



Sahbhagi Shikshan Kendra

IIInd Revised HRM Policy

1ST OCTOBER'11 TO 31ST DECEMBER'12

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INTRODUCTION:

The human resource is the most significant activity of any Organization. Human resource is considered as the backbone of an Organization. It is through them that all the other resources are acquired and used. When a person is employed in an Organization, the Organization not only includes a person in the Organization with two hands and brain but also his/her characteristics, emotion, past experiences and attitudes are considered. No employee is merely considered as Machines. Employee is considered as asset of an Organization since he/she has his/her own will, free choice and intrinsic value.

Some generally accepted standards in ethics include the continuous effort for the human resources management to maintain confidentiality in the work force. According to the Ethical successful Companies Act four principles are followed. First, in regard to clients and vendors ethical and successful organization adhere to mutual benefits. Second, employee must accept responsibility of the organization. Third organizations have a sense of vision or purpose that the employee values its worth to the organization. The last but not the least is employer decisions should result in the greater good for all areas concerned.

Keeping the organization together as a happy and efficient group of people is a difficult task as it demands for Incessant Coordination, Feedback Management, Performance Analysis and Planning. Human Resource Department plays an effective role in any organization to deal with these tasks of Human Resource Management. Human Resource Management is responsible for how people are treated in an organization. It is also responsible for bringing people in to the organization, helping them to perform their duty, compensating them for labour and solving the problems that arise.

There are seven management functions of a Human Resource Department such as Staffing, Performance Appraisal, Compensation and Benefits, Training and Development, Employees and Labour Relations, Safety and Health and Human Resource Research. HRM is the organizational function that deals with issues related to employees such as Hiring, Performance Management, Organizational Development & Training, Employee Motivation, Communication and Administration.

Human Resource Policies help to make effective, efficient and smooth running of the organization to accomplish organization goals with efficient use of resources.

To ensure a good beginning for the new employee and also in order to enable them to adjust and feel at home, the Orientation or Induction Policy is required.

Performance Appraisal Review system helps to evaluate the employees on the basis of their organizational behavior, by using multiple rates including peer & self assessments, reward accurate appraisers and communicate the results of the evaluation to the employee.

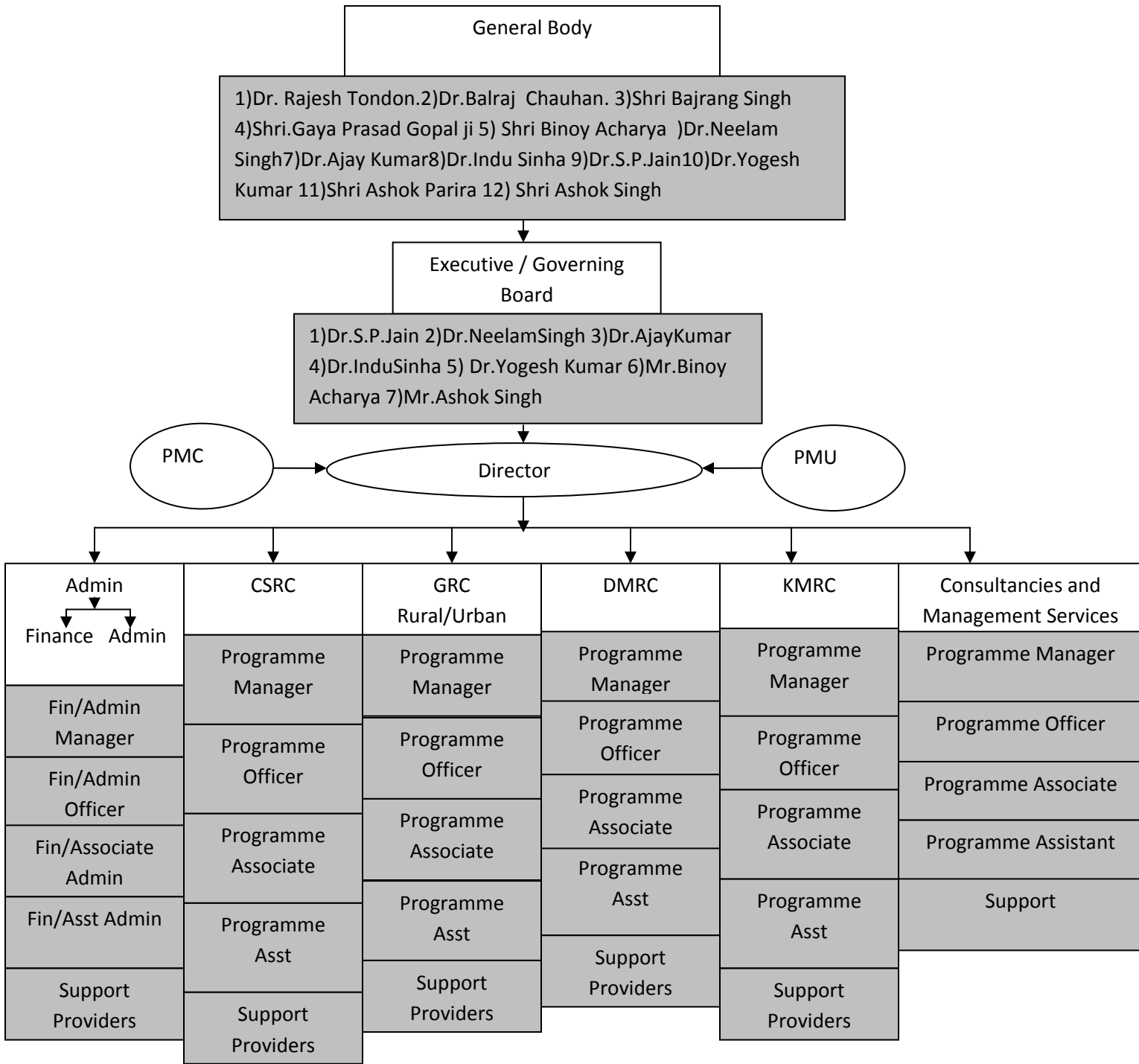
Grievance Redressal Policy helps to solve the problems and complaints of the employees.

In an organization, disciplinary code of conduct helps to provide guidelines and also removes the different obstacles which stop the organization from growing.

Gender policy helps to ensure the gender justice to female employees of the organization.

Service Rules help to determine a set of rules and meet the organization's desired goals.

Current Organogramme of SSK:



CSRC-Civil Society Resource Centre
GRC-Governing Resource Centre
DMRC-Disaster Management Resource Centre
KMRC-Knowledge Management Resource Centre
PMU-Programme Management Unit
PMC-Project Management Committee
RECRUITMENT POLICY:

The Human Resource symbolizes the main element of any Organization. Due to which recruitment and selection has prime importance as the vehicle for obtaining the best possible person. Every Organization should give emphasis on the recruitment system and in order to set up the system every Organization frames the policies according to their conveniences.

Purpose of recruitment is to identify and define the requirements. This involves the preparation of job descriptions, job specification and person specifications and placing a right person in a right place at a right time.

SSK also recognizes to meet its strategic objectives; it must have an appropriate Recruitment Policy. A policy, which will demonstrate a high standard of professionalism and provide a systematic and effective recruitment procedure.

SSK's Recruitment Policy is based on the following:

- Fair and consistent procedure.
- No discrimination based on the ground of sex, race, religion or disability.

SSK's Recruitment System is based on the following:

