9.6. Leave without Pay (LWP)

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 PD, if so designated by the CEO). Some of these could be

- To meet medical needs of self, spouse, children or dependent parents.
- In continuation of Maternity leave.
- For educational purposes.

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. During the period of LWP, the staff is not entitled to any kind of salary or allowances. LWP will be treated as a period of continuous employment.

### 9.7. Maintenance of Leave Records

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

**9.8. 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 be transferred to the new place of posting.**

## 10.1. General Guidelines for Training and Development

HSRLM 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. To improve the quality of its programmes, HSRLM 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. 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. Investment in leadership building will be an important aspect of the HSRLM HR Capacity Building Plan. Broadly, the capacity building strategy would aim to improve capacity of staff through:

- In house training – covering core areas of HSRLM’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)

The capacity building plan would have an allotted annual budget for various programmes/trainings etc. in form of an Annual training Calendar. The CEO, in consultation with the PS-RD shall ensure that a dedicated training budget shall be allocated for Training and Development of the staff. The SPM – Training and CB would be the key responsible person for all training related activities. S/he may take support of other staff at various levels in coordinating and implementing training programmes.

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

**10.3. 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 HSRLM shall be developed. Such a competency matrix shall form the foundation for developing the periodic training program for HSRLM.

The above competency framework will include training needs identified through the performance management system, feedback from employees and supervisory staff as well as other feedback mechanisms. Based on it a consolidated calendar for all levels of staff will be annually prepared and adhered to. The Training Needs Assessment by third party may also be undertaken, if found appropriate.

**10.4. Training Content Development:** Once the training needs are identified, they will be consolidated and categorized as per sectors/ subjects and themes. Based on it, 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 – Micro Finance and Financial Inclusion at the State Level and the concerned District Functional Managers at the District Level will be involved). If required, the Training & 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 HSRLM.

**10.5. Drafting of Annual Training Plan (ATP):** Based on the TNA inputs collected, SPM- Training & CB shall develop a comprehensive Annual Training Plan for all the functionaries

including administrative and support staff. In preparing the Annual Training Plan, the SPM-IB & CB in consultation with the CEO/PD, shall also prioritize the training needs, so as to align training needs with organizational priorities and budgets.

The ATP shall contain the dates for each program, venue, 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 .

The ATP shall serve as the basis for identifying training faculty. Based on the identified training programs for a year, the SPM- Training & 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 HSRLM.

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 HSRLM to develop the capacity of its human resources.

The Unit Heads like SPMs, DPMs and BPMs shall ensure that all the functionaries are covered under this policy.

#### 10.6. Training Delivery Management:

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

The coordinator 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. 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.

10.6.2. **Nodal Person:** The Coordinator 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. 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.

10.6.3. **Conduct of Training Program:** Steps to follow

- Ensure that Trainers are identified either through in-house or external experts.
- Training resources are fully and timely organized.
- Trainees are intimated of programs well in advance
- Training materials are prepared and distributed as necessary.
- Training attendance is duly recorded.
- Training feedback plan well in place and shared with Trainees

- Training Effectiveness Assessment Plan is designed and shared with trainees.
- A Check list for conducting training programme is prepared by the training nodal person.

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

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

10.6.5. **Training Implementation Agency (TIA):** HSRLM 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 HSRLM.

10.6.6. **Training Effectiveness Evaluation:** 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. 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. 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.

## 10.7. Training Records

10.7.1. **Training Plan Register** – To record the progress of trainings with reference to the plan and details of all training programs including budgets and actual. This would provide information on performance as well as inputs into future ATP. These registers would be maintained at the State and District Unit Level. The SPM and District Functional Manager – Training and CB would be responsible for its maintenance.

10.7.2. **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.

10.7.3. **Training feedback report** – this is the analysis report of feedback collected from the participants at the end of the training programme.

## 10.8. Overall Training & Development Process

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

10.9. **In service Education Policy:** In addition to ongoing training and development, HSRLM 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.

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

HSRLM 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 – HSRLM.

10.10. **Bond:** In case HSRLM sponsors part or full course fee, the concerned employee shall sign a bond with HSRLM 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.

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.



## CHAPTER 11: PERFORMANCE MANAGEMENT SYSTEM

### Performance Management in HSRLM aims at:-

- Enhancing the performance of individuals and teams through a systematic review of performance;
- Enhancing self-esteem of the staff by rewarding performance and to bring in a culture of healthy competition to perform; and
- Identifying gaps in performance and pave way for future capacity building.

Performance review of staff would be conducted once in a year by the Reporting Officer. Performance review emphasizes on managing and facilitating the processes of performance planning, measurement, recognition, development and de-selection.

11.1 **The Performance Management Process** involves communication between both staff and Reporting Officer in:

- \* Identifying and describing essential job functions and relating them to the mission and goals of the organizations
- \* Developing realistic and appropriate performance standards
- \* Giving and receiving feedback about performance
- \* Writing and communicating constructive performance appraisals
- \* Planning education and development opportunities to sustain, improve or build on work performance.

Staff member and the Reporting Officer (or the team) would develop clear and simple **Key Result/Performance Areas (KRA) based on the Job Description** finalized during the selection of the staff member. Further, once the KRAs are listed, related objectively verifiable **Key Performance Indicators (KPI)** would be developed. KRA and KPIU would be linked with the action plans at District/Block Levels relevant for the staff members.

