

छत्तीसगढ़ शासन
पंचायत एवं ग्रामीण विकास विभाग
::मंत्रालय::
महानदी भवन, नवा रायपुर अटल नगर जिला-रायपुर

//आदेश//

नवा रायपुर अटल नगर दि. 29/07/2021

क्रमांक 2981 /आर 721/2021/22-1 :: राज्य शासन एतद्द्वारा
छत्तीसगढ़ शासन, वित्त विभाग के जावक क्र. 1268/ब-2-कम्प्यूटर क्र.
29-01571, दिनांक 26.10.2017 द्वारा प्राप्त सहमति के आधार पर
छत्तीसगढ़ राज्य ग्रामीण आजीविका संवर्धन समिति हेतु "मानव संसाधन
विकास मैनुवेल" निम्न विहित शर्तों के अधीन जारी करता है -
विहित शर्तें -

1. एच.आर. मैनुअल चेप्टर-3 यात्रा एवं संबंधित व्यय, वित्त विभाग द्वारा समय-समय पर किए गए निर्धारण अनुसार ही पात्र मान्य किए जायेंगे।
2. कंडिका 4.2 के संबंध में संविदा नियुक्ति के जारी नियम अनुसार प्रतिनियुक्ति/संविदा नियुक्ति की अवधि (2 वर्ष के स्थान पर) एक वर्ष होगी।
3. कंडिका 6.1 के संबंध में वित्त विभाग द्वारा समय-समय पर संविदा वेतन संबंधी वित्त निर्देश जारी किए जाते हैं। वेतन के संशोधन के संबंध में वित्त विभाग की पूर्व सहमति प्राप्त किया जाना आवश्यक होगा।
4. कंडिका 8.2, 8.7.1, 8.7.2, 8.11.3, 8.11.6, 8.12, एवं 12.5 छत्तीसगढ़ शासन के वर्तमान नियमों के अनुसार ही मान्य होंगे।

2/ यह आदेश तत्काल प्रभाव से लागू होगा।

छत्तीसगढ़ राज्यपाल के नाम से,
तथा आदेशानुसार,


(प्रसन्ना आर.)

सचिव

छत्तीसगढ़ शासन
पंचायत एवं ग्रामीण विकास विभाग

संलग्न: 2 घोषणा 1

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पृ. क्र. 2982 आर 721/2021/22-1 नवा रायपुर अटल नगर दि. 29/07/2021
प्रतिलिपि:-

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 2. स्टॉफ आफिसर, अपर मुख्य सचिव, छ0ग0 शासन, पंचायत एवं ग्रामीण विकास विभाग, मंत्रालय, नवा रायपुर अटल नगर, छत्तीसगढ़ ।
 3. संयुक्त सचिव, भारत सरकार, ग्रामीण विकास मंत्रालय, नईदिल्ली ।
 4. महालेखाकार, छत्तीसगढ़ विधानसभा रोड, जीरो प्वाइंट, रायपुर ।
 5. सचिव, छ.ग. शासन, वित्त विभाग, मंत्रालय, नवा रायपुर अटल नगर ।
 6. अपर विकास आयुक्त, विकास आयुक्त कार्यालय, सेक्टर-19, नवा रायपुर, अटल नगर, छ.ग. ।
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10. आर्डर बुक ।


सचिव

छत्तीसगढ़ शासन
पंचायत एवं ग्रामीण विकास विभाग



*Human Resource Development
Manual*

Chhattisgarh Gramin Aajeevika Samvardhan Samiti

Chhattisgarh State Rural Livelihoods Mission
(CGSRLM)

Office : 2nd Floor, Vikas Bhawan,
Sector 19, North Block, Naya Raipur (Chhattisgarh)

KB
13/7/21

List of Abbreviations

1	BMMU	Block Mission Management Unit
2	CB	Capacity Building
3	CEO	Chief Executive Officer
4	COO	Chief Operations Officer
5	CV	Curriculum Vitae
6	DA	Daily Allowance
7	DM	District Magistrate
8	DMMU	District Mission Management Unit
9	DPM	District Programme Manager
10	EC	Executive Committee
11	ESI	Employee State Insurance
12	FTE	Fixed Tenure Employee
13	GB	General Body
14	GoI	Government of India
15	HQ	Headquarter
16	HRD	Human Resource Development
17	HSRLM	Haryana State Rural Livelihoods Mission
18	IAS	Indian Administrative Services
19	JD	Job Description
20	KPI	Key Performance Indicators
21	KRA	Key Result Area
22	M&E	Monitoring & Evaluation
23	MoA	Memorandum of Association
24	MoRD	Ministry of Rural Development
25	NGO	Non-Government Organization
26	NMMU	National Mission Management Unit
27	NRLM	National Rural Livelihoods Mission
28	NRM	Natural Resources Management
29	PD	Project Director
30	PF	Provident Fund
31	PSU	Public Sector Unit
32	R&S	Recruitment & Selection
33	SMMU	State Mission Management Unit
34	TA	Travelling Allowance

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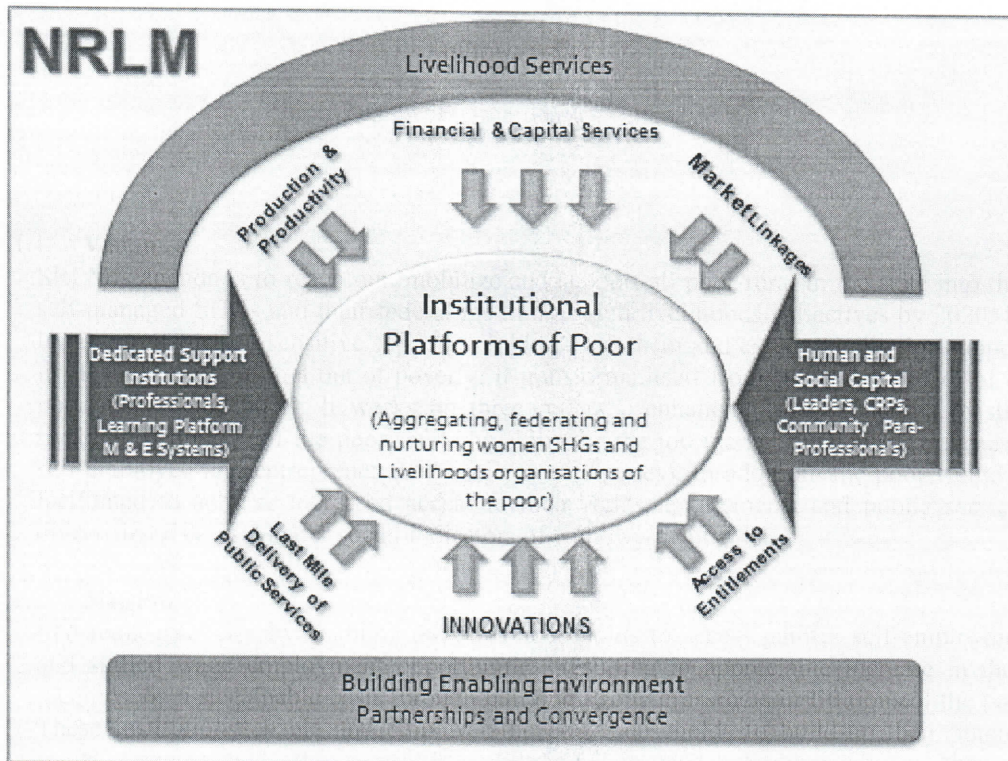
CHAPTER 1: AN INTRODUCTION TO THE HUMAN RESOURCE DEVELOPMENT (HRD) OF CGSRLM

- 1.1. Chhattisgarh 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, CGSRLM 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 fairness while dealing with the Human Resources.
- 1.2. This manual is based on the model HR manual framework issued by the NMMU-NRLM (MoRD, GoI) to all 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 SRLMs.
- 1.3. CGSRLM strongly believes that the mission works for the empowerment of the poor. Certain processes¹ are crucial to meet this objective. 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. The objective of the CGSRLM Human Resource Manual is to help the Society to in build an organization that promotes –
- A culture of attitude with excellence, behavior 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. CGSRLM 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 CGSRLM 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 CGSRLM, and to ensure that this pool of talent is retained with high motivation and performance levels. This HRD Manual clearly specifies zero tolerance for any discrimination of staff on grounds of gender, disability or sexual harassment or selection and lays down guidelines and rules for grievance redressal. The SMD-CGSRLM shall be the custodian of this manual. The final Interpretation of this provision mentioned under this manual shall vest with SMD - CGSRLM, who may consult with the Executive Committee, at his/ her discretion.

¹ Stay engaged with poor for a longer duration and mobilise them in such a way so that they gradually take over the responsibilities of mission implementation.

CHAPTER 2: THE SOCIETY AND ITS STRUCTURE

The Objective of this chapter is to present an overview of CGSRLM, its Vision, Mission and Core Values, its structure, and the roles of the structures at various levels.



2.1.1. Vision

SRLM's agenda is to reach out, mobilize and support all poor rural in the state into their self-managed SHGs and their federal institutions and livelihoods collectives by 2020. Its long-term dedicated sensitive support would be with them and extend facilitation support in all their efforts to get out of poverty. It transforms itself from 'for the poor' to 'of the poor and by the poor'. It works on three pillars – enhancing and expanding existing livelihoods options of the poor; building skills for the job market outside; and nurturing self-employed and entrepreneurs (for micro- enterprises). In addition, the poor would be facilitated to achieve increased access to their rights, entitlements and public services, diversified risks and better social indicators of empowerment.

2.1.2. Mission

“To reduce poverty by enabling the poor households to access gainful self-employment and skilled wage employment opportunities, resulting in appreciable increase in their incomes, on a sustainable basis through building strong grassroots institutions of the poor. These institutions enable and empower the poor households to build-up their human, social, financial and other resources, solidarity, voice and bargaining power. They, in turn, enable them to access their rights, entitlements and opportunities.”

2.1.3. Core Values

The following core values guide all activities and staff of SRLM:

- Hope (that Poverty is eradicable) and Faith (in the innate capacity of the poor);
- Inclusion, Participation and Ownership (and meaningful role for the poorest/poor and their institutions in all project processes – planning, implementation and monitoring);

- Transparency and Accountability (of all processes and institutions);
- Community self-reliance and self-dependence; and
- Integrity (of highest order)

Staying, being and working with the poor (ensuring most/majority of their time with community) is non-negotiable for all staff in SRLM.

2.2.SRLM Governance - The Chhattisgarh Gramin Aajeevika Samvardhan Samiti “Bihan”

2.2.1. THE CHHATTISGARH GAMIN AAJEEVIKA SAMVARDHAN SAMITI (CGASS) established as a society registered under the Chhattisgarh Societies Registration Act, 1973(44) for promotion, coordination, implementation, monitoring and evaluation of livelihood programs/projects/schemes in the state under administrative control of Rural Development Department, Government of Chhattisgarh with the following objectives:-

- Alleviate poverty of poor men and women by improving their capacities and opportunities to participate in and control their own development.
- To make necessary interventions to empower active affinity based groups of disadvantaged people.
- To make necessary interventions to create income security opportunity for the rural poor.
- Through village institutions collaborate and influence Panchayati Raj Institutions (PRIs) to become more effective, accountable and inclusive.
- 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.

2.2.2. Chhattisgarh Gramin Aajeevika Samvardhan Samiti (CGASS) is led by its General Body (GB) that is chaired by Honourable Chief Minister, Govt. of Chhattisgarh, from which a more functional Executive Committee (EC) that presided over by Chief Secretary, Govt. of Chhattisgarh, has been formed for taking all policy level decisions and advising the functionaries of the society. Representatives from the Government of Chhattisgarh, Banks, Development Institutions and Civil Society form the Executive Committee of the Society. The day-to-day management of the CGSRLM is carried out by the State Mission Director (SMD) and his / her team of Officers.

Government means the State Government of Chhattisgarh.

Society means the Chhattisgarh Gramin Aajeevika Samvardhan Samiti (Bihan)

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

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

2.3. Organizational Structure

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

2.3.1. State Mission Management Unit (SMMU)

SRLM, Chhattisgarh has constituted SMMU at the state level, headed by a full-time Mission Director. The SMD is supported by a Joint Mission Director and a multidisciplinary SMMU team comprising of experts in Social Mobilization; Institution Building; Livelihoods; Financial Inclusion; Skills; Capacity Building; Monitoring, Evaluation & Learning; HR & Administration; Procurement; Financial Management; MIS & IT and the Support Staff. There is a provision for staff is taken on deputation from the State Government. Remaining positions at SMMU will be filled by hiring the persons from open market, with specific terms of reference.

2.3.2. District Mission Management Unit (DMMU)

Initially, District Units will be set up in intensive districts. The non intensive districts will be provided minimum staff to oversee the various activities of NRLM. Each DMMU of the CGSRLM will be responsible for coordinating NRLM related activities in the district. DMMU will be linked suitably with Zila Panchayat. Chief Executive Officer-Zila Panchayat at district will be the ex-officio District Mission Director. This arrangement will forge convergence with District Administration and other line departments.

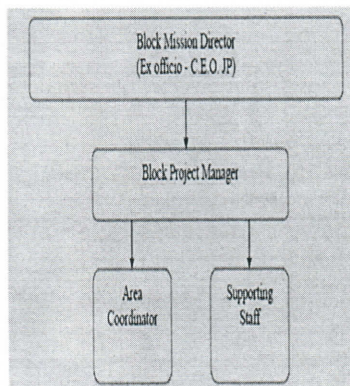
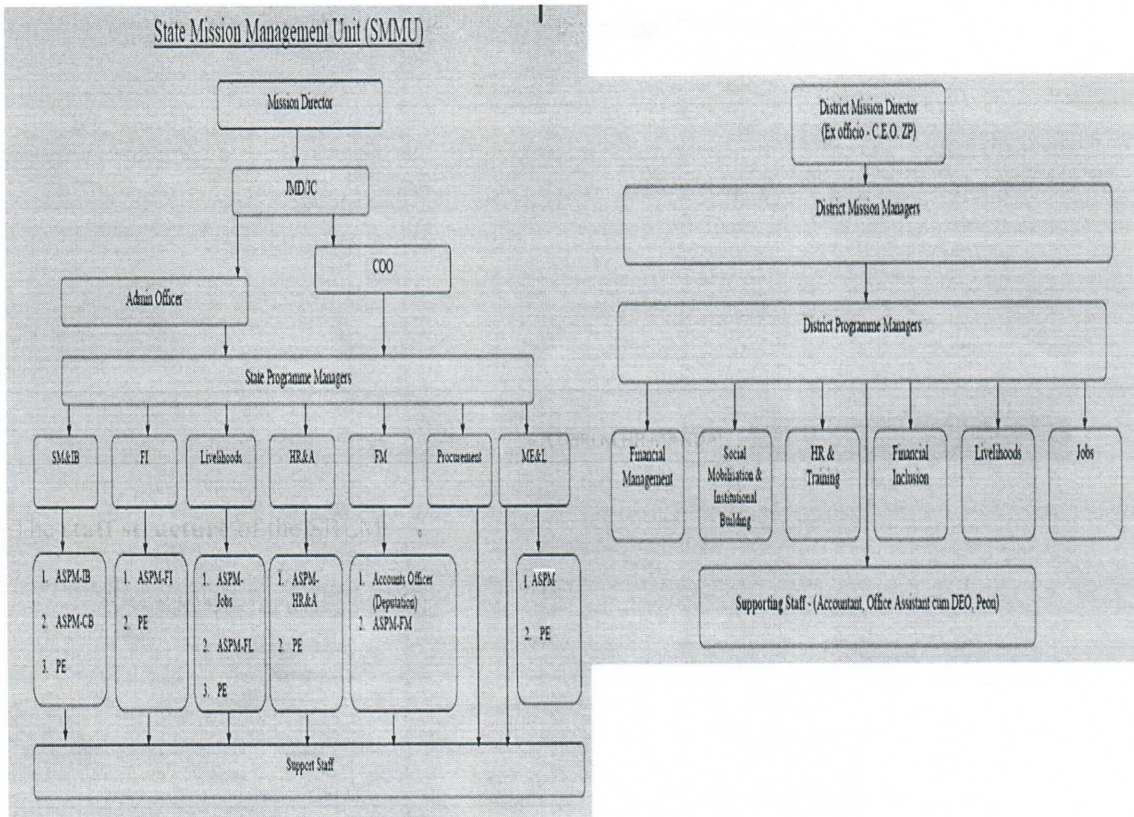
A multi-disciplinary team will be placed at DMMU. The unit will be led by the District Mission Director and supported by District Thematic Managers. These thematic managers will be drawn with experience in Livelihoods, Training & Capacity Building, Social Development and Micro-Finance etc. Support staff will be also be placed to facilitate administrative functions.

Gradually a Capacity Building Cell will also be constituted within DMMU. This cell will include identified trainers in various domains. They may be drawn from Government, NGOs, CBOs or CGSRLM itself. This cell will be responsible for developing training strategy and imparting need based training to the staff engaged in NRLM operation at district and concerned block units. The CB cell will be headed by District Functional Manager (Training). As the program expands, the CB cell would empanel external resource persons too.

2.3.3. Block Mission Management Unit (BMMU)

Initially BMMU will be set up in resource/ intensive blocks. BMMU at Block level will be led by Chief Executive Officer- Janpad Panchayat. Block Programme Manager (BPM) will be recruited from the open market. 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, linking with financial institutions, support for livelihoods development and convergence etc.

The staff structure of the SRLM:



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While the structure remains intact with the progress of the SRLM, the number of staff ramp up gradually as the expansion and deepening progresses. The number of staff within the thematic areas also changes with the changing emphasis from mobilization, inclusion and saturation to deepening, social development, livelihoods, collectivization and convergence. Initially, the program staff have to be generalists with area focus. Primary responsibility remains institution and capacity building. As the Mission progresses and the scope and scale of operation increases, the staff specialization comes to the fore. Some of the initial staff may fit the new role(s). Others may have to be added subsequently as the need arises.

Accordingly, the staff at state level anchor select districts/blocks; the staff at district level anchor select blocks/clusters; and the staff at block level anchor Clusters/GPs/villages.

Also, initially, the staff are recruited in advance, placed in mature blocks as interns or apprentices so that they can be placed in new blocks/districts or at the state level.

2.4. Categorization and Strength of Staff and Creation of Post in CGSRLM

- 2.4.1. All staff in CGSRLM would be categorized into different levels, depending on the seniority and responsibilities. All the staff appointed against approved positions will be called employee of the Chhattisgarh Gramin Aajeevika Samvardhan Smaiti (CGASS). Staff has been categorized from Tier I to Tier III. Eligibility criteria e.g. required academic qualification, years of experience and level, remuneration for staff at various levels have been provided in **Annexure-1**.
- 2.4.2. All posts under CGSRLM were initially created with the approval of the Finance Department and subsequent changes were made with the approval of Executive Committee. CGSRLM has filled posts which are required for the present for implementing various activities under NRLM. The posts may be created and be filled up in phases as per requirement in future keeping in view the expansion of the programme activities.
- 2.4.3. The demand for new posts would be finalized by the Mission Director in consultation with the state team and placed before the EC for approval. The appointing authority for all post (except Mission Director Position) will be the Mission Director-CGSRLM. Each level of staff will have a reporting authority as shown in the below table. The approved staff structure is comprehensively described in the table given below.

2.5. Reporting Relationships

BMMU facilitates the Community Institutions. BMMU through its unit head, BMM, reports to DMM and DMMU through its unit head, DMM, reports to SMMU. All the functional anchors at DMMU and BMMU level report to their unit heads and work in close coordination with their functional heads at the state level in a matrix responsibility. Specific indicative reporting relationships can be seen in the Table below-

Table 1: Reporting Relationships

Position	Reporting to
State Mission Management Unit (SMMU)	
State Mission Director	Chairman /Vice Chairman, EC
Joint MD	SMD
Admin.Officer	SMD/JMD
COO	SMD/JMD
SPMs	SMD/JMD
Programme Manager	SMD/JMD
ASPM / Project Executive and YP	Respective Functional Head
Retainer Consultants	JMD /respective SPM
Data Entry Operators/MIS Assistant + Accountant	Functional Head
District Mission Management Unit (DMMU)	
District Mission Director	State Mission Director
District Mission Manager	DMD (CEO-ZP)
DPM	DMD (CEO-ZP) / DMM
DMMU Members	DPM
Block Mission Management Unit (BMMU)	
Block Mission Director	District Mission Director
BPM	BMD (CEO-JP)
BMMU Members	BPM

2.2 Staff Roles and responsibilities

Indicative Job Descriptions (JDs), describing the roles and responsibilities, of above positions are placed in **Annexure - 2**. These could be customized and updated from time to time based on management approval, and stages of the CGSRLM implementation.

CHAPTER 3: STAFF CATEGORY AND SELECTION POLICY

The objective of this Chapter is to lay down policy and procedures to be followed by CGSRLM in the recruitment and selection of appropriate human resources for the organization. SRLM may hire its full-time staff on long-term contract, short-term contract, retainer consultant, temporary, volunteer and intern basis, either on deputation or from open market. It may also take part-time, assignment/task-based consultants, and/or on-call resource persons. It may also take high-end advisers on appropriate terms.

Thus, the staff are sourced in various ways. These include -

- **Staff placed by Government:** SMD; SRLM may also source Additional Joint SMD from State Government.
- **Staff on Deputation:** Any other position in the Staff Structure from Government, Non-Government and/or Corporate Organization; provided they go through prescribed selection process.
- **Staff from Open Market:** Any Professional position in the Staff Structure; the contractual appointment may be on long-term or short-term fixed tenure basis, further extendable as per need based on mutual agreement.
- **Young Professionals/NRLM Fellows (YPs/NFs):** Young (not more than 30 years) fresh post graduates (degree or diploma) with experience of not more than two years, from reputed academic and training institutes across the country; their recruitment could be through campus selection, or special selection process limited to alumni of the selected institutes. They would receive a fixed pay; experience would matter only till the point of selection. They would be drawn from disciplines like rural management, business management, social work, forestry, agriculture, agriculture and allied, engineering, marketing, finance, HR, law etc. The tenure of an YP/NF would be 2 years in general, extendable by one year. **YPs/NFs may also be positioned in lieu of Executives/DPMs/BMMs.**
- **Data Entry Operators/MIS, Accountants, Office Assistants, Assistants etc.:** Support staff; recruited from open market or through HR Agency or on deputation.
- **Retainer Consultants (RCs):** Short-term, specific assignment / task-based, or part time experienced consultants, recruited against Terms of Reference mentioned in the consultant policy (**Annexure - 3**).
- **Advisers:** High-end long-term Retainer Consultants, positioned by EC/GB on terms they deem fit, to advise EC/GB, SMD and/or SMMU.
- **Resource Persons, Interns etc., as per need, as and when needed**
As per rules of CG State Government.
 - **Interns:** Post graduate degree/diploma /M. Phil/PhD students, researchers, freelancers and professionals etc. from diverse disciplines, as per need and availability, from the fields of development, law, management, social sciences etc., on full time short-term basis; duration of engagement of interns to be fixed as per requirement of the project and approval of SMD.

3.0 Recruitment, Selection and Appointment

SRLM takes up Staff recruitment at all levels in a phased manner, in sync with the progress of the mission. Recruitment may either be taken up directly by SRLM or through HR recruitment agency(ies).

Recruitment in SRLM begins with agreed overall HR/Staff Structure and the plan of recruitment agreed to by EC as part of the Annual Action Plan. This includes engaging community professionals in suitable positions at sub-block, block, district and state levels. SMD may initiate additional recruitment or modify the plan.

3.1 Selection

The elements of recruitment and selection include –

- Agreed Job Description or Terms of Reference for the Position; this includes level of the position, qualifications, experience profile and competencies required etc. All staff should have the following competencies and skills -
 - Essential Competencies – 3R (read, write, arithmetic); demonstrated willingness to stay, be with and work with the poor; pro-poor facilitation orientation; tenacity; strategic influencing; concern with impact; de-learning and learning orientation; understanding of poverty, vulnerability and livelihoods of the poor; specific domain understanding
 - Desirable Skills - Management, Leadership, Mentoring, Mobilization, Communication, Training, Presentation, Language, etc.
- Advertisement (print advertisement, e-advertisement, posting on website etc.); e-group announcement; intimation to HR Agencies/Consultants etc.
- Receiving Applications against advertisement/announcement, or otherwise [existing staff, possessing requisite qualifications and experience, are eligible to apply]
- Screening and first short-listing of Applications
- Indicative Selection/Pre-selection Methods (with/without stage-wise short-listing)
 - Aptitude and/or Written test (if number of first level shortlisted applicants is high);
 - Village stay/fieldwork with/without agenda/checklist;
 - Group discussion, presentation, write-ups;
 - Behavioral Competency Interview/Psychometric test; and
 - Any other techniques useful in screening, short-listing and knowing candidates
- Interview(s) of the final shortlisted candidates (by a panel that includes an independent professional(s), SMD or her/his representative(s), Community representative(s), one NMMU member (for senior positions) etc.; panel to have a senior woman and a senior SC/ST)

SRLM may de-select a candidate for poor performance during the induction period and in the probation period as per the evaluation system developed by SRLM.

SRLM may modify the selection process suitably to ensure community professionals take up SRLM positions. NRLM Fellows or Young Professionals can also be selected through campus placement. SRLM may outsource some or all elements of selection to a HR Recruitment Agency. In any case, SRLM appointed interview panel takes the final selection call.

CHAPTER 4: STAFF ENGAGEMENT AND CONTRACT POLICY

The objective of this policy is to define standard process and terms for engagement of staff by CGSRLM. This policy would be applicable to all employees engaged by CGSRLM, including those on probation as trainees/ apprentices, consultants/ part-time employees etc.

4.1. Definitions

- **Contract** – a legal binding arrangement between CGSRLM and the concerned staff for performing their roles and duties while engaged as staff under CGSRLM (Format for Contract with staff **Annexure – 4**).
- **Staff** – all persons engaged under CGSRLM either on deputation or on a Fixed Tenure Basis.
- **Staff on Probation:** Any person so engaged under CGASS, initially will be on probation for three months which can be extended for another three months for one time only. No further extension will be given.
- **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 CGSRLM.

4.2. Staff Engagement and Appointment

Selected candidates will be engaged contract appointment basis as per CG Samwidha Niyam 2012. The deputation or contract will be for a period of 1 years, subject to annual renewal based on satisfactory performance. The ToR will govern the tenure for the Consultants. The tenure of Advisers will be decided by EC.

The steps leading to the selected candidate joining and continuing in SRLM are -

- All the documents in originals to be verified at the time of joining. Prior to joining Chhattisgarh Gramin Aajeevika Samvardhan Samity, selected candidate has to ensure that he / she is free from any contractual restrictions preventing you from accepting this offer or starting work on the joining date.
- Seek feedback from references.
- Issue an offer letter, duly signed by Authorized Signatory [if the feedback from references is not negative] and seek acceptance of the candidate
- Accept joining report of the new staff member, on the date of joining and issue contract/appointment letter (a copy to be returned accepting the contract/appointment); following documents may be collected along with joining report -
 - Updated Personal Particulars/CV, including PAN, Aadhaar card etc.
 - Medical fitness certificate
 - Details of Bank Account
 - Undertaking for Conflict of interest, confidentiality etc. as per staff code of conduct policy of CGSRLM.
 - Confirmation of appointment will be subject to clearance from police verification(if required).
- Any discrepancy in non disclosure of facts, will lead to cancellation of your appointment with the society at any point of time.

Initially, staff will be engaged on probation for three months. If his/her performance is not found satisfactory, the probation may further be extended for another three months. In case the probation is not confirmed after one extension, mission director may terminate the services of the staff as per the rules framed therein by the Society.

An appointee is transferable across the thematic areas and geographical areas during the contract/deputation tenure. She / he can also be deputed to a Community Institution. Also, an appointee is terminated from service if it is found that she / he has furnished wrong information during the selection and appointment time or subsequently.

CHAPTER 5: STAFF CODE OF CONDUCT & TERMS OF EMPLOYMENT

This policy describes code of conduct expected from CGSRLM staff and terms of employment not addressed elsewhere in the HR Policy. This policy also lays down conditions of work and procedures to handle daily official matters. This policy is applicable to all employees of CGSRLM.