11.2 **Performance Management System** in HSRLM primarily consists of:

11.2.1 **Annual Performance Plan/Target Setting-** District and Block Levels Plans would be translated into individual staff member's Performance Plan, broken down into Key Result Areas (KRAs) and Key Performance Indicators (KPIs).

Broadly the KRAs for the field/cluster and block teams would focus on 'action'; KRAs for the district teams would focus on 'facilitation' and handholding; and KRAs for the State team would focus on 'guidance', perspective building and leadership.

11.2.2 **Performance Scoring**

S. No.	KPI	% Achv. of KPI- Self Evaluation (KS)	% Achv. of KPI- Reporting Officer Evaluation (KR)	Weightage of KPI (W)	Self Appraisal Score SA=KS*W	Reporting Officer Appraisal Score	Final Score S=(SA*W 1) +



						<b>SR=KR* W</b>	<b>(SR*W2)</b>
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Each KRA (and KPIs within that) would be assigned a weight for overall performance assessment and the achievement would be scored by the staff member and the Reporting Officer. Combining all the KRAs, overall be the staff member and the overall score by the Reporting Officer would be calculated. Then, a performance score for the staff member combining these two scores would be arrived.

This score (for quantitative objective performance) and the qualitative assessment score by the Reporting Officer (this would take qualitative parameters including initiative, leadership, reliability, quality etc.)

This score combining quantitative performance and qualitative assessment would be the Final Score for the staff member.

### 11.2.3 Performance Review

Staff members with FS below 50% would automatically be terminated. Staff members with scores in between 50% and 75% would be served notice to improve performance. If similar scores obtained subsequently, they should be terminated.

Staff members with higher scores would be provided with non-monetary and/or monetary incentives consistent with the score. Non-monetary Incentives would include certificates, trophies, nomination for MDP programmes, etc.

HSRLM believes that Performance Management System would go a long way in motivating the staff to put in their best efforts towards Mission and vision of improved livelihoods of the poor and reduced poverty.



## CHAPTER 12: TRANSFER POLICY

**12.1 “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.

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

**12.2 Types of Transfer:** Transfers are generally of two types: Transfers effected by the organization to serve organizational objectives and those affected 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 HSRLM.

In all such cases, transfers broadly serve the following objectives:

- To serve the needs of the organization.
- Lateral transfers for broader development between similar positions.
- To augment staffing requirements due to inadequacy, expansion and others.
- To give effect to promotions.
- To serve personal needs of an employee, subject to terms and conditions of HSRLM.
- Any other objective deemed appropriate by HSRLM.

**12.3 Competent Authority:** The CEO, HSRLM has full powers to transfer for all the positions within the organization at Head Quarters or across all administrative and functional units of HSRLM. The CEO may delegate such powers of transfer, as deemed appropriate.

The following terms and conditions shall be applicable for transfers made **in organization’s interest**, from one unit to another involving a change in the place of posting.

- 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.
- 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.
- He/ She shall continue to draw his/her existing salary with the same level and grade unless mentioned otherwise in the transfer letter.
- His/her contractual obligations shall continue to remain unaltered, except as may specified in the transfer letter.
- He/she shall be eligible for such transfer related allowances, benefits and facilities as mentioned herein in this policy.
- He/she and his/her family members shall be eligible for traveling expenses on transfer as mentioned herein in this policy.
- He/she shall be permitted to carry his/her personal luggage/vehicle by road/rail as per the eligibility mentioned herein in this policy.
- Upon transfer, the leaves status shall remain unaltered and shall get carried forward to the new place of posting.
- 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.

The following terms and conditions shall be applicable for transfers made, **on staff request on personal grounds or mutual request between two staff**, from one unit to another involving a change in the place of posting.

- A window of thirty days during January every year shall be open for making mutual transfer requests.
- Such transfer requests shall be considered only if it is in the best interests of HSRLM and would not adversely affect its programmes.
- Applications for transfers shall be made through proper channel. All such requests of transfers within the district shall be made to the CEO/PD through the concerned District Programme Manager. All inter-district transfers shall be made to the CEO- HSRLM through the PD.
- Such transfer requests on mutual basis or on personal grounds shall be considered based on the following grounds :
  - *If a staff member has spent at least 1 years in the current place of posting or*
  - *If a staff requests for a transfer to join his/ her working spouse at the working location of the spouse or.*
  - *Any other reason deemed appropriate by the competent authority.*
- 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 HSRLM.

#### 12.4 Transfer Process

- In case of transfer made in HSRLM's interest, the Competent Authority shall initiate the process of transfer, by informing the concerned staff in writing.
- The above mentioned letter shall carry details of the new place of posting, designation, and 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 concerned unit head, administrative unit and accounts section for information and further action. It shall be the responsibility of administrative unit to ensure due update of transfer related information 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.
- 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.
- 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.

#### 12.5 Allowances on Transfer

- No allowances/ reimbursement shall be paid in case the transfer has been done on personal request made by the staff or on mutual transfer.
- In case the transfer is made by HSRLM to serve organizational interests, the employee shall be entitled to the following types of allowances and reimbursements:
  - **Transportation Costs for Household effects:** *The cost of relocation (in case transfer from one district to another one) of personal belongings and household effects (including freight, insurance and packing) would be reimbursed to the employee transferred, up to a maximum of Rs 10,000, or actual costs incurred, whichever is lower. In case transfer within district, this amount would be Rs. 5000 or actual whichever is less.*
  - **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.*
  - **Travel Advance:** *To meet the above expenses, HSRLM shall provide a travel 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.*

**12.6 Joining Period:** The Table below lists the approved joining period in case of transfers by HSRLM in organizational interest. Joining time is a period of authorized leave provided by HSRLM 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, HSRLM.