5.1. Employee Code of Conduct

- **Personal Conduct:** All staff of the SRLM are expected to demonstrate good personal conduct in sync with core values and non-negotiable principles of SRLM. This code of conduct applies to all staff including consultants. 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 CGSRLM at all times. They are expected to demonstrate exemplary personal conduct through adherence to the following:

- Staying, being and working with the poor, majority of the time
- Showing always Hope (that Poverty is eradicable) and Faith (in the innate capacity of the poor)
- Ensuring Inclusion, Participation and Ownership of the Poorest/Poor in all that SRLM does
- Being Transparent and Accountable to community (and public at large through proactive disclosures and RTI or otherwise, SRLM Management, Auditors etc.) in all processes and activities.
- Working for Community self-reliance and self-dependence, in every step, without compromise
- Integrity
- Discipline, Decorum and Decency in conduct, language and dressing up
- Being committed to **Communitization**

SRLM is committed to Communitization. It is a paradigm shift in program implementation reiterating the faith in the capacity of the poor. This implies that the community institutions and community cadre take over the sub-block activities upfront and block and district level activities from the block and district staff gradually. Staff member needs to be more area focussed, participatory with integration and mentoring skills.

- **Avoidance of Conflict of Interest:** All employees must avoid situations in which their personal interest could conflict with the interest of CGSRLM. 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 SMD.
 - 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:** Maintaining **Confidentiality** of any information related to the work and/or SRLM (and not divulging to any unauthorized person or body and no information shall be shared with others except as per approved policies of the SRLM); No employee shall disclose or use any confidential information gained in the course of employment / association with CGSRLM 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 agency, individual except as per approved policies of CGSRLM. Disclosure of any document without knowledge of competent authority may cause of serious disciplinary action.
- **CGSRLM Facilities:** No employee shall misuse CGSRLM 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:** CGSRLM 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.
- **Being Anti-Sexual Harassment:** Staff member, either male or female cannot be subjected verbally or physically to unsolicited personally offensive unwelcome sexual overtures or conduct. Every person has the right to work in an environment free of sexual harassment.

SRLM is committed to zero tolerance towards sexual harassment as per Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, GOI, 2013 [see detailed policy at <http://www.iitbbs.ac.in/notice/sexual-harrassment-of-women-act-and-rules-2013.pdf>]. Behaviour that amounts to sexual harassment may result in disciplinary action, upto and including dismissal. Such cases would be referred to the Internal Complaints Committee [ASH Committee] formed by SRLM for the purpose. Any malicious intent on the part of complainant shall be dealt with seriously as per the Act. This policy is adopted in toto.

- **Discipline:** CGSRLM 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., CGSRLM'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 CGSRLM. All voluntary engagements, outside the realm of employment in CGSRLM shall be such that it does not lead to any conflict of interest or adversely affect the employees' performance in CGSRLM.
- **Legal Compliance:** All CGSRLM employees shall comply fully with all applicable laws and regulations. Ensuring legal and regulatory compliance is the responsibility of the SMD, JMD, DMDs and the BMDs. CGSRLM 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 SMD should seek legal advice before taking a decision.
- **Leading by Example:** It is expected that all 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 CGSRLM'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 SMD would be the final authority to decide on such cases of non-adherence.

5.2. Office Hours

- The working hours of CGSRLM shall in general be as set by the state government for its offices, 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 with approval of Mission Director.
- 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 she / 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.

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5.2 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 CGSRLM. All Contract Employees and Employees on Deputation should take prior permission from competent authority before leaving Place of Posting/ Headquarters / Place of Duty / Duty Station. Failing in the same may lead to disciplinary action against his / her.

5.3. Personal Files & Records

- CGSRLM 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 for 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 with HR unit 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 CGSRLM. 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 SMD. 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 in a year, financial or calendar year as may be decided by CGSRLM.
- 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 CG Government guidelines.

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. All staff must also register their attendance in the biometric attendance system.
- Failing to sign the attendance Register / punch in Biometric Attendance System 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.
- 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

- CGSRLM recognizes that safe and hygienic atmosphere at workplace is a precondition to motivate employees to work with CGSRLM. 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:** CGSRLM 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:** CGSRLM believes that commitment to sustainable development is a key component of all its activities and programmes and therefore accords it the highest priority. CGSRLM 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 CGSRLM employees will abide by the safety precautions. Employees should 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 CGSRLM. 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 SMD 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

- CGSRLM 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 CGSRLM vehicles. However, in exceptional cases due to emergency and if situation compels, CGSRLM 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 CGSRLM. 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 CGSRLM 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)

- CGSRLM shall issue Identity cards to all its employees. The ID cards will be issued signed by the SMD or her/ his designated person at SMMU/DMMU/BMMU and managed by the HR department/ HR Incharge at the SMMU/DMMU/BMMU level.
- The employees will provide a receipt for the same. Identity card is CGSRLM'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.

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CHAPTER 6: SALARY AND BENEFITS POLICY**6.1. Salary Package to Staff:**

As per Chhattisgarh Government Finance department approval.

6.2. Contribution to Employee Provident Fund:

Contribution to Employees' Provident Fund Act and family pension funds act 1952 under section 1(4) would be paid as per the statutory requirements.

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CHAPTER 7: ORIENTATION AND INDUCTION TRAINING POLICY**7.1. Staff Induction**

All new staff members including Consultants, Resource Persons and Interns need to undergo Induction immediately on joining SRLM. However, Induction Module may be customized to each category of staff or individual staff member. The basic documents including manuals, reports, training materials etc. are provided in print form and/or e-form as **Induction Kit** to the new staff member.

Induction takes the new staff member through SRLM's Vision, Mission, Core Values and Non-negotiable Principles, NRLM Framework, Processes, Protocols, Community Operational Manual and field reality/situation so that she / he fully appreciates the programme and systems and her/his roles and responsibilities, job description, Key Result Areas and Key Performance Indicators therein.

Even the consultants, resource persons and interns go through a short induction programme so that they internalize NRLM framework, processes and core values. Induction, a mix of fieldwork (60-75%) and classroom training (25-40%), is in four phases –a) Understanding the Context - Poverty, Vulnerability & Livelihoods; b) Understanding Community Institutions and Participatory Assessment; c) Beyond the Institutions; and d) Planning. Detailed indicative schedule is in **Annexure 5**.

During the induction process, the participants are observed closely and graded on various indicators like their active participation, unlearning and learning, approach towards dealing with poor, and other necessary attributes for a development professional. Participants, who fail to meet/obtain at least the minimum score on the above requirements during the induction, are **de-selected** forthwith.

7.2. Probation

All new staff members at all levels, other than consultants, resource persons and interns, are on probation for initial 3 months. During the probation period, services may be terminated with shorter/no notice based on poor performance or any intolerable indiscipline actions as per SRLM policy. Learning and Performance of the staff member during the probation is assessed periodically and feedback provided. By the end of the probation, if the performance is not up to the mark, the probation may be extended for a further period up to 3 months. In case the learning and performance is very poor, and/or attitude, behaviour and orientation is found not appropriate to SRLM during the initial probation period, or learning and performance does not improve significantly during the extended period of probation, deputation/contract is terminated. Otherwise, the probation is deemed to have been over and completed satisfactorily, on completion of the initial/extended probation period.

7.3. De-selection, Separation and Exit

A staff member is **de-selected** and therefore, disengaged from the services to SRLM if the staff member does not display minimum level of unlearning/learning and performance during the induction period. A staff member is terminated if the learning and performance during the initial/extended period of probation is not up to the mark, and/or attitude, behaviour and orientation is found not appropriate to SRLM. Apart from these, any staff member who is found not adhering to or violating any of the SRLM core values/non-negotiable principles is de-selected forthwith. Further, she / he may be de-selected if performance during annual performance appraisal as part of Performance Management System is not found satisfactory on a recurrent basis. Disengagement is effected by giving notice (as per terms of engagement in contract/ appointment letter) or paying remuneration in lieu thereof.

Any staff member may also separate from SRLM voluntarily by resigning and serving notice period or on completion of the tenure (in case of full-timers other than advisers, consultants and resource persons).

SRLM, for its records and use, should document the feedback of the staff member separating from SRLM. A separation letter/relieving letter along with experience certificate is issued to the outgoing staff member, after settling all dues either way and handing over to assigned successor on the date of relieving.

CHAPTER 8: TRAVEL POLICY

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

8.1. 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 CGSRLM. In case of an employee deputed for training in India or abroad, Headquarters will mean the place of duty from where she / 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 CGSRLM, including trainees.

In respect of a trainee, the headquarters shall mean the place of training at which she / he is posted. However, in case she / he is sent for undergoing training for more than 10 days, away from her/his place of posting, the place at which she / 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 meals and other incidentals.
- **Approving Authority:** An official who has been designated as per the HR Policy / Finance Manual to approve claims, reimbursements, etc. of any staff under the HR Policy.
- **Self-approving Officers** refers to those officers authorized by CGSRLM to approve their own travel and related claims. In CGSRLM, SMD is designated as self-approving officers.

8.2. General Principles & Guidelines for Travel

- **As per the directives of Finance Department CG Government.**

8.3. Any clarification with regard to interpretation of any of the provisions of this Policy, it shall be referred to the SMD, for a final decision.

8.4. The types of travel covered under this policy are:

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

8.5. Local Journey

All levels of staff of CGSRLM 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 Reimbursement of Local Journey Expense will also be applicable 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.

8.6. Local Journey Area refers to the municipal limits/ geographical boundaries for various administrative units of CGSRLM. All official journeys within LJ are to be treated as local journeys and paid as per prescribed Reimbursement of Local Journey.

8.6.1. Reimbursement of Local Journey (LJA)

As per the rule of CG Government.

8.6.2. Use of Personal Vehicles for Local Journeys:

As per the rule of CG Government.

8.7. Reimbursement Process and Settlement of Local Journey Allowance (LJA) Claims

- The employee shall submit the claim in the TA Claim format (Annexure 7) along with all supporting documents
- Local Journey Claims are to be consolidated and submitted for settlement timely.
- The LJA Claim form shall be duly signed and approved by the competent authority before submission to the concerned accounts department.
- SMD 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.

8.8. 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.

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

8.10. 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)

8.10.1. 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 CGSRLM, 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.

8.10.2. 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 reporting officer.
- For all employees travelling within the state (outside their district), approval shall be sought from i8.
- For all employees travelling outside the state, approval shall be sought from the SMD.
- Any travel to attend any training programme/ workshop outside the state, approval shall be sought from the SMD.
- For any employee travelling to attend any international training/ workshop, approval shall be given by the Chairman – EC.

8.10.3. Travel Allowance Eligibility and Entitlement:

As per the rule of CG Government.

8.10.4. Conveyance Charges incurred during Outstation Travel

As per the rule of CG Government.

- 8.10.5. Daily/ Subsistence Allowances:** An employee on official tour will be entitled to get a fixed daily allowance intended to cover expenses incurred on food and other incidentals. The allowances vary for outstation travel outside the state and within the state as per the category of cities classified by the state government is as follows -

Table: 8

Category	X Category	Y Category	Z Category
Tier I	Rs 400	Rs 350	Rs. 250
Tier II	Rs 300	Rs 200	Rs. 150
Tier III	Rs 200	Rs 120	Rs. 90

8.10.6. Lodging & Boarding Allowances during Outstation Travel:

As per the rule of CG Government.

8.11. Reckoning of day for the purpose of calculation of D.A.:

As per the rule of CG Government.

8.12. Advance for Outstation Travel

- Travel advance shall be paid based on tour sanctions at 90% of eligible amount, for a duration not exceeding 20 days at one time. The request for advance shall be made in the prescribed form (Annexure 8), 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 CGSRLM.

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8.13. 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 7 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, CGSRLM 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 SMD for all Staff at SMMU Level and DMD for all staff at District and BMD for all staff at Block Levels.

CHAPTER 9: HOLIDAY AND LEAVE POLICY

The objective of this policy is to describe the various types of leave available to CGSRLM staff and the related procedures to avail the same. This policy is applicable to all staff of CGSRLM including staff on deputation, unless otherwise specified in the contractual terms.

The staff with SRLM can avail leaves as mentioned in the table below subject to approval by the competent authority. The staff on deputation can avail leaves as per their parent department leave policy.

9.1. Leave rules, applicable for all staff –

- i. Leave will be admissible to the employee year as per CG civil Services (contract appointment) rule 2012.

Leaves	Days (per year)
Casual Leaves	18 days
Optional Leave	03 days
Maternity Leave	As per CG Government Rules

9.2. 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 SMD (or JMD/COO, if so designated by the SMD). Some of these could be

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

Under normal circumstances, leave without pay shall not be granted for more than 30 days at a time. SMD at her/his discretion may sanction such leave, more than 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 if it is sanctioned by SMD.

9.3. Holidays

- All CGSRLM staff shall be entitled to official holidays with full pay unless otherwise required to meet exigencies of work.
- All CGSRLM staff shall observe all holidays declared by Government as official holidays.
- All official holidays are applicable to all categories of CGSRLM staff including trainees.

9.4. Maintenance of Leave Records

- The HR unit (for SMMU) and District Programme Manager – HR&T or person given the additional responsibility of HR (for District and Block Unit) shall be responsible for maintenance and regular update of leave records for each employee of CGSRLM in the form of a Leave Register with separate record for each type of leave or as an electronic record.
- Each administrative unit of CGSRLM unit shall maintain such a Leave register, for staff serving in the unit.
- A copy of all documents related to leave (applications- Annexure 9), approvals, joining

letter, leave extension letter etc.), shall be sent to HR unit by the leave sanctioning authority and the staff member, for due approval.

- All staff shall be entitled to view their leave records for validation and information.

9.5. 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.



CHAPTER 10: STAFF CAPACITY BUILDING

10.1. SRLM conducts 'Training Need Assessment (TNA)' of staff at various levels periodically and annually as part of Performance Management System. Based on this and on the needs of the SRLM, SRLM would develop annual staff capacity building plan. This is further integrated with Community Capacity Building and consolidated annual CB Plan and CB Calendars at various levels are evolved. This CB Plan along with CB calendars is integral to SRLM's Annual Action Plan. During the year, SRLM rolls-out CB Plan and Calendar directly, with support from Resource Persons, Resource Cells within SRLM and other SRLMs, CB Agencies, NIRD and NMMU. A dedicated senior staff member (CB Anchor) anchors the staff induction, learning and capacity building agenda.

Apart from these structured / formal programs, various day to day processes / tasks like review, workshops, seminars, planning, visioning, mentoring and handholding also help in building the capacity of the staff. Mission would encourage all staff receiving proportionately possible opportunity to participate such programs organized outside the state. Therefore, one staff would be allowed up-to 30 days (including travel days) in a year for participating any training / meeting / workshop / seminar etc. organized out-side the state. HR unit will upkeep record of all staffs' travels and recommend nomination of staff for such programs organized outside the state with relevance / justification.

Given the nature and focus of SRLM, its staff needs to have understanding, knowledge, tools and skills in the broad poverty reduction, development and livelihoods arena in general and following thematic aspects in particular -

- Poverty, Vulnerability, Gender and Livelihoods Understanding and Participatory Poverty Assessment
- Participatory Processes/Tools and Participatory/Direct Training Methods
- 10-year Block Processes/Protocols, Community Operational Manual
- Community Institutional Architecture (SHG, VO, CLF, BLF) – Concept, Panchasutra, Management and Sustainability
- Community Cadres and Resource Persons
- Communitization and Integration
- Management, Leadership and Mentoring
- Visioning and Planning
- Book keeping, Auditing and Financial Literacy
- Funds to Community
- Planning, Appraisal and Roll-out – Microplans, Vulnerability Reduction Plans, Convergence Plans
- Social, Financial and Livelihoods Inclusion and Social Development
- Inclusion of Vulnerable Groups and Communities including Tribal Communities, PWDs, Elders, etc.
- Gender and Social Action
- Food, Nutrition, Health, Water, Sanitation and Hygiene
- Social and Livelihoods Collectives
- Livelihoods Planning and Livelihoods group management
- Basic IT, MIS, M&E, FM, and other systems
- Communication, Documentation and Reporting
- HR processes, soft skills, office management skills etc.

While basic induction, monthly reviews, annual workshops and planning workshops cover many of these aspects, SRLM with support from SMIB team ensure that all staff achieve / reach minimal capacity level in the above areas. SRLM senior staff / advisers / consultants,

SRLM's pool of intensely trained and experienced empanelled resource persons and resource persons from CB Agencies and Resource Organizations support in rolling-out CB Plan. Customized Programs in/by Management/Training Institutions, immersions/exposures to practices in the field across the country and outside fill the gaps.

In view of intensity of Capacity Building, SRLM lines up and partners with existing training infrastructure within Government, SIRD etc., followed by infrastructure with civil society and private infrastructure on payment basis, at state, district and block levels.

10.2. In service Education Policy: In addition to ongoing training and development, CGSRLM 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.

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

CGSRLM 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 SMD – CGSRLM.

CHAPTER 11: HUMAN RESOURCE MANAGEMENT AND PERFORMANCE MANAGEMENT SYSTEM

11.1 Performance Management System

The objective of this chapter is to lay down policy, rules and procedures for performance management of CGSRLM staff. Performance Management (PM) is an integral part of the HR Strategy of CGSRLM which aims at continuous improvements in performance of staff engaged in attaining the organizational objectives. Specifically the objectives of PM would be:

- To enhance Performance of individuals and Teams through a systematic review of performance.
 - To enhance self esteem of the staff by rewarding performance and to bring in a culture of healthy competition to perform.
 - To identify gaps in performance and pave way for future capacity building
- CGSRLM is committed to rolling-out Performance Management System (PMS) for its staff. PMS aims at a process for aligning the efforts of staff towards achieving the Mission objectives, recognizing performance and addressing the issues and challenges poor-performance /non-performance. It enables each staff member to know clearly what is expected from her/him, plan for unlearning, learning and building own capacity, plan and work for achieving planned results, and seek recognition and reward, if any.
 - As a first step, all positions to have indicative Job Descriptions (JDs), Key Result Areas (KRAs) and Key Performance Indicators (KPIs). The cycle of the Performance Management System commences with customizing the JD, KRAs and KPIs for the position jointly by the staff member and her/his reporting officer, and for the team, in sync with SRLM Annual Action Plan (AAP). The progress on the planned KPIs is tracked using KRA & KPI form and the quantitative and qualitative achievements are assessed annually.(April to March). The assessment also includes progress on teamwork and learning plan and the quality of direct support to the community, community institutions and cadres and the field staff in the assigned area for anchoring.
 - Thus, the assessment is on three counts – Domain, Personal Attributes and Special Attributes, and progress on the planned results (40%). Each count is assessed by assessors – self and reporting office. Based on the consolidated assessment and score, the staff member’s overall performance is rated as Excellent, Very Good, Good, Average.
 - The staff members with better performance may be provided with recognition and non-monetary and monetary rewards in accordance with performance as per the discretion of MD SRLM. Others with low or under performance are asked to improve learning and performance. Staff members with recurring low or under performance are disengaged forthwith.
 - Detailed description of PMS is at **Annexure 6.1 and 6.2**

The staff members with better performance may be provided with recognition and non-monetary and monetary rewards in accordance with performance as per the discretion of MD SRLM Others with low performance are asked to improve learning and performance. Staff members with recurring low performance are disengaged forthwith.

11.2 HR Database and HR MIS

SRLM maintains profiles and other records of all its HR including staff members, consultants, resource persons and interns. It also e-profiles them and maintains a HR Management database. HR Management Information System (MIS) also includes data of required, approved, planned and filled HR positions at various levels.

CHAPTER 12: TRANSFER POLICY

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

12.1. “Transfer” means the movement of an employee from one Headquarters/station at which she / 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 CGSRLM 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 vacancy, same position/category & approval of the SMD CGSRLM of CGSRLM.

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 CGSRLM.
- Any other objective deemed appropriate by CGSRLM.

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

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 she / 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. DMD in case of DMMU or BMD 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 CGSRLM 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 SMD through the concerned District Mission Director. All inter-district transfers shall be made to the SMD- CGSRLM.
- 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 CGSRLM.

12.4. Transfer Process

- In case of transfer made in CGSRLM'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

As per the rule of CG Government

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

Table: 13

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

CHAPTER 13: GRIEVANCE REDRESSAL POLICY

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

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 CGSRLM 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 of 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 staff of CGSRLM. 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 CGSRLM employees, the same shall be routed by the vendor to CGSRLM and addressed as part of vendor-CGSRLM contractual arrangements.

13.2. Grievance Redressal Structure and Basic operations

In order to ensure the work culture in SRLM reflects SRLM's transparent, democratic and process driven nature, SRLM facilitates grievance redressal mechanism/process (GRM) so that staff can express their grievances and seek redressal. Grievances include unfair treatment, delayed/non-payment of remuneration and allowances, and issues adversely affecting the organization ethos. The GRM includes –

- Grievance Redressal Committees (GRCs) at Block, District and State levels with **not less than three members (mainly women member with appropriate seniority, SC/ST representative and another senior member)** to redress issues of the staff at the Block, District and State level respectively. Where the number of staff is less or staff with appropriate seniority are not available, the concerned unit may draw upon women/SC/ST representative from SMMU/DMMU/BMMU level. A Grievance Handling Officer, nominated/designated from among the staff, at each level supports the GRC.
- Grievance Handling Officer (GHO) is responsible for issuing acknowledgement and recording the date of receipt of the grievance. Immediately on receipt of the grievance the GHO will put up the grievance in front of Grievance Redressal Committee who will examine the same and complete the proceedings and resolve the issue within 30 days.
- GRC meets quarterly. All complaints received till the current GRC meeting will be discussed during the meeting. Record of all the grievances and the proceedings is maintained by GHO and the decision of GRC is implemented.
- In the event of any emergency, GRC may meet at short notice.

- The employee who is aggrieved of the decision of the Grievance Redressal Committee may prefer an appeal to SMD, CGSRLM, against the decision of Grievance Redressal Committee and the employer shall, within 1 month from the date of receipt of such appeal, dispose of the same and send a copy of their decision to the person concerned.

CHAPTER 14: DISCIPLINARY CONTROL SYSTEM

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

- 14.1. Misconduct:** Any act committed (includes omission) by an employee in course of their work for CGSRLM, whether committed within the premises of CGSRLM 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 CGSRLM'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 law under CG Samvidha Niyam 2012, 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 CGSRLM 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 CGSRLM.
 - Commission of any act subversive of discipline on the premises of the establishment or other places, during the course of employment in CGSRLM.
 - Habitual neglect of work, or gross or habitual negligence.
 - Habitual breach of any rules or instruction of CGSRLM and habitual disregard or gross negligence to the assets and property of CGSRLM, or the maintenance of the cleanliness of any portion of the establishment.
 - Willful disruption of work or damage to any property of CGSRLM.
 - Wrongful disclosure of confidential information or any information obtained during the course of work in CGSRLM, without authorized formal permission.
 - Gambling/ betting within the premises of the establishment or at public place.
 - Smoking or spitting on the premises of the establishment where it is prohibited.
 - Failure to observe safety instruction notified by CGSRLM 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 the CG Samvidha Niyam 2012.
- 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 CGSRLM.

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 CGSRLM for a period of one year from the date of censure.
- Reduction of pay upto 20% by giving proper notice.
- Barring increment for one or two successive years by giving proper notice.
- Dismissal from services of CGSRLM from service including with a rider disqualifying further employment in CGSRLM.
- Any other that may be approved by CGSRLM.

The imposition of above penalties does not preclude CGSRLM 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.

Table: 14

Level of Staff	Competent Disciplinary Authority	Appellate Authority
All staff at Level I (Except SMD)	SMD	ACS RD-cum-Vice-Chairman EC – CGSRLM
All Staff at State HQ	SMD	ACS RD-cum-Vice-Chairman EC - CGSRLM
All Staff at Districts/ Blocks/ Field Units	DMD for warning SMD for all others forms of Penalties	SMD; ACS RD-cum-Vice-Chairman EC – CGSRLM

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 Programme Manager or District Programme 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 in SMMU and administrative unit and DPM HR/Incharge for DMMU/BMMU and issued by the DA to the employee concerned with copies to the Unit Head, the Reporting Officer, and HR 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 11th day by registered post (with acknowledgement due) or any other method and a second and final notice by the 20th 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 30th 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 CGSRLM.

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 Unit, Reporting Officer and the Unit Head.
- If the employee accepts the charges, the DA may impose the penalty she / he deems appropriate, and issues the same to the concerned employee. The same is conveyed to the HR 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 Unit and recommend setting up of an inquiry committee.

14.8. Inquiry Officer: The HR Unit would appoint an Inquiry Officer with approval of SMD either from CGSRLM 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 Unit shall ensure that at least one of 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 CGSRLM.
- The Chairman of the Committee shall appoint a Presenting Officer, who would be nominated from amongst the employees of CGSRLM and who would present the case before the Enquiry Committee on behalf of the Management. The representative of HR unit in the committee would be the de facto Member Secretary and in addition to participating in the enquiry proceedings, she / 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 she / 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 CGSRLM 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.

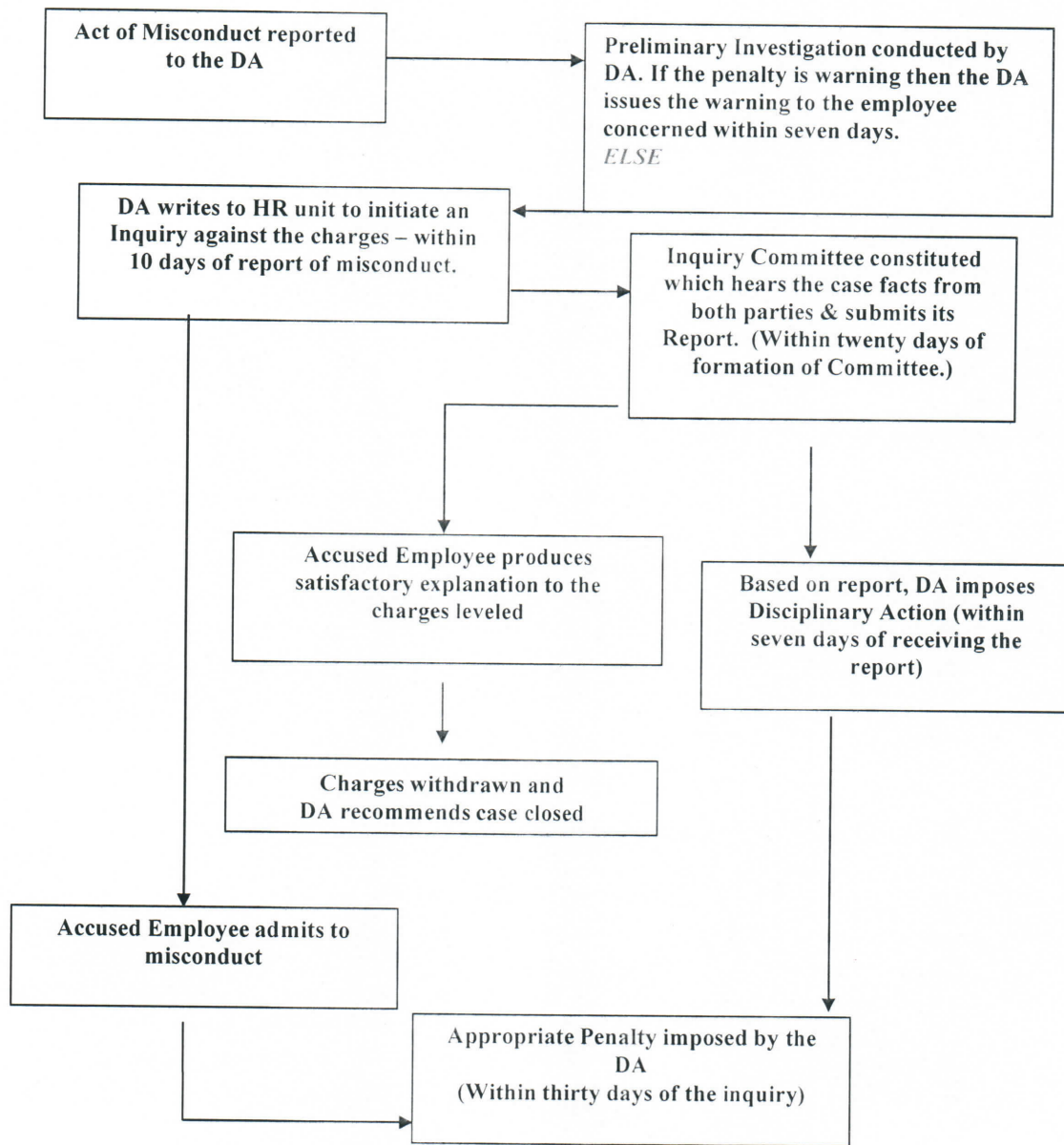
14.9. Appeals

- 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 CGSRLM.
- Based on these, the Appellate Authority(SMD) 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.