Transfer	Joining Time
Within District	3 days (Including travel time)
Other District	5 days (Including travel time)

**CHAPTER 13: GRIEVANCE REDRESSAL POLICY**

**13.1 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 HSRLM policies and procedures. In the context of the work environment, grievances may be of various types, such as:

- 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.
- Those related to the **work environment**. Examples under this category would be issues related to cleanliness of premises, space for functioning, furniture etc.
- Those relating to **interpersonal relationships**, discipline and conduct of colleagues.
- Those related to **unwelcome sexually determined behaviour** which include the 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.
- Others not falling under the above-mentioned categories.
- Grievances arising out of performance appraisal/ disciplinary actions etc. shall not come under the purview of the Grievance Redressal Policy.

This policy and related procedures are applicable to all full time staff of HSRLM. 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 HSRLM employees, the same shall be routed by the vendor to HSRLM and addressed as part of vendor-HSRLM contractual arrangements.

**13.2 Grievance Redressal Structure and Basic operations**

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

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 CEO, HSRLM, shall designate a suitable substitute Chairperson.

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

The members of the GRC would be from among the staff, within the administrative Unit. Subject to availability of women employees, at least one person in each of the GRCs should be a woman. HSRLM may endeavor to ensure due gender representation, through co-option of women officers from other units of HSRLM, or other state government agencies, as possible.

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.

**13.3 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:

- The GRC member should be a staff member of the specific administrative unit.
- They should have continuously worked for at least one year with HSRLM.
- They could be from any Level/ Designation
- They should have a good understanding of the HSRLM policies and procedures
- They should not have had any disciplinary action taken against them, nor any proven grievance.

If found suitable by the CEO-HSRLM, to provide for a fair redressal, additional members from other units of HSRLM, or other agencies of the State Government 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.

Each GRC shall designate a **Nodal Grievance Redressal Officer (GRO)**. By default, the nodal grievance officer shall be Manager – Human Resource and Administration for SMMU, 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.

Such Committees shall be established for a period of 2 years but reviewed periodically, by the CEO, for modification, as needed.

Each unit shall publish the names and contacts of the GRC in various relevant media within HSRLM such as the website, notice boards and policy documents.

Each of these committees would maintain a Grievance Register, which shall be maintained by the designated Member-Secretary of the GRC.

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.

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.

The HSRLM Executive Committee would be the final appellate authority to resolve all grievances. The EC may appoint a subcommittee of members within the EC to resolve any grievance brought to the EC.

### 13.4 Grievances Management Procedure

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 HSRLM Executive Committee

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.

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

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

### 13.6 Step I – Informal Grievance Management Procedure

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:

- **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.
- **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.

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.

### 13.7 Step II - Formal Procedure through GRCs

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.

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

- Acknowledge receipt of grievance to the employee in writing with date of receipt
- Advise the employee's Unit head of the grievance
- Obtain formal copy of the written response from Step I (if any)
- Obtain other evidence as may be needed including scheduling of meetings, as needed
- Hold meetings with the aggrieved employee and others, as needed and
- 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.

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 HSRLM. In such cases, the Chairperson of the GRC may approve the travel plans of the member.

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

### 13.8 Step III - Appeals Procedure

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.

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

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

- 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.
- 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 HSRLM and the employee within 3 working days
- 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.
- 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.
- **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 HSRLM travel policy. Such TA/DA claims would be approved by the Chairman or any of the members of the Appellate authority.

### 13.9 Step IV – Final Appeal to HSRLM Executive Committee

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

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

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

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

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, HSRLM 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.

**13.10 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.

**13.11 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.

**13.12 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 HSRLM 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, HSRLM and shall be executed by the authority with appropriate delegation for issue of warning (as per Delegation or Disciplinary Policy of HSRLM) and by the administrative head of Unit, for recovery of TA/DA.

This policy would be revised to accommodate any new policies/ procedures (if any) formulated by the Central/ State Government for Grievance Redressal.

## CHAPTER 14: DISCIPLINARY CONTROL SYSTEM

**14.1 Misconduct:** Any act committed (includes omission) by an employee in course of their work for HSRLM, whether committed within the premises of HSRLM 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.

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

- Willful insubordination or disobedience, whether or not in combination with another employee, of any lawful and reasonable order of a superior.
- Going on a strike or abetting, inciting, instigating of action in furtherance thereof.
- Willful slowing down in performance of work, or abetment or instigation thereof, including 'gherao' of office/ officials.
- Theft fraud or dishonesty in connection with HSRLM's activities or property or the theft of property of another staff within the premises of the establishment.
- Taking or giving bribes or any illegal gratification.
- Leave without sufficient grounds or proper or satisfactory explanation.
- Late attendance on not less than four occasions within a month.
- Habitual breach of any Standing Order or any law / policy applicable to the establishment or any rules made there under.
- 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.
- Engaging in trade or business in violation of HSRLM employment norms.
- 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 .
- Drunkenness, riotous, disorderly or indecent behavior on the premises of the establishment or other places during employment within HSRLM.
- Commission of any act subversive of discipline on the premises of the establishment or other places, during the course of employment in HSRLM.
- Habitual neglect of work, or gross or habitual negligence.
- Habitual breach of any rules or instruction of HSRLM and habitual disregard or gross negligence to the assets and property of HSRLM, or the maintenance of the cleanliness of any portion of the establishment.
- Willful disruption of work or damage to any property of HSRLM.
- Wrongful disclosure of confidential information or any information obtained during the course of work in HSRLM, without authorized formal permission.
- Gambling/ betting within the premises of the establishment.
- Smoking or spitting on the premises of the establishment where it is prohibited.
- Failure to observe safety instruction notified by HSRLM or interference with any safety device or equipment installed within the establishment.
- Any act that is in violation of extant laws of the country.
- Any act that is of political nature including associations with political parties without due authorization.
- Any association with any organizations that are banned by the state or GOI.
- Refusal to accept a charge sheet, order or other communication served in accordance

with these standing orders.