FLOW CHART of actions for conducting a Disciplinary Process



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CHAPTER 15: STAFF EXIT POLICY

The objective of this policy is to define the standard process and terms of exit for staff of CGSRLM. This policy applies to all the employees recruited on a fixed tenure basis and staff on deputation. It also applies to trainees, apprentices and consultants, unless otherwise stated in their terms of contract.

- 15.1. Types of Separation/ Exit :** In general, an employee would be separated from service with CGSRLM 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 CGSRLM 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 CGSRLM.
 - **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 SMD for approving / accepting termination of tenure of staff.

15.2. General Principles Regarding Exit

- The separation of an employee from CGSRLM 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.
- CGSRLM 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 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 in 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 service 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 or draft. In exceptional cases, CGSRLM 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 amount 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, CGSRLM 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 after clearance of dues mentioned above.

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 CGSRLM.

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, CGSRLM shall constitute a Medical Board comprising of two Registered Medical Practitioners nominated by the SMD, 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 CGSRLM.

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

CGSRLM 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 CGSRLM 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 Unit for due completion of all settlement formalities. The HR unit, with the concurrence of the SMD shall ensure payment as per CG government guidelines.

SPM HR will ensure that a list of clearance from all offices/ departments of the Society is received at the earliest and submitted to SMD for approval.

A condolence message from the Society signed by the SMD 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 CGSRLM 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 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 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 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 Unit may initiate all other processes with consultations with the SMD / COO.

15.8. Termination on Resignation

- An employee who wishes to resign from the services of CGSRLM 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 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 Unit to counsel the employee.
- Resignation shall be accepted by the competent authority and sent to HR 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 CGSRLM 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 starting from the date of joining to 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 SMD 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 quoted 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 CGSRLM 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 done until the employee clears all pending dues through a cheque or draft. In exceptional cases, CGSRLM 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.

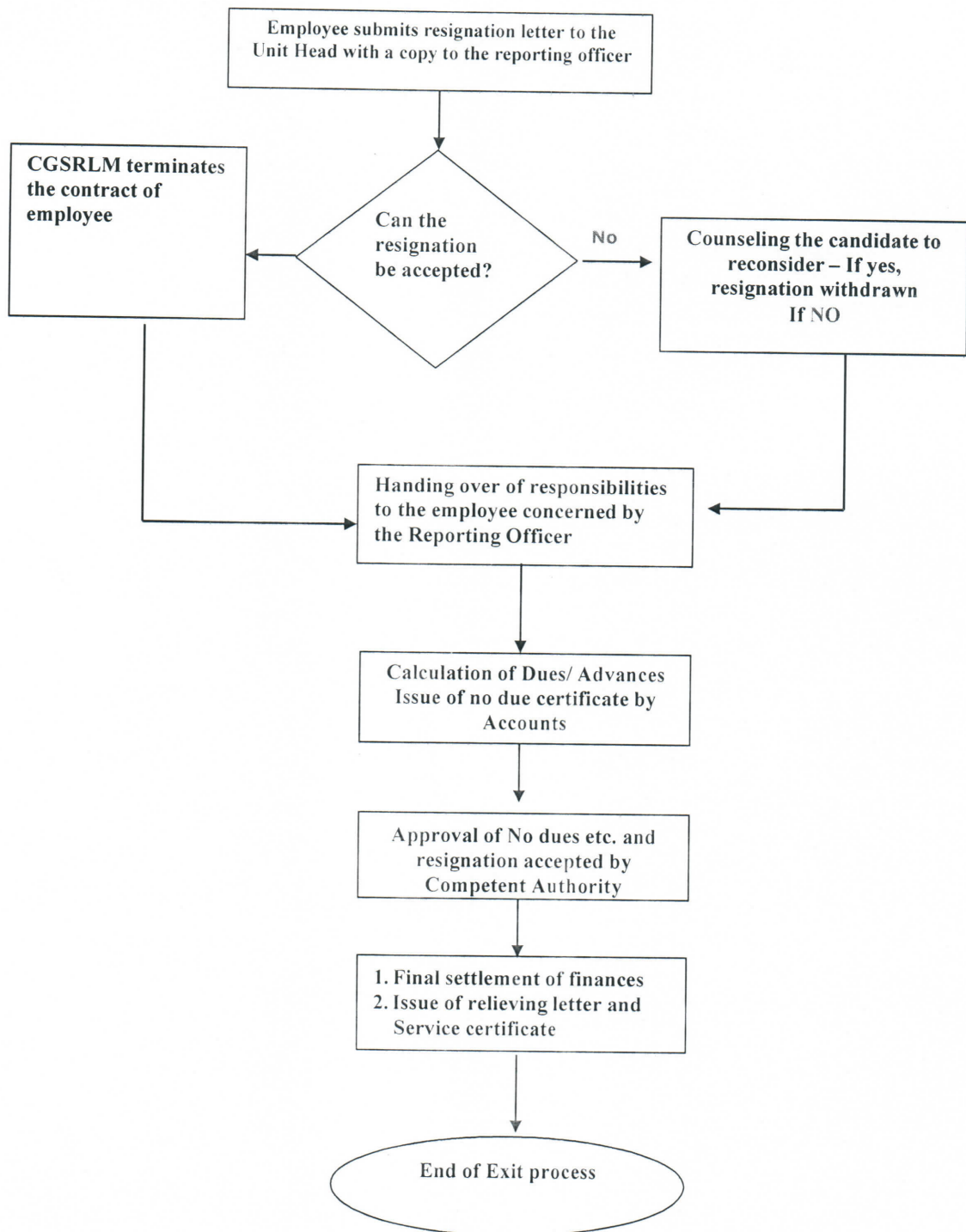
The indicative timeframe for Full and Final Settlement is as below:

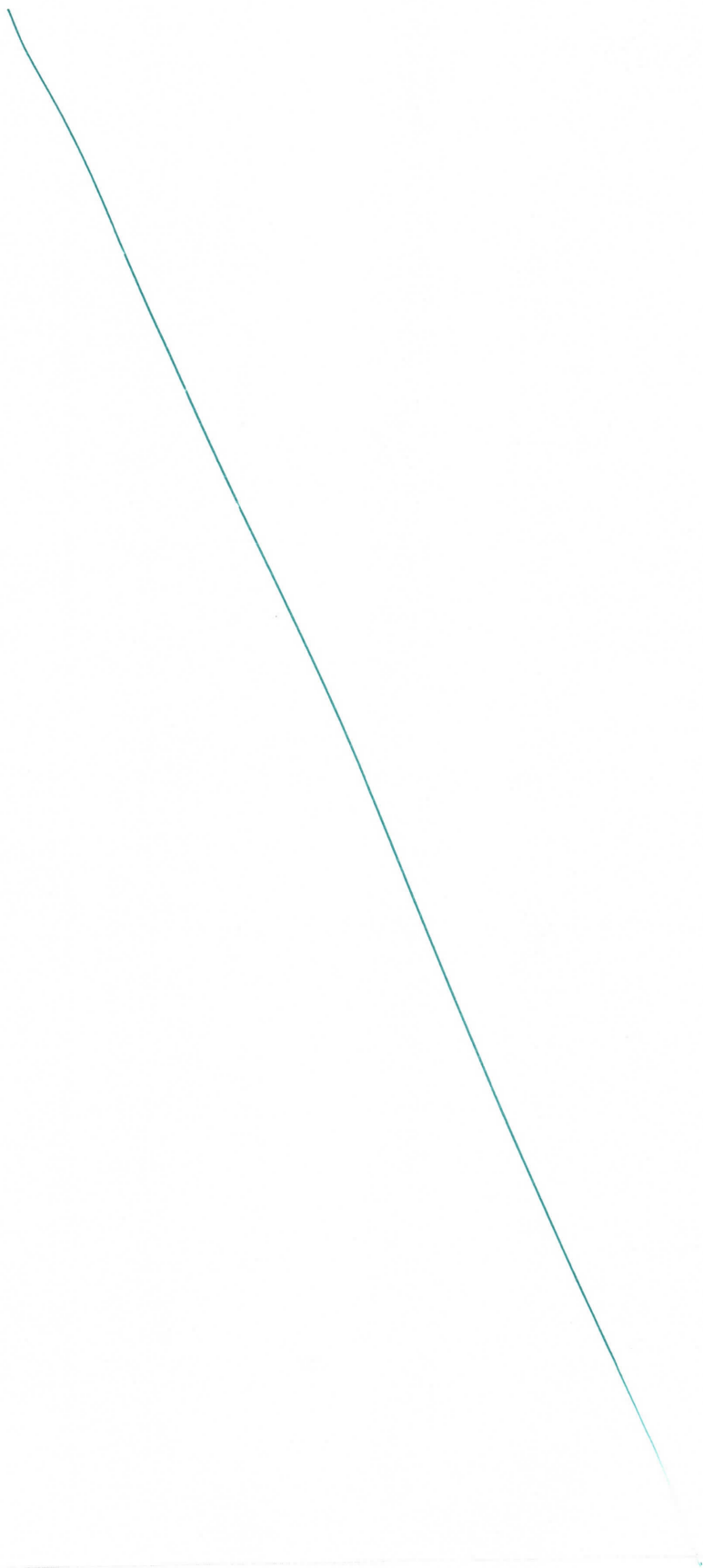
- Resignation with due Notice - On last Working Day
- Resignation without due Notice – within 30 working days of relief
- Compulsory Termination - within 30 days for formal relief subject to terms of disciplinary order, if any.
- Exit after Contract Period and Retirement – On Last working Day

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 CGSRLM. 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 SMD.

Exit Flow Chart for Staff Exit





Chapter 16 : Administrative and Financial Powers Delegation

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

Administrative and Financial Powers to be delegated at the State, District and Block levels**Delegation of Powers****Table: 15**

Sr.	Nature of powers	Authority	Extent of Power delegated
1.	To accord administrative approval and financial sanction of salary, office rent, electricity, water charges, taxes, telephone, internet etc.	Mission Director	Full powers
		Head of Office-State	Up to the approved limit
		Head of Office-District	Actual / Up to the approved limit
		Head of Office-Block	Actual / Up to the approved limit
2.	Sanction of leave	Mission Director/ SMD	Full Powers
		DMD	Full powers for district and block staff
		BMD	Leave upto 4 days for staff at block level.
3.	To permit for journey of Officials within the State in connection with approved training, workshop, field visit, seminar & gathering experiences	Mission Director	Full Powers
		DMD	Full powers for Tier III
4.	To permit for journey of Officials outside the State in exposure /immersion/training, workshop, field visit, seminar & gathering experiences etc	Mission Director	Full Powers
5.	To accord permission for air travel for experts, resource persons, non-entitled Officers	Mission Director	Full Powers
6.	To accord administrative approval and financial sanction for expenditure on taxi fares of distinguished visitors	Mission Director	Full Powers
		DMD	Full Powers
7.	To accord administrative approval and financial sanction for organizing food, TA & DA for invitee VIPs/ EC members, Experts and delegates attending the meeting.	Mission Director	Full Powers
8.	To invite resource person/members of different committees and Community or	Mission Director	Full Powers

	agencies within district for Mission work for Meeting/ Discussion/ Technical Assistance	DMD	Full Powers within district
9.	To sanction honorarium to guest speakers, experts and Resource Persons for workshops, trainings and thematic meetings	Mission Director	Full Powers
		DMD	Upto Rs. 0.015 per day in each case/ individuals (As per SRLM Remuneration policy)
10.	To accord administrative approval and financial sanction for expenses on Mission visit, monitoring & supervision, reporting & documentation	Mission Director	Full Powers
11.	To invite experts/ members of EC/ VIPs and appoints consultants or agencies outside government sector	Mission Director	Full Powers
12.	To accord administrative approval on TA Bills and advance for travelling.	Mission Director	Full Powers
		Head of Office – State	Upto Rs. 0.25 Lakh in each case
		DMD	Full Powers (within District Jurisdiction)
		BMD	Full Powers (within Block Jurisdiction)
13.	To sanction reimbursement of cancellation charges for rail, air ticket when cancellation is made in the interest of Society or when cancellation is made on account of circumstances beyond the control of the officials	Mission Director	Full Powers
		Head of Office – State	Full Powers for state level functionaries
		DMD	Full Powers for district level functionaries
		BMD	Full Powers for block level functionaries
14.	To accord administrative approval and financial sanction for purchasing journals and books and periodicals relevant to the mission objectives	Mission Director	Full Powers
		Head of Office – State	Upto Rs. 0.10 lakh per month
		DMD	Upto Rs. 0.025 lakh per month
		BMD	Upto Rs. 0.001 per month
15.	To accord administrative approval and financial sanction for Studies, Research & Survey etc.	Mission Director	Full Powers
16.	To engage temporary/part time Staffs/ Deputation/ Contracts	Mission Director	Full Powers
17.	Disciplinary action including suspension of staff appointed on deputation or contract	Mission Director	All Powers, as delegated by EC (Full powers in respect of employees for whom SMD is appointing authority. In case of staff on deputation SMD, would make recommendation to the parent department.)