- Unauthorized possession of any lethal weapon in the establishment.
- Any other good and sufficient cause of action or omission that is deemed as misconduct by HSRLM.

### 14.3 Types of Penalties

- **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.
- **Censure:** Inadmissibility of the employee to be considered for any promotion due to him/her or apply for any other posts of HSRLM for a period of one year from the date of censure.
- **Reduction** of pay upto 20%
- **Barring increment** for one or two successive years
- **Dismissal** from services of HSRLM from service including with a rider disqualifying further employment in HSRLM.
- **Any other** that may be approved by HSRLM.

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

14.4 **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	Appellate Authority
All staff at Level I (Except CEO)	CEO	PSRD-cum-Vice-President EC
All Staff at State HQ	CEO	PSRD-cum-Vice-President EC
All Staff at Districts/ Blocks/	ADC for warning	CEO.

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.

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.

14.5 **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:

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.

The Disciplinary Authority (DA) 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.

The designated State Project Manager or District Project Manager or Block Project 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.

Depending upon the case, such an inquiry in general should be completed within 7 days of filing of the written complaint.

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.

In case of a written warning, the same shall be prepared by HR and administrative unit and issued by the DA to the employee concerned with copies to the Unit Head, the Reporting Officer, and HR and Administrative unit.

All such written warning shall be filed into the personal record of the employee concerned. 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.

#### **14.6 Process for Disciplinary Action in case of unauthorized absence**

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 the society for issuing of due notice of warning and recall to duty immediately.

A first notice is to be sent by the 11<sup>th</sup> day by registered post (with acknowledgement due) or any other method and a second and final notice by the 20<sup>th</sup> day by registered post (with acknowledgement due) or any other means, to the address provided by the employee as per the records.

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.

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

**14.7 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:

- 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 and Administrative Unit, Reporting Officer and the Unit Head.
- 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 HR and Administrative Unit, the Unit Head and the reporting officer of the employee concerned.
- In case the employee refutes the charges, the DA would and share the preliminary findings of the case with the HR and Administrative Unit and recommend setting up of



an inquiry committee.

**14.8 Inquiry Officer:** The HR and Administrative Unit would appoint an Inquiry Officer with approval of CEO either from HSRLM or out of a panel of retired executives or judicial officers, and share the details of the case, including all supporting evidences and replies. In general, the members of the committee should be at least one level higher than the employee against whom these proceedings have been initiated.

- The highest ranked member would be the Chairperson of the Inquiry Committee.
- The Committee shall not have representatives who are themselves parties to the complaint or deemed to have conflict of interest.
- In case the employee being investigated is a woman, the HR and Administrative Unit shall ensure that at least one on the committee members is a woman.
- All TA/DA related to travel of Inquiry Committee members and the employee concerned would be reimbursed as per the travel policy of HSRLM.
- The Chairman of the Committee shall appoint a Presenting Officer, who would be nominated from amongst the employees of HSRLM and who would present the case before the Enquiry Committee on behalf of the Management. The representative of HR and Administrative unit in the committee would be the de facto Member Secretary and in addition to participating in the enquiry proceedings, s/he would also maintain all the documentation relating to the proceedings of the enquiry, exhibits produced before the committee, and other related records.
- 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.
- 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 Society. The charged employee shall not be allowed to take the help of any legal counsel unless the Presenting officer is a trained legal professional.
- Both the defending staff (for the employee) and the presenting staff shall give written consent to undertake their responsibilities, in addition to their regular duties and shall be eligible for TA/DA as per the HSRLM Travel Policy.
- 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.
- 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
- 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.
- The recommendation / final disciplinary order of the DA would be issued to the employee concerned, with copies to HR and Administrative Unit, Unit Head and Reporting Officer. A copy of the same shall be kept in the personal record of the employee.
- 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



- 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.
- The Appeal, if any, should be done within fifteen days of the receipt of the penalty imposed by the DA.
- The Appellate authority upon receiving such an appeal will call for all related documents from the HR and Administrative Unit and go through the case file.
- If required, the Appellate Authority may call the employee concerned, the DA for discussions to gain a firsthand 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 HSRLM.
- 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.

## CHAPTER 15: STAFF EXIT POLICY

**15.1 Types of Separation/ Exit :** In general, an employee would be separated from service with HSRLM on account of the following:

- **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.
- **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.
- **Separation due to Redundancy/ Retrenchment:** This refers to :
  - Termination of employment, under circumstances where HSRLM or the Government closes down a programme/ scheme / project due to business reasons.
- **Termination due to disciplinary reasons:** The compulsory termination of an employee on disciplinary grounds as per the Disciplinary Policy of HSRLM.
- **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.
- **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.
- **Separation due to Death** - In the unfortunate event of death of an employee.