18.	Hiring of office accommodation	Mission Director	Full Powers
19.	To accord administrative approval for legal services	Mission Director	Full Powers
20.	To sanction for sale off/write-off of unserviceable materials/dead stocks/ theft	Mission Director	Full Powers
21.	Administrative approval for Operating Expenses	Mission Director	Full Powers
22.	To accord administrative approval and financial sanction for unanticipated activities	Mission Director	Full Powers
23.	To sanction hospitality expenditure	Mission Director / SMD	Full Powers
		Head of Office – State	Upto Rs. 0.05 lakh per month
		DMD	Upto Rs. 0.015 lakh per month
		BMD	Upto Rs. 0.005 per month.
24.	Sanction of recurring, non-recurring contingent expenditure not specified elsewhere.	Mission Director	Full powers
		Head of Office-State	Upto Rs. 1.2 lakh per month
		Head of Office-District	Upto Rs. 0.60 lakh per month
		Head of Office-Block	Upto Rs. 0.30 lakh per month
25.	Any other activities not covered above	State	Executive Committee

Note: Mission Director is authorized to declare any officer of SMMU as Head of Office under different heads of powers;

DMD: Ex-Officio, CEO-ZP and BMD: Ex Officio, CEO-JP

Annexure 1: Staff Qualifications, Experience, Level and Remuneration

Indicative details of qualifications and experience for various positions and indicative remuneration/ salary range can be seen the Table below –

Table: Qualifications and Experience

Level	Qualifications	Experience	Remuneration/ month (Rs.)	Level	Tier
State Mission Director	Deputation from Government		As per Govt. norms	L-1	Tier - I
Jt. MD (System Functions) deputation from Rural Development department, GoCG	Equivalent to Jt. Commissioner rank from GoCG	-	As per CG Govt. Norms	L-2	Tier - I
COO (Program Functions) from open market	Post-Graduate degree in rural Management/ Social Science/ Rural Development	15+ years post qualification relevant experience	1.10 Lakhs	L-2	Tier - I
Administrative Officer	Equivalent to Dy. Commission rank from GoCG	-	As per CG Govt. Norms	L-3	Tier - I
State Programme Manager (from open market)	Post-Graduate degree in relevant subject	7+ years post qualification relevant experience	0.66-.88 Lakhs	L-3	Tier - I
Accounts Officer	Deputation from GoCG Finance Department	-	As per CG Govt. Norms	L-3	Tier - II
District Mission Manager (from open market)	Post-Graduate degree in relevant subject	5+ years post qualification relevant experience	48000	L-4	Tier - II
Asst. State Programme Managers	Post-Graduate degree in relevant subject	5+ years post qualification relevant experience	46200	L-5	Tier - II
District Programme Manager / Programme Executive(from open market)	Post-Graduate degree in relevant subject	4+ years post qualification relevant experience	44000	L-5	Tier - II
Accounts Executive	Post-Graduate Degree in Commerce	4+ years post qualification relevant experience proficiency in computer, MS-Office work and/ or knowledge of tally accounting and other accounting software.	22000	L-6	Tier - II

Young Professionals (from open market)	Graduate/Post Graduate degree	Freshers	33000	L-6	Tier – II
Block Project Manager (from open market)	Post Graduate degree or Diploma	2+ years post qualification relevant experience	33000	L-6	Tier – II
Training cum Logistic Coordinator(from open market)	Post Graduate degree	Minimum 6 months post qualification experience	22000-33000	L-6	Tier – II
Area Coordinator	Any Graduate ,Diploma / Certificate course in Computer	1+ year	22000	L-7	Tier – III
Accountant	Graduation in Commerce, proficiency in computer, MS- Office work and/ or knowledge of tally, accounting and other accounting software.	2+ year	16445	L-7	Tier – III
Accounts cum MIS Assistant	Graduation in Commerce, proficiency in computer, MS- Office work and/ or knowledge of tally, accounting and other accounting software.	Fresher	16445	L-7	Tier – III
Data Entry Operators/ MIS Assistant/ Office assistant [State/District level/Block]	Higher Secondary or SSC(10 th) Pass with 3 years Diploma in any subject. proficiency in data entry, typing(Hindi & English), computer MS-Office work.	Fresher	16445	L-7	Tier – III
Driver	8 th standard	1+ year	12675	L-8	Tier – III
Peon	8 th standard	1+ year	10140	L-8	Tier – III
Retainer Consultants (Category/Level Wise)	As per policy framed by CGSRLM				Tier – I & II

Note-

1. Panchayat and Rural development department of CG government after recommendation from SMD may relax the prescribed qualification and/or experience, on case to case basis.
2. The staff on deputation are entitled for salary and allowances as per their entitlement in the parent department, or in SRLM whichever is higher shall be applicable to them.
3. SRLM may appoint Advisers/Mentors to SMD on one or more aspects of SRLM on terms EC/GB deems fit.
4. SRLM may also engage Resource Persons on call, assignment-based Consultants and Interns on need basis.
5. Further, SRLM may also hire support services like data entry operator, multi-purpose worker etc. on their own or through a service provider/agency.

Annexure 2: Indicative Job Description**A. State Mission Management Unit (SMMU)****Position:** State Programme Manager (SPM) / Programme Manager**Location:** SMMU office, State Level**Purpose:** Developing policies / Provide guidance to the Mission Team for implementation of Mission Activities.**Reporting:** COO / JMD**Job Responsibilities (Indicative) -**

1. Tasks assigned as per the concerned thematic
2. Develop policies and strategies for effective implementation of mission.
3. Developing annual intervention plan with cost implications.
4. Facilitate planning, managing and budgeting at various levels.
5. Mentor/monitor/guide staff at state, district and block team to ensure effective rollout of Mission activities
6. Represent at different forums and liaison with different line departments and NMMU related to the mission activities and reports
7. Be a part of the state management team and support the SMD/COO in mission management
8. Work/interact directly with the community- minimum 10 day fieldwork including upto 5 days of village night stay ***
9. Anchor (as In-charge/nodal officer of) a set of districts/blocks

***Finance, Administration professionals/staff may have reduced number of fieldwork days, say 5-6 days.

Position: Assistant State Programme Manager (ASPM) / Programme Executive (PE)**Location:** SMMU office, State Level**Purpose:** To Provide assistance to the State Core team in implementation of Mission Activities.**Reporting:** Respective SPM / PM / MM**Job Responsibilities (Indicative) -**

1. Work/interact directly with the community- minimum 12 day fieldwork including upto 5-7 days of village night stay ***
2. Anchor (as In-charge/nodal officer of) a set of districts/blocks
3. Facilitate communitisation process
4. Mentor/monitor/guide staff at district and block team to ensure effective rollout of Mission activities
5. Assist in planning, managing and budgeting
6. Provide support in programme, systems, data and fund management and anchor a specific responsibility for the state
7. Be a part of the state management team and support reporting officer in mission management.
8. Develop guidelines/training manual for the participatory planning at the village level to develop livelihood plan.
9. Any other task assigned by reporting officer

B. DMMU- Job Description (JD)**i). Position:** District Programme Manager (General)**Location:** DMMU office, District**Purpose:** To provide leadership in planning & implementation of all Mission activities at District and block level as well as in liaising with government schemes.**Reporting:** DMD / Ex Officio, CEO-ZP/State Programme Manager**Job Responsibilities**

1. Take leadership role in designing and roll out of Mission activities in the district in consultation with thematic experts at DMMU
2. Undertake field visits proactively

3. Undertake necessary liaison and coordinate implementation of the project with stakeholders (district administration, line departments, NGOs, banks, etc.)
4. Provide necessary technical and management support to BMMUs and conduct regular review meetings
5. Coordinate with lead bank /banks for bank linkage of SHGs to support the financial inclusion
6. Ensure timely availability and disbursement of project funds
7. Develop innovative strategies to capture case studies, best practice learning notes, handouts, short films in order to support the overall knowledge management
8. Make timely reports to SMMU (MPRs, QPRs and other relevant reports)
9. Establish governance and accountability mechanisms to be adopted by community institutions
10. Ensure physical and financial target as per plan
11. Take up any other task as allocated by competent authority at SMMU

ii). Position: District Programme Managers (Programme/Thematic) - IB&CB, FI, Livelihoods, Capacity Building etc. for Programme activities

Location: DMMU office, District

Purpose: To provide leadership and oversight in programme implementation at district/block level.

Reporting: DMD / Ex Officio, CEO-ZP/State Programme Manager

Job Responsibilities (Indicative) -

1. Identify stakeholders like vulnerable, socially excluded groups, Women, Differently-abled, SC/STs, minorities and other under privileged sections and mobilize them into Self Help Groups and its federations
2. Undertake field visits proactively
3. Coordinate Households and BMMU team for implementation of Mission Activities at Block Level
4. Roll-out Micro Plan process for community and their institutions
5. Facilitate Credit linkage support to SHGs through timely disbursement of Community Support Fund (like- Start-up fund, RF, CIF, VRF, etc.) and Bank Linkage
6. Liaison with Banks and other financial institutions at the district level specifically with commercial banks for fostering and pushing the SHG bank linkage program to ensure greater financial inclusion
7. Support Community Federations in layering activities like social security and development, convergence, livelihoods activities, partnership, etc.
8. Develop Community Cadre
9. Work as master trainer for BMMU, community, community institution, community cadre and other stakeholders
10. Extend cooperation and support to external agencies in proper implementation of Baseline, Midterm and End Term surveys.
11. Document case studies of best practices, success stories and innovations of SM/ IB existing in the district to draw lessons and share with SMMU for replication in other districts
12. Take up any other task as allocated by competent authority

iii). Position: District Programme Manager – Finance

Location: DMMU office, District

Purpose: To provide leadership in financial management and planning at district/block level.

Reporting: DMD

Job Responsibilities

1. Establish FMS and update regularly
2. Undertake field visits proactively
3. Facilitate Procurement of Goods and services
4. Ensure Timely availability and disbursement of project funds
5. Ensure timeliness of Tally entry and finance related information
6. Ensure Timely disbursement of Community Support Fund (like- Start-up fund, RF, CIF, VRF, etc.)

7. Ensure Timely disbursement of Salary, TADA and other allowances
8. Extend cooperation and support in internal and external audit.
9. Ensure financial target as per plan
10. Take up any other task as allocated by competent authority

C.BMMU- Job Description (JD)

i). Position: Block Project Manager (BPM)

Location: BMMU office, Block Level

Purpose: To provide leadership to the Block team for strengthening the processes at the Block level

Reporting: BMD / Ex-Officio, CEO-JP

Job Responsibilities (indicative)

1. Undertake field visits proactively
2. Provide necessary technical and management support for implementation of all Mission activities i.e. Cluster Coordinators and Area Coordinators and conduct regular review meetings
3. Identify opportunities and implement activities under convergence model
4. Facilitate preparation of plans by community level institutions and its implementation.
5. Coordinate with banks for bank linkage of SHGs with the support of the financial inclusion cell at DMMU and SMMU.
6. Facilitate design, strategy and roll out of annual work plans, perspective plans under the Monitoring and Evaluation component for the block.
7. Undertake regular monitoring through field visits
8. Identify the vulnerable stakeholders in the block with reference to Women, Differently-abled, SC/STs and other under privileged sections.
9. Report to DMMU and submit MPRs, QPRs and other relevant reports.
10. Liaison with PRI institutions, line departments and other non-government organisations
11. Take up any other task as allocated by competent authority at DMMU

ii). Position: Area Coordinator/Community Coordinator (from community)

Location: BMMU/Cluster

Purpose: To provide Overall leadership of the Cluster for the development & sustainability of community institutions

Reporting: BPM

Job Responsibilities (indicative)

1. Undertake field visits proactively
2. Work in close co-ordination with BMM/BPM to implement planned activities in the cluster/(Sub Block)
3. Identify and facilitate the process of organizing and inclusion of women, vulnerable communities (Differently-abled, SC/STs and other under privileged sections) and strengthening them into functional Community level institutions.
4. Facilitate activities relating to livelihoods planning, micro credit meetings, micro credit plan development, and CIF utilization among communities.
5. Liaison for Service delivery of government entitlement and social safety net schemes in the cluster.
6. Enhance access to entitlements and schemes to community level institutions through convergence.
7. Ensure clean data entered into the MIS at BMMU level in a timely manner
8. Submit MPR's, QPR's and other relevant reports.
9. Liaison with PRI institutions, line departments and other non-government organisations
10. Take up any other task as allocated by competent authority at BMMU

Post Communitisation

Provide hand holding support in the activities as listed below:

- Facilitating the Social Mobilization and formation of community Institutions
- Enabling the Capacity Building of Community Institutions

- Facilitate the Linking of the Community Institutions with Financial Institutions
- Work closely with and reporting to Community Institutions

iii). Position: Data Entry Operator (DEO)/Accounts cum MIS Assistant

Location: SMMU/DMMU/BMMU office

Purpose: To effectively manage & maintain project related data of the Mission.

Reporting: To Thematic Head / DPM / BPM

Job Responsibilities (Indicative):

1. Ensure timely and accurate data entry of all MIS related data of the project
2. Provide support to external agencies in proper implementation of Baseline, Mid Term and End Term surveys.
3. Ensure timely availability of data in order to generate required Progress reports.
4. Undertake field visits for sample check of data through consultations with stakeholders.
5. Maintain office registers e.g. stock/asset register, tour register, etc.
6. Take up any other task as allocated by competent authority.

Annexure 3: Consultant Policy

1. Introduction

- 1.1.** The National Rural Livelihoods Mission (NRLM) is being implemented in the Chhattisgarh with a mission “To reduce poverty through building strong grassroots institutions of the poor. These institutions enable the poor households to access gainful self-employment and skilled wage employment opportunities, resulting in appreciable increase in their incomes, on a sustainable basis”. In order to roll out and implement NRLM in the state, the CGSRLM has set up a dedicated State Mission Management Unit (SMMU) named Chhattisgarh Aajeevka Samvardhan Samiti “Bihan”, which is housed Development Commissioner’s office, Rural Development of the Chhattisgarh State and has a team of full time professional and support staff. The SRLM is extensively engaged in supporting the Department of Rural Development (RD) in setting up of systems and in providing technical assistance seeks to provide greater focus and momentum to poverty reduction. In the long run, SRLM is established in the state to ensure broad based inclusive growth and to reduce disparities by spreading its benefits across the communities, sectors and the region.
- 1.2.** An adequate and timely technical assistance for execution of task like setting up systems, developing action plans and implementation of NRLM in the state is a very critical task for the CGSRLM. This is in itself a huge task and as the State Mission unit initiated action for NRLM roll out, facing competing requirement for provision of technical assistance. Moreover, certain activities required to be undertaken under NRLM would require very specific and high level of expertise and experience. All such services may, however, not be required on a full time basis. Therefore, it has become necessary to strengthen CGSRLM’s capacity by enabling it to hire part time consultancy services from the market to execute required tasks on time. Taking this into consideration, the mission need to hire need based consultants as a part of CGSRLM.
- 1.3.** The consultants will be hired on part time basis in different thematic verticals of NRLM. The basic purpose of this policy is to lay down the principles and procedures for selection, contracting and monitoring of consultants for NMMU.
- 1.4.** Similarly, the CGSRLM procurement manual chapter-3 also provides option for hiring of services from individual consultant.

2. Definition and Scope for hiring Consultants

- 2.1.** The term, “Consultant”, is used to indicate a competent individual with proven capability whose services will be used “on call” basis. This will be required, particularly in case when duration of service can’t be defined or service is required in different periods.
- 2.2.** For this, payment may be decided on agreed daily rates. The service of such consultant will be sought particularly when the existing CGSRLM team (i) is not able to meet the competing demands of the states for a specific task, or (ii) does not have in-house capacity to execute a specific task, or (iii) there is not enough work for a person to be taken on a full time basis. The length of service of a consultant will depend upon the nature of the assignment. For any assignment, it will not exceed 180 days in a year for one consultant.