**Competent Authority would be the CEO** for approving / accepting termination of tenure of staff.

### 15.2 General Principles Regarding Exit

- The separation of an employee from HSRLM 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.
- HSRLM 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.
- All termination, to be effective, shall need to be approved by the competent authority.
- The HR and Administrative Unit or its equivalent shall be the nodal unit to secure smooth exit of staff and would be responsible for timely completion of all processes.
- 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.
- Days in service will be calculated till the last day (*rounded off to lower day in case of fractions*) of presence at office.
- 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 HR Unit 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.

- 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.
- 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, HSRLM 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.
- In exception cases, the recoverable 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 recoverable can be adjusted against PF or Gratuity, if any.
- In case there are no pending dues to the employee to adjust the recoverable(s) from the employee, HSRLM may file a civil suit for the recovery of dues.
- 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.

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

- Termination on above grounds shall follow the procedures and decisions taken as per the Disciplinary Policy of HSRLM.

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

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.

In such cases, HSRLM shall constitute a Medical Board comprising of two Registered Medical Practitioners nominated by the CEO, to examine the case.

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 HSRLM.

The employee concerned may be discharged if the Medical Board recommends s/he is not medically fit to continue in the job.

HSRLM 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 HSRLM and the Medical Board deem it fit.

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

In case of death of an employee, the lead role shall be taken by the HR and Administrative Unit for due completion of all settlement formalities. The HR AND ADMINISTRATIVE UNIT, 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.

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.

A condolence message from the Society signed by the CEO and all the employees of the unit may be sent to the bereaved family. Recoverable (*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.

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

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.

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.

All dues and Full and Final settlement shall be made to the employee as per the terms of the disciplinary order.

No notice period or notice pay or fee shall be payable by HSRLM for compulsory termination. Compulsory termination due to Long absenteeism or unauthorized extension of approved leave or desertion

### **15.7 Termination on Completion of Contract Period, or as per contractual terms**

The HR and Administrative Unit shall initiate action for contract closure in respect of all staff at least three months before the due term. The unit would keep an updated list of all employees and their contract ending date. Accordingly, the unit head shall seek the concurrence of the concerned Head of Unit for formal closure of contract term.

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.

On receipt of due concurrence from Head of Unit, the HR and Administrative Unit 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.

A relieving order along with all related relieving documents shall be issued by the HR and Administrative Unit, and signed by the Competent Authority at the closure of contract period.

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.

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 HR and Administrative Unit may initiate all other processes with consultations with the CEO / COO.

### 15.8 Termination on Resignation

An employee who wishes to resign from the services of HSRLM 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 and Administrative Unit.

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 and Administrative Unit to counsel the employee.

Resignation shall be accepted by the competent authority and sent to HR and Administrative Unit for further process.

The notice period for resignation in general shall be one month or substituted by one month gross salary in lieu of it.

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.

Resignation would be deemed to be automatically accepted, on completion of the notice period or mutual amendments thereto, in writing.

Resignation Acceptance Letter, shall be issued by HR and indicate the date of relieving and advising him/ her to return and handover HSRLM properties or document(s) if any.

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.

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

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.

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.

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.

**15.9 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. The Checklist for NDC, shall include the following as a minimum:

- **Certification by the Reporting officer** – on receipt of formal hand-over report, and all other properties of HSRLM entrusted to the employee.
- **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 recoverable must be first settled as per the accounting norms before payment of dues

Only when the NDC checklist is completed, the Unit head may issue the NDC. The employee concerned shall hand over all job responsibilities/ assignments and organization's belongings to his/her reporting Officer during the notice period.

15.10 **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.

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, HSRLM 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 -

- Pay and employment related benefits – either full or on pro-rata as applicable
- Any pending TA/DA
- Provident Fund – to be signed by the employee and submitted to HR to initiate transfer of PF account.

The indicative timeframe for Full and Final Settlement is as below:

- Resignation with due Notice - On last Working Day
- Resignation without due Notice – within 30 working days of relief
- Compulsory Termination - within 30 days for formal relief subject to terms of disciplinary order, if any.
- Exit after Contract Period and Retirement – On Last working Day

15.11 **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 HSRLM. 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.

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.

## Chapter 16 : Delegation of Financial & Administrative Powers

For smooth implementation of NRLM and allied projects, it is desirable that requisite delegation of powers is made to the functionaries of SMMU and DMMU as indicated here under:-

- 1) In the absence of CEO, the Project Director shall be the Head of Office at state level who shall perform day to day functions.
- 2) In the absence of the Project Director, COO shall take up the twin functions of PD and COO and may exercise the delegated powers.
- 3) In the absence of authorized officer, immediate junior officer shall exercise the delegated powers and take up day to day work of the office.