3. The Selection Criteria for Consultants

The selection criteria for a consultant will be based broadly on:

- PG Degree or Diploma from national/international academic university/institute and having good academic record;
- Or / and
- High quality experience of extending services to the large sized livelihoods projects or projects in the banking sector or training institutions or reputed development agencies/civil society organizations or corporate.
- Or / and
- Substantial length of engagement in delivering quality services in the relevant field.

4. Likely sources for consultants

4.1. Data bank of potential consultants

It is expected that the universe of potential consultants will most likely be found within (i) large sized development projects run by the Government, NABARD or Commercial Banks operating at national level (ii) NGOs/Civil Society Organizations of national repute who have been working as partners with different Ministries, and, Government departments of the States (iii) International donor agencies like DFID, GTZ, etc. (v) multilateral organization like The World Bank, IFAD, UNDP etc. and (vi) consultancy organisations operating at national level. **A data bank of potential consultants will be prepared** of suitable persons who have worked with these agencies and have credible references by CGSRLM with the help of NMMU. This could be done on the basis of formal or informal enquiry. Once the data bank is prepared², this will be updated regularly by CGSRLM. It allows for such enquiry where the cost of one assignment doesn't exceed Rs. 15 lakh). This data bank will provide a choice for exploring suitable consultants without any delay.

4.2. Expression of Interest

In case, the estimated cost of an assignment is above Rs. 15 lakh, in addition to (4.1) above, an enquiry will be made through seeking "Expression of Interest (EOI)"- consisting of consultant's latest CVs and an 'Application' which should highlight their competency against the advertised position/s. This will be done through publishing a related advertisement in at least one national daily newspaper and the Chhattisgarh Government website. Enquiry for seeking EOI should include in brief, the broad scope of work, inputs to be provided by the CGSRLM, eligibility and pre-qualification criteria to be met by the consultant(s) and consultant's past experience in similar work. While doing so, consultants may also be asked to send their comments on the scope of work. For submission of EOI, at least 15 days' time will be allowed.

5. The Procedure for Selection of Consultant

The selection of a consultant will follow a transparent and sequential process. This will be as follows.

5.1. Identification of work/service required and preparation of ToR

The first process will be to identify the work or service to be performed by the consultant. The thematic expert of the CGSRLM will assess the requirement of the consultant/s and accordingly forward the request to the Mission Director with justification. After obtaining approval from the Mission Director, the concerned thematic expert will prepare a ToR³. Besides other necessary contents, the ToR must include profile of the consultant; estimated service days and cost of the assignment.

The ToR will be circulated among SMMU team for feedback and comments. For inviting comments, a maximum of 7 days will be allowed. After this, all feedback received will be assessed by the thematic expert, handling the ToR. She / he will incorporate them as found suitable. Within next three working days, the ToR will be finalised and the same will be put up for necessary approval from the Mission Director.

5.2. Short-listing of consultant

After approval of ToR by the Mission Director, the thematic expert will follow any of the following methods for short-listing of potential consultant.

²With adequate information about the potential consultants and a detailed CVs explaining necessary information

³ToR should include : (1) Background of the assignment and need for the consultancy service (2) Purpose/Objective of the assignment (3) Scope of Work for the assignment (4) Expected Input from the consultant (5) Time duration (if required) and schedule for completing the assignment (6) Key deliverables and reports required from the consultant (7) terms of engagement, including place of posting, travel, reporting, termination, obligation and necessary compliances

- a. If the assignment is estimated within Rs. 15 lakh, shortlisting of minimum 3 consultants, suitable for the estimated task, from the existing databank.
- b. Where the assignment is estimated more than Rs. 15 lakh, preparing EOI and floating the same through advertisement. Based on response received, those consultants will be shortlisted who meet the requirements as advertised. The number of shortlisted consultants should not be less than three.

5.3. Selection of consultant

There will be a Consultant Selection Committee in SMMU who will lead the selection process of a required consultant. The Committee will be headed by the State Mission Director with minimum 3 other members. These members of Selection Committee may be drawn from RD division, MGNREGA Division, SIRD and SMMU. The Mission Director will finalise names of the Selection Committee members for a consultancy assignment while approving the related ToRs. This committee will screen the profile of shortlisted consultants and evaluate their experience. For this purpose, the Committee will develop such criteria as required. After this, the selection committee will hold an interview with shortlisted candidate and select one final consultant in order of merit. In case the selected consultant doesn't turn up, the next person in order of merit may be selected for the assignment.

6. The suggested profile for Consultants

There might be different tasks with varied complexities which have to be performed by the consultants. Depth of capacity required for one task may not necessarily be required for another task. Therefore, to maintain the quality and efficiency in the assignment, selection process should thoroughly look into the capacity of consultants and accordingly consider them for assigning the task.

Considering the above, three categories of consultant will be required in SMMU. For each of them, there requires a minimum profile which will be the base for shortlisting of the consultants before final selection. The said categories and related profile of consultant are given as below.

Category	Profile
A	Consultant should have relevant experience ⁴ of more than 15 years. She / he should have held senior position or have successfully completed consultancy services in large scale development projects/program run by the Government. Working or consultancy experience with programmes supported by the World Bank, UNDP, DFID, NABARD or reputed Donors will be an advantage for the consultant. Consultant should have acknowledged capacity of handling large scale consultancy services in livelihoods programmes. Multi-state experience will be preferred. She / he must have Graduate degree/diploma in any discipline from recognised academic institution.
B	Consultant should have relevant experience ⁵ between 10 to 15 years. She / he should have held responsible position or have successfully completed consultancy services in development projects/program run by the Government/the World Bank/UNDP/DFID/NABARD/reputed Donors. Consultant should have acknowledged capacity of handling consultancy services in livelihoods programmes. Multi-state experience will be preferred. She / he must have graduate degree/diploma in any discipline from recognised academic institution.
C	Consultant should have relevant experience ⁶ between 5-10 years. She / he should have worked for development projects/program run by Government/ Donors/ NGOs of national repute. She / he must have Post Graduate degree/diploma in any discipline from recognised academic institution.

⁴As described in ToR

⁵As described in ToR

⁶As described in ToR

Alk

7. The Compensation for the Consultants

Department proposing to engage consultant (s) should estimate reasonable expenditure for the same by ascertaining the prevalent market conditions and consulting with other organisation engaged in similar activities. Accordingly, the compensation package for the consultant will follow the prevalent market rate and accordingly allow space for negotiation by the consultant with following -

- SRLM should not engage consultants who have less than five years of experience.
- For above three categories of consultants based on their work experience and accordingly their compensation should be decided on daily basis.
- Facilities (Travel, communication, office space and per diem) should be same as per the SMMU norms.

Based on it and considering the inflation till the date, the SMMU is proposing following rates (in ranges) for hiring consultant as and when required for a maximum of 15 days in a month.

- For A category – Rs. 75,000 to 120,000 in a month or Rs. 5,000/day to Rs. 8000/day
- For B category – Rs. 45,000 to 75,000 in a month or Rs. 3,000/day to Rs. 5,000/day
- For C category – Rs. 30,000 to 45000 in a month or Rs. 2000/day to Rs. 3,000/day

The final rate will be negotiated by the Mission Director before final selection of the consultant. These rate ranges would further be revised annually based on market trends.

In addition to above, facilities (Travel, communication, office space) are also provided as per the SMMU norms.

8. Review and Monitoring of the Consultants

The SMMU will be involved throughout in the conduct of consultancy. It will continuously monitor the performance of the consultant (s) so that outputs should be there in line with the objectives as set for the assignment. Therefore, the selected consultant will work in close liaison with State Mission Management Unit and report to the Mission Director – CGSRLM or designated officer. The Mission Director will review the performance of the consultant based on outputs agreed upon. The consultant has to ensure that committed deliverables are produced on time with quality. An incomplete assignment will lead to non payment of consultancy fee or recovery of already paid amount on discretion of the Mission Director-CGSRLM.

9. Administration of Consultants

The State Mission Unit will be responsible to issue the contract and route all payments as well as reimbursement to the consultants. A performance monitoring system will be developed by SMMU which will be used for tracking outputs for making any payment to the consultant.

Annexure 4.1: CGSRLM – Format of Offer of Appointment**Office of the Development Commissioner**

State Rural Livelihoods Mission "Bihan"

Hall No.-38 (Block C-IV), 1st Floor, Indravati Bhavan,
Atal Nagar, Raipur, Chhattisgarh

Ph: 0771 2510745/2420222, email – mdcgsrlm@gmail.com

No. /V-6/NRLM/HR&A/<Year>

Raipur, Date:dd/mm/yyyy

To,

<Name>
 <Fathers Name>
 <Address>
 <City >, <District>
 <State>, <Pin Code>
 <Mobile no.>
 <email id>

Sub:- Offer of appointment for the position of <Designation>.

// 0 //

We are pleased to offer you the position of <Designation> with Chhattisgarh Gramin Aajeevika Samvardhan Samiti (CGASS) on terms and conditions mentioned hereunder -

1. You are required to report at the State Office of the Chhattisgarh State Rural Livelihoods Mission (BIHAN) in Raipur on or before <Last Date of Joining>.
2. At the time of reporting, you have to produce original as well as self attested copies of your educational certificate, experience certificate/s. Further, you have to produce a medical fitness certificate issued by a General Physician at the time of reporting.
3. All the documents in originals will be verified again at the time of joining. Prior to joining Chhattisgarh Gramin Aajeevika Samvardhan Samiti, you will ensure that you will be free from any contractual restrictions preventing you from accepting this offer or starting work on the joining date. Any discrepancy in non disclosure of facts, will lead to cancellation of your appointment with the society at any point of time.
4. You will be posted as part of <Unit(SMMU/DMMU/BMMU)> and your place of posting will be < SMMU/DMMU/BMMU Name>, <City>.
5. Initially, you will be on probation for three months. If your performance is not found satisfactory, your probation may further be extended for another three months. In case the probation is not confirmed after one extension, your services will be terminated as per the rules framed therein by the Society.
6. You will undergo an induction cum training programme scheduled to be organized immediately after joining.

7. Your reporting officer will be <Reporting Officer Designation>, <Reporting Unit>, <Place>, <City>.
8. This assignment is offered to you on contract for one year from the date of joining.
9. You will be paid a consolidated amount of Rs <Salary>/- (**Salary in words**) per month.
10. You shall be entitled to get the benefits of section 6 THE EMPLOYEES' PROVIDENT FUNDS AND MISCELLANEOUS PROVISION ACT, 1952. As per the CGSRLM policy employers' contribution & employee contribution (on the lease salary of Rs. 15000/-) shall be deposited in EPF Account. The employees' contribution shall be deducted from the salary.
11. Other benefits i.e. leave, TA/DA etc. will be applicable for you as per the rules framed in this regard by the Society.
12. Any other expenses, of whatsoever nature would not be paid / reimbursed to the employee by the CGASS.
13. You will be entitled to 18 days casual leave and 3 days optional leave in a calendar year. However, the employee will not claim leave as a matter of right. The discretion to refuse, postpone, curtail or revoke leave or to recall to duty any employee already on leave shall rest with the competent authority.
14. Extensive field visit will be required and you will have to work with the poor in the villages and stay engaged with them. You may be required to tour and camp in field areas of the project as required.
15. Based on the requirement of the Society you may be relocated in any district or block of Chhattisgarh.
16. The employee would not be allowed to take up any part time / full time employment or assignments elsewhere or do any business during the period of the contract with the Society. If the employee engages herself / himself in such employment, this contract will be automatically terminated.
17. While in contract with the Society or at any time thereafter, the employee shall not divulge any information or knowledge gained and acquired by her / him during the period of contract which could be detrimental to the interests of the Society.
18. The title rights, copyrights and all other rights of whomsoever nature in any material produced by the Society under the period of this contract shall be vested exclusively in the Society, unless otherwise vested in Government by virtue of project document etc.
19. During the period of contract, the employee shall not stand for election as Member of a Municipal Committee, Municipal Corporation, District Board, Panchayat or any other legislative body.
20. The employee would conduct herself / himself at all times with full regard for the purposes and principles of the Society and in a manner befitting her / his relationship with the Society under the contract. The employee will avoid any action and in particular any kind of public announcement which may adversely reflect on that relationship, or on integrity, independence and impartiality which are required by the relationship. The employee will not accept any favour, gift or remuneration from any source external to the Society without obtaining its approval from competent authority.

21. Either party may give one month notice or one month remuneration in lieu there of and rescind the contract. During the probation period, your service can be terminated with 7 days notice period from the Society. However, you have to give one month notice or one month remuneration in lieu of notice if you wish to discontinue from services during the probation period.

22. If you fail to report during the period as mentioned above, this offer will then stand cancelled.

Please indicate your acceptance / response by post to this office or e-mail to mdcgsrlm@gmail.com. A copy of offer letter countersigned by you, accepting to the terms of offer of appointment has to be submitted to Mission Director, SRLM on joining duty.

With Best wishes,

<Authorized Signatory Name>
<Authorized Signatory Designation>

I have read and understand the terms and conditions contained in this letter and accept this appointment based on the same.