Financial & Administrative Powers at the State, District and block have been illustrated in the following tables:

### A. Delegation of powers – Financial

SN	Nature of power	Authority to whom the power is delegated	Extent of power delegated
1	To accord administrative approval and financial sanction for	Vice- Chairman	Full Powers
		Mission Director /CEO	Full Powers subject to budget provision
		Head of Office – State	Upto Rs. 2 lakh in each case
		ADC-Cum-DMD	Upto Rs.1.5 lakh in each case
		District Programme Manager	Upto Rs.5,000 Per Month
		Block Programme Manager	Upto Rs. 1000 Per Month
2	To accord administrative approval and financial sanction for	Mission Director /CEO	Full Powers
		Head of Office – State	UptoRs. 5,000 per month
		ADC-Cum-DMD	Upto Rs.1000 per month
		District Programme Manager	UptoRs. 500 per month
3	To accord administrative approval and financial sanction for purchase	Mission Director / CEO	Full Powers
		Head of Office – State	UptoRs. 50,000 per month
		ADC-Cum-DMD	UptoRs. 25,000 per month
		District Programme Manager	UptoRs. 10,000 per month
4	To accord administrative approval and financial sanction of salary,	Mission Director / CEO	Full Powers
		Head of Office – State	Upto the approved limit.
		ADC-Cum-DMD	Actuals



		Block Programme Manager	Actuals
5	Sanction of recurring, non-recurring contingent expenditure not	Mission Director / CEO	Full Powers
		Head of Office – State	UptoRs. 50,000 per month
		ADC-Cum-DMD	UptoRs. 10,000 per month
		District Programme Manager	UptoRs. 5,000 per month
		Block Programme Manager	Upto Rs. 1000 per month
6	To accord administrative approval and financial sanction for payment	Mission Director / CEO	Full Powers
		Head of Office – State	Upto Rs. 50,000 with prior approval of CEO in each
		ADC-Cum-DMD	Upto Rs. 10,000 with prior approval of CEO in each
7	To accord administrative approval and financial sanction on TA Bills	Mission Director / CEO	Full Powers
		Head of Office – State	Upto Rs. 25,000 in each case
		ADC-Cum-DMD	Full Powers (within District Jurisdiction)
8	To sanction reimbursement of cancellation charges for rail, air	Mission Director / CEO	Full Powers
		Head of Office – State	Upto Rs. 10,000 in each case.
		ADC-Cum-DMD	Upto Rs. 5000 in each case.
9	To accord administrative approval and financial sanction for attending	Mission Director / CEO	Full Powers
10	To accord administrative approval and financial sanction for exposure	Mission Director / CEO	Full Powers
11	To accord administrative approval and financial sanction for attending	Vice-Chairman / PSRD	As per guidelines of Govt. of Haryana.
12	To accord administrative approval and financial sanction for	Mission Director / CEO	Full Powers
		Head of Office – State	Upto Rs. 10,000 in each case
		ADC-Cum-DMD	Upto Rs. 5,000 in each case
13	To accord administrative approval and financial sanction for	Mission Director / CEO	Full Powers
		Head of Office – State	UptoRs. 2 lakh per annum
		ADC-Cum-DMD	UptoRs. 50,000 per annum
		District Programme Manager	Upto Rs. 12,000 per annum
		Block Programme Manager	UptoRs. 6,000 per annum
14	To accord administrative approval and financial sanction for one time	Mission Director / CEO	Full Powers

		Head of Office – State	Upto Rs. 50,000
		ADC-Cum-DMD	Upto Rs. 25,000
15	To accord administrative approval and financial sanction for	Mission Director / CEO	Full Powers
16	To accord administrative approval and financial sanction for	Mission Director / CEO	Full Powers
17	To accord administrative approval and financial sanction for	Mission Director / CEO	Full Powers subject to the budget provision
		ADC-Cum-DMD	Full Powers
18	Expenditure on approved workshops, meetings, trainings of	Mission Director / CEO	Full Powers
		ADC-Cum-DMD	Upto Rs. 25,000 in each case
		District Programme Manager	Upto Rs. 10,000 in each case for trainings organized
19	To sanction honorarium to guest speakers, experts and Resource	Mission Director / CEO	Full Powers
		ADC-Cum-DMD	Upto Rs. 1500 per day in each case/ individuals
		District Programme Manager	Upto Rs. 1000 per day in each case/ individuals
20	To sanction hospitality expenditure	Mission Director / CEO	Full Powers
		Head of Office – State	Upto Rs. 5,000 per month
		ADC-Cum-DMD	Upto Rs. 1500 per month
		District Programme Manager	Upto Rs. 1000 per month.
		Block Programme Manager	Upto Rs. 500 per month.
21	To engage upto four hours part time sweeper, water man, gardener, etc.	Mission Director/ CEO	Full Powers

**B. Delegation of powers – Administrative**

SN	Nature of power	Authority to whom the power is delegated	Extent of power delegated	Remarks
1	To invite resource person/members of different committees and Community or agencies within district for Mission work for Meeting/ Discussion/ Technical Assistance	Mission Director/ CEO	Full Powers	
2	To accord administrative approval and financial sanction for Studies, Research & Survey etc.	Mission Director/ CEO	Full Powers	
3	To accord administrative approval and financial sanction for IEC/ Communication materials and knowledge products including developing and printing	Mission Director/ CEO	Full Powers	
4	To accord administrative approval and financial sanction for Preparation of Annual Work Plan, Micro Planning, Perspective Plan	Mission Director/ CEO	Full Powers	
5	To accord administrative approval and financial sanction for expenses on Mission visit, monitoring & supervision, reporting & documentation	Mission Director/ CEO	Full Powers	
6	To engage temporary/part time Staffs/ Deputation/ Contracts	Mission Director / CEO	Full Powers	
7	To permit for journey of Officials outside the State in connection with approved training, workshop, field visit, seminar & gathering experiences	Mission Director / CEO	Full Powers	
		Head of Office-State	Full powers for level III and IV employees.	
8	To permit for journey of Officials within the State in connection with approved training, workshop, field visit, seminar & gathering experiences	Mission Director / CEO	Full Powers	
		Head of Office-State	Full powers for level III and IV employees.	
9	To accord permission for air travel for experts, resource persons, non-entitled Officers	Mission Director / CEO	Full Powers	

		Head of Office- State	Subject to approved policy in absence of CEO	
10	Suspension of staff appointed on deputation or contract	Mission Director / CEO	Full Powers	Full powers in respect of employees for whom CEO is appointing authority. In case of staff on deputation CEO, would make recommendation to the parent department.
11	To invite experts/ members of EC/ VIPs and appoints consultants or agencies outside government sector	Mission Director / CEO	Full Powers	
12	Hiring of office accommodation	Mission Director/ CEO	Full Powers	
13	Sanction of leave	Mission Director/ CEO	Full Powers	
		Head of Office- State	For Level III & IV staff	
		ADC-cum-DMD	Full powers for district and block staff	
		District Programme Manager	Leave upto 4 days for DFMs, BPMs, Accountant and other support staff at district level.	
		Block Programme Manager	Leave upto 4 days for CCs, Accountant and support staff at block level.	
14	Disciplinary action for Mission staff	Mission Director/ CEO	Full Powers	
15	For execution of documents/agreements/advances relating to contracts for goods and services including repairs	Mission Director / CEO	Full Powers	
		Head of Office- State	All Powers, as delegated by CEO	
		ADC-cum-DMD	All Powers, as delegated by CEO	

16	To accord administrative approval for legal services	Mission Director / CEO	Full Powers	
17	To sanction for sale off/write-off of unserviceable materials/dead stocks/theft	Mission Director / CEO	Full Powers	
18	Administrative approval for Operating Expenses	Mission Director / CEO	Full Powers	

**Annexure 1: HSRLM – Format of Contract with staff****AGREEMENT OF CONTRACT APPOINTMENT UNDER HARYANA STATE LIVELIHOODS PROMOTION SOCIETY**

This agreement is made on ....., **BETWEEN** Chief Executive Officer on behalf of Haryana State Livelihoods Promotion Society, hereinafter referred as **HSRLM**, Panchkula, Haryana,

**AND**

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

**WHEREAS**

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

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

1. **HSRLM** hereby engages you to render services, as .....  
.....(*name of position*) or any other role authorized by the **HSRLM** from time to time.
2. You would be assigned to provide services for various programmes being implemented by HSRLM. In the event of these programmes are transferred to any other CBO, Society or Project at a later date, your services may be transferred to the said CBO, Society or the Project.
3. Your appointment has been made on a clear understanding that you have supplied all necessary information to enable **HSRLM** 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 , starting from .....(*date of contract*) subject to satisfactory performance. The contract would be reviewed annually by **HSRLM** based on your performance during the contract period. **HSRLM** might rescind the contract before completion, if your performance has been found to be unsatisfactory. If the performance is found to be satisfactory **HSRLM** 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 HSRLM 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. HSRLM 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 **HSRLM** 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 **HSRLM** during the continuance of your service would give you as compensation a sum of Rs..... per month The detailed break up is given as under.

Basic	
HRA	
Conveyance	
Communication	
Other allowances	

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 HSRLM HR Policy.
10. HSRLM works in an IT enabled environment and as a service provider to HSRLM 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 HSRLM 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 HSRLM if there is any change. It will be your duty to check the HSRLM 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. HSRLM will not be making any special arrangements for this. The cost if any incurred on this is not separately reimbursable by HSRLM as it forms an integral part of your compensation package.
12. You would be entitled to an annual leave of **XX** days, on a pro-rata basis. This can be availed (subject to the terms and conditions of HSRLM Leave Policy), for any purpose, including sick leave. This is in addition to **XX** day weekly off to be fixed by **HSRLM**.
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 HSRLM, as amended from time to time. The HR Policy and procedures shall be put up on the HSRLM website and it shall be your responsibility to update yourself of the same.
14. Your engagement with HSRLM will stand terminated if you are absent for **XX** 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 HSRLM 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 HSRLM.
17. Apart from work in the office, your work includes field duties at places you are required to work in as directed by HSRLM 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 **HSRLM** 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 **HSRLM** 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 **HSRLM**.
21. The title rights, copyrights and all other rights of whatsoever nature in any material produced by **HSRLM** under the period of this contract shall be vested exclusively in **HSRLM**, 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 conduct yourself at all times with fullest regard for the purposes and principles of **HSRLM** and in a manner befitting your relationship with **HSRLM** 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 **HSRLM** without first obtaining approval in writing for the same.
24. You shall stay in the Head Quarter where you are posted unless you are on pre-approved for tour.
25. Notwithstanding anything contained herein before, rules, regulations, bye-laws, instructions, lawful orders, etc. as and when framed and issued by **HSRLM** 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 HSRLM, Panchkula,  
Haryana**

## Annexure 2 : HSRLM - Format of Contract with Consultant

### Contract for Consulting Services

THIS CONTRACT is entered into this [starting date of assignment] by and between Chief Executive Officer, Haryana State Rural Livelihoods Mission (HSRLM), Panchkula, Haryana (“the Client”) having its principal place of business at ....., 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. HSRLM 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. Reimbursable:

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], HSRLM 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, HSRLM, 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/reimbursed by the Client in addition to the contract amount as indicated in the Contract.