Signature

Date:

Annexure 4.2: CGSRLM – Format of Contract with staff**AGREEMENT OF CONTRACT APPOINTMENT UNDER CHHATTISGARH GRAMIN
AAJEEVIKA SAMVARDHAN SAMITI “BIHAN”**

This agreement is made on, **BETWEEN** Chief Executive Officer on behalf of Chhattisgarh Gramin Aajeevika Samvardhan Samiti, hereinafter referred as CGSRLM, Raipur, Chhattisgarh,

AND

..... son/daughter of, aged aboutyears and residing at,

WHEREAS

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

NOW THEREFORE THE PARTIES HEREBY AGREE AS FOLLOWS:

1. **CGSRLM** hereby engages you to render services, as (name of position) or any other role authorized by the CGSRLM from time to time.
2. You would be assigned to provide services for various programmes being implemented by CGSRLM.
3. Your contract appointment has been made on a clear understanding that you have supplied all necessary information to enable CGSRLM to judge your fitness for the job and that the information provided by you is true to the best of your knowledge and belief. Should it be found later that you have given wrong or insufficient information or misrepresented facts; your services would be terminated immediately.
4. The position offered to you is on contract extending not more than three years, starting from(date of agreement) subject to satisfactory performance. The contract would be reviewed annually by CGSRLM based on your performance during the contract period. CGSRLM might rescind the contract before completion, if your performance has been found to be unsatisfactory as per the performance appraisal policy of CGSRLM (Annexure – 6). If the performance is found to be satisfactory CGSRLM may consider extending the contract period for a further period of two 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 CGSRLM 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. CGSRLM 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 contract appointment is terminable by CGSRLM by giving you one month's notice in writing or payment of one month's remuneration in lieu thereof. You may also terminate this contract appointment by giving one month's notice in writing or payment of one month's remuneration in lieu thereof.
8. That CGSRLM during the continuance of your service would give you as compensation a sum of Rs..... per month. The detailed break up is given in as annexure.
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 CGSRLM HR Policy.
10. CGSRLM works in an IT enabled environment and as a service provider to CGSRLM 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 CGSRLM 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 CGSRLM if there is any change. It will be your duty to check the CGSRLM 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. CGSRLM will not be making any special arrangements for this. The cost if any incurred on this is not separately reimbursable by CGSRLM as it forms an integral part of your compensation package.
 12. You would be entitled to a leave of days, on a pro-rata basis. This can be availed (subject to the terms and conditions of CGSRLM Leave Policy), for any purpose, including sick leave. This is in addition to the weekly off to be fixed by CGSRLM.
 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 CGSRLM, as amended from time to time. The HR Policy and procedures shall be put up on the CGSRLM website and it shall be your responsibility to update yourself of the same.
 14. Your engagement with CGSRLM will stand terminated if you are absent for 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. However, CGSRLM shall issue separate circular for amendments / addition of any allowance / benefits.
 16. You may be transferred to another location by CGSRLM 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 CGSRLM.
 17. Apart from work in the office, your work includes field duties at places you are required to work in as directed by CGSRLM 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 CGSRLM 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 CGSRLM 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 CGSRLM.
 21. The title rights, copyrights and all other rights of whatsoever nature in any material produced by CGSRLM under the period of this contract shall be vested exclusively in CGSRLM, 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 CGSRLM and in a manner befitting your relationship with CGSRLM 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 CGSRLM without first obtaining approval in writing for the same.
 24. You have to 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 CGSRLM 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.

**State Mission Director
for and on behalf of CGSRLM, Raipur,
Chhattisgarh**

Annexure 5: Induction Schedule (indicative)**PHASE I: Understanding the Context - Poverty, Vulnerability & Livelihoods**

- Fieldwork: Village Immersion [14-28 days] (1st village without NRLM interventions and 2nd village with NRLM interventions); Exposure visit to NRO/Resource Block (5-10 days)
- 6-day Classwork: Orientation to NRLM; Participation Processes and Tools; Poverty-Vulnerability-Gender-Inclusion-Livelihoods; Self and Team Management

PHASE II: Understanding Institutions

- Fieldwork: Accompanying CRP rounds, Participatory Poverty, Vulnerability, Livelihoods Assessment (14-28 days, 1-2 villages)
- 10-day Class work: Institutional Architecture, Block Processes, Cadres, Livelihoods, Leadership, Communitization, Participation, Self and Team Management and Learning

PHASE III: Beyond the Institutions

- Fieldwork: Plan for the Poverty Reduction in a village or two [5-10 days]
- 6-day Class work: 10 Years in Block, Core and Layers, Convergence, Partnerships, Collectives, Planning and Appraisal, Project Management, Financial Management, Documentation, M&L

PHASE IV: Planning

- Fieldwork: Attachment to PRP/existing CC/BMMU/DMMU/SMMU, Short-term and long-term Plans for the Cluster/Block (5-10 days)
- 4-day Class work: Learning Plans and Action Plans, Wrap-up

Participants to maintain a daily diary during the entire period of the induction & immersion

Annexure 6.1: Performance Management System

PMS measures and captures both qualitative and quantitative performance. PMS uses performance data in MIS and Financial Reports and tracks performance against planned AAP outcomes. Further, PMS captures Individual's own performance, contribution to team/collective/collaborative performance and support in the field and to the community. PMS captures behaviour towards the poor and team, teamwork, learning, managerial and leadership skills etc.

1. State, District, Block level Teams

- 1.1 The Performance Management System (PMS) applies to the SMMU, DMMU and BMMU and would cover all those who are drawing their salary from the Society, i.e. those who are on deputation from government as well as those who have been recruited from the open market.
- 1.2 For each staff member, PMS involves planning for Performance [to work out and finalize Job Descriptions for all staff and agree with staff on their Key Result Areas [KRA] and Key Performance Indicators [KPIs] in sync with Annual Action Plan], supporting towards/in Performance, tracking Performance [the progress on KPI regularly based on MIS], assessing/appraising Performance [mid-year review in September/October and annual appraisal in March/April, in sync with Annual Action Plan (AAP) of that Financial Year], rewarding Performance and planning forward. Suitable monetary and non-monetary rewards, apart from normal annual increment, are awarded to acknowledge and motivate superior performers.
- 1.3 PMS provides feedback to the staff on their performance including Recognition, development through Capacity Building to fill in the skill gaps and de-selection, if and when required. Feedback enables staff to enhance efforts and make any required midcourse corrections.
- 1.4 PMS measures and captures both qualitative and quantitative performance. PMS uses performance data in MIS and Financial Reports and tracks performance against planned AAP outcomes. Further, PMS captures Individual's own performance, contribution to team/collective/collaborative performance and support in the field and to the community. PMS captures behaviour towards the poor and team, teamwork, learning, managerial and leadership skills etc.
- 1.5 PMS consolidates all scores and rates the individual Staff performance as Excellent/Very Good/Good/Average. Keeping performance facilitating and hindering factors are taken into consideration in converting final score into final rating. The staff performance rating is shared with the concerned staff member Capacity building/development need of the staff is decided based on gap between expected KPIs and actual achievement by the staff member.
- 1.6 Staff falling in the Average category are given 6 months' time to show significant improvement. If any staff member falls into Average category more than twice on continuous basis, her/his services are terminated/ s/he is de-selected.
- 1.7 **Assessment**

Block Level

SN	Position being assessed	Weightage	Assessment
1	Professional Staff (BMM, Block Thematic Manager, Area Coordinators/Cluster Coordinators) at Block Level	Area Anchoring, working with Community, Night Stays in the villages and fieldwork Teamwork, Behaviour and Learning Plans vs Achievements	Self and Reporting Officer
2	Support Staff at Block Level	Area Anchoring, working with Community, Night Stays in the villages and fieldwork Teamwork, Behaviour and Learning Plans vs Achievements	Self and Reporting Officer

District and State Level

SN	Position being assessed	Weightage	Assessment
1	Staff at DMMU Level	Area Anchoring, working with Community, Stays in the villages and fieldwork Teamwork, Behaviour and Learning Plans vs Achievements	Self and Reporting Officer
2	Staff at SMMU level	Area Anchoring, working with Community, Stays in the villages and fieldwork Teamwork, Behaviour and Learning Plans vs Achievements	Self and Reporting Officer

1.8 Accordingly, each staff member is assessed on three sets of performance areas –Area Anchoring, working with Community, Night Stays in the villages and fieldwork; Teamwork, Behaviour and Learning; and Plans vs Achievements. Each of these sets are assessed by self (individual staff member), and the reporting officer.

1.9 The process of Performance Assessment -

- i. The individual staff member to fill the agreed KRAs/KPIs in the prescribed format, to describe/narrate the performance (including key achievements, additional initiatives, challenges faced, lessons learnt etc.). Further, Individual staff member to fill the achievement against the KPIs and; to list contribution to team, learning and behaviour; and to fill the achievement/action in area anchoring, working with community, night stays in the village and fieldwork.
- ii. Based on the above, individual staff member to score her/his assessments
- iii. Community Cadres, Community Institution Leaders, and/or Field Staff in the team meeting offer their comments and score their assessments
- iv. The team (BMMU and Block Anchor for staff in the BMMU; for BMMs and DMMU staff, BMMs, DMMU and District Anchor; for DMMs and SMMU staff, DMMs, SMMU, State Anchor and CEO) goes through the individual performance formats in the team meeting, MIS, Financial Reports etc., and scores its assessments for each team member
To achieve fair assessment, SRLM may nominate 1-2 persons from other teams and independent professional(s) to participate in these meetings. If required, the team may plan a combined/joint field visit.
- v. Reporting Officer/Supervisor to comment on the above achievements and overall performance, write assessments and score assessments
- vi. The final scores to be added and consolidated performance score to be obtained; looking at the score, the individual's performance to be rated as Excellent/Very Good/Good/Average

Block Anchor and BMM, District Anchor and DMM, and Additional CEO/COO and the representative of CEO (other than HR person) at Block, District and State levels respectively lead the teams and ensure the assessment completed in time and systematically.

After initial orientation to all staff (team) members during Day 1, it is expected that steps (i) and (ii) to be completed on Day 1-2 (prior to team meeting); (iii) and (iv) to be completed during the team meeting during Day 2-3; (v) and (vi) to be completed towards the end of/immediately after the team meeting, during Day 3-4. Thus, for the entire SRLM, Annual Performance Assessment may take about 10-12 days.

2.1 Rewarding Performance: An important part of PMS is measuring performance grades of employees. In CGSRLM such grades would be as follows-

Sl.No.	Performance Score
1	Those scoring overall Grade 'A' (150-135)
2	Those scoring overall Grade 'B' (Between 134-112)
3	Those scoring overall Grade 'C' (Between 111-75)
4	Those scoring overall Grade 'D' (Below 74)

- The base slab for increment for all employee will be taken as grade 'C'.
- Those scoring a 'D' grade, would be served a notice and given a time frame to improve performance. In general, a three-month period may be given to such employees to improve their performance. During this period, they should be given clear/ specific KRAs to achieve.
- Their performance would be closely monitored by the Reporting Officer, who would share her/his assessment of the employee concerned after a three-month period. An assessment team could then evaluate the performance with a one to one discussion with the employee. In case, the assessment team finds no improvement in performance, they may recommend to the Competent Authority for her/his dismissal or in rare cases may offer an additional three-month period to the employee to improve her/his performance.
- In any case, two continuous 'D' grades of performance would automatically lead to the termination of the staff.

2.1.1 Non Monetary Incentives

- **Recognition:** CGSRLM may institute awards, trophies and certificates for three best performing Cluster & Block and other teams. The basis for selection could be the overall team performance score.
- Similarly, awards for best performing DMMU/ BMMU may also be instituted. These awards may be presented to the best team as part of an annual event that sees the culmination of APR.
- **Nominations for Advanced Courses:** The best performing staff from Field/ District/ State may be nominated and sponsored to attend short-term courses such as MDP (management development programmes) in reputed institutions/ universities.
- In case of a member/ team is awarded an overall 'A' Grade for two consecutive years, she / he (or the entire team) may be sent for an exposure visit within state/ country.

2.1.2 Promotion:

Not Applicable as per CG Samvidha Guidelines 2012.

Annexure 6.2 :

Annual Performance Appraisal Format

1. Name of staff :
 2. Designation :
 3. Name of the unit where deployed :
 4. Period of Report:
 5. Assessment of work output*

Sr.	Particulars	Score
A.	Accomplishment of work assigned	
B.	Quality of output	
C.	Analytical ability in planning/execution of the tasks	
D.	Accomplishment of exceptional works/unforeseen tasks performed	
Overall Score on work output		
6. Assessment of personal attributes*		
A.	Attitude to work	
B.	Sense of responsibility	
C.	Communication skills	
D.	Liaison with target beneficiaries	
E.	Leadership qualities	
F.	Punctuality in work	
G.	Inter-personal relations	
H.	Ability to take risk	
Overall Score on work output		
7. Assessment of special attributes*		
A.	Sensitivity towards Poor / the vulnerable	
B.	Grasp of the unique aspects of the local situation	
C.	Innovative problem-solving skills	
Overall Score on work output		

8. Overall rating / 150

9. Recommended for continuation of services (Yes/No)

10. Remarks:

Date:
Place:

Assessor Name: _____

Designation:

(Signature & Seal)

Declaration:-

I hereby declare that the expense in the TA/DA Claims Form have been incurred by me in the course of duty and are official in nature. No personal expenses have been included in this claims form.

Signature of Claimant

Date:

Verification:-

TA / DA Claims are as per norms and are verified and passed for payment of Rs...../- (Rupees.....)

Verified by

Passed for payment (yes/no)

Signature & Seal Signature

Signature
Mission Director (NRLM)

Receipt :-

Received a sum of Rs/-
(Rupees.....) Being for TA/DA claim of period
..... to.....

Signature :
Name :
Designation :
Date :

Annexure : 8 Travel Advance Form

Raipur, Date _____

Tour Advance Application

1. Name of Applicant _____
2. Designation _____
3. Place of Posting _____
4. Tour Details:
 - Date of Journey _____ : End of Journey _____
 - Purpose of Journey _____
 - Places to be visited _____
5. Traveling details:
 - TA/DA (Est.) Amt required : Rs _____
 - Out of Pocket Exp (Est.) Amt required : Rs _____

Total Amt Required : Rs _____

6. Advance Pending (previous), If any, _____ Rs
7. Reasons of Pending _____
8. Shall be settled within _____ days (Nos of days).

Signature of Applicant:
Name & Designation _____ : Amt Rs _____ sanctioned.

: Signature of Sanctioning Authority
Name/Designation

For Office Use / Accounts Section

Advance paid vide Cash /Cheq/E.Transfer No _____ Dt _____	
Voucher No & Date _____	
Rs _____ (in words) Rs _____	
Signature of recipient _____	Signature of Accountant / Cashier _____

Annexure 9 : Leave Application Form

Office of the State Mission Director Chhattisgarh
State Rural Livelihoods Mission Indravati Bhavan,
Atal Nagar, Raipur (CG) 492002
Ph. No. 0771-2510745, E-mail-mdegsrlm@gmail.com



To,

The Mission Director
Chhattisgarh State Rural Livelihoods Mission
Atal Nagar, Raipur

Sub :- **Regarding leave**

Name :

Designation :

Type of leave :

Number of days : From: To:

Reason :

Contact address during leave :

Phone number, if any :

Person In-charge in absence :

Whether staff (in-charge) has been informed about this arrangement:

Date:
STAFF

SIGNATURE OF

FOR OFFICE USE ONLY

Nature of Leave	No. of days leave Already Availed	leave applied for No. of days	Leave balance
Casual Leave			
Optional Leave			
Leave Without Pay			

The approval of leave for day(s) is recommended.

RECOMMENDATION OF SPM
THE SPM- HR&A

SIGNATURE OF

The above leave for days is sanctioned / not sanctioned

SIGNATURE OF THE MISSION DIRECTOR

CC – JC