**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 3: HSRLM Staff – Qualification, Experience and Remuneration**

<b>Level</b>	<b>Designation</b>	<b>Qualification</b>	<b>Years of Experience</b>
<b>I</b>	<b>PD</b>	Post Graduate Degree/ Diploma in Management, Economics, Commerce, Social Work, Rural Development or law graduates. In the case of senior retired officer, he should be having post graduate degree and being sr. HCS officer having worked as ADC/IAS officer or GM/DGM in PSBs.	15+ years of experience of organizing and managing Rural Development at a senior position.
	<b>COO</b>	Post Graduate Degree/ Diploma in Management, Economics, Commerce, Social Work, Rural Development or law graduates. In the case of senior retired officer, he should be having post graduate degree and being sr. HCS officer having worked as ADC/IAS officer or GM/DGM in PSBs.	15+ years of experience in organizing and managing livelihood promotion activities in farm / non-farm organized sector at a senior position.
	<b>SPM</b>	Post Graduate Degree in Management, Economics, Agriculture, Social Work, Commerce, Finance, Rural Development or MBA/ post graduate diploma in Management in 1 <sup>st</sup> Division.	9+ years of experience in Rural Development in the areas of Project Appraisal, Monitoring and Evaluation, Management Information System, Financial Inclusion, Training and Capacity Building , HR and Finance/ Accounts. (Field experience of minimum 5 years and experience at higher level in the organizations for minimum 4 years).
<b>II</b>	<b>Mission Managers</b>	Post Graduate Degree in Management, Economics, Agriculture, Social Work, Commerce, Finance, Rural Development or MBA/ post graduate diploma in Management in 1 <sup>st</sup> Division.	7+ years of experience in livelihood promotion and Project Management in Rural Development.
	<b>DPM</b>		7+ years of experience of state/ district level functioning in rural development/ banking.
	<b>DFM</b>		5+ years of experience of state/ district level functioning in rural development/ banking / training and capacity building/ project management.

	<b>BPM</b>		3+ years of experience of state/ district level functioning in rural development/ banking / training and capacity building/ project management.
<b>III</b>	<b>BCC</b>	Graduate in 1 <sup>st</sup> Division.	2+ years of experience of rural development
	<b>YP/NRLM fellows</b>	Post Graduate Degree in Agriculture/ Rural Development in 1 <sup>st</sup> Division.	1+ years of relevant field
	<b>MIS Assistant</b>	B.Tech/ M.Tech (Computer/ IT/ Electronics), MCA/ MSC IT/ computer in 1 <sup>st</sup> Division	1+ years of relevant field

### Remuneration Package:

Level	Designation	Remuneration***	Annual Increment
I	COO	Rs. 90000/-pm	10%
	PD	Rs. 90000/-pm	
	SPM	Rs. 75000/-pm	
II	Mission Managers/ Managers	Rs. 55000/-pm	
	DPM	Rs. 55000/-pm	
	DFM	Rs. 45000/-pm	
	BPM	Rs. 35000/-pm	
III	YP	Rs. 30000/-pm	12.5%
	MIS Assistant/ Acctt.	Rs 25000/-pm	
	DEO/BCC	Rs. 15000/- pm	

### NOTE:

- The staff on deputation is entitled for salary and allowances as per their entitlement in the parent department or in HSRLM whichever is higher on the option of the depute.
- The allowances such as HRA, Fixed Travel allowance, Conveyance Allowance, Communication Allowance and PF etc. shall be factored into the remuneration package over and above Basic Pay as given here under in the table:-

Level of Officials	Desig.	Basic Pay	HRA @ 20%	Conv. Alw.@ 5%	Comm. Alw. Rs. Per month	Hosp. Alw. Rs. Per month	Total
Level I	PD	70000	14000	3500	1500	1000	90000
	COO	70000	14000	3500	1500	1000	90000
	SPM	60000	12000	3000	1000	500	76500

			@ 15%				
Level II	DPM/MM	45000	6750	2250	750	750	55500
	DFM	37000	5550	1850	600	500	45500
	BPM	28000	4200	1400	600	300	34500
			@10%				
Level III	YP/CP	25000	2500	1250	500	250	29500
	MIS Asst./ Acctt.PA/ Asstt. Mgr.	20000	2000	1000	500	-	23500
	DEO/BCC	13000	1300	650	250	-	15200

Other allowances shall be as under :      Level I    Level II    Level III  
 Med Ins. Premium (for policy upto)      Rs.7.5    Rs.5.0      Rs.3.5 lakhs  
 Group Acc. Ins. Policy(for policy upto)    Rs.7.5    Rs.5.0      Rs.3.5 lakhs  
 (These shall, however, be availed on actual reimbursement basis.)

3. The PF deduction and the contribution towards PF of HSRLM staff however, shall be considered in the next Annual Action Plan. In the meanwhile the preparatory steps in this regard shall be taken up during 2016-17.
4. HSRLM may engage as per need, the resource persons on call from the panel of the resource persons on various thematic areas ranging from a day to a few weeks. The fee payable to such resource persons may be according to the category of resource persons maintained in the panel as under:-
  - Category A [with relevant experience exceeding 15 years] – Rs.6000/ day
  - Category B [with relevant experience exceeding 10 years] – Rs.4000/ day
  - Category C [with relevant experience exceeding 5 years] – Rs.3000/ day
  - Category D [grass-root professionals, senior CRPs] – Rs.1500/ day

As and when the aforesaid functionaries are engaged to associate in outside exposure/ immersion along with HSRLM staff or otherwise, during such period they shall be given out of pocket expenses at the rate of 1/4<sup>th</sup> of the aforesaid daily rates apart from free boarding and lodging facilities.

\*\*\*\*\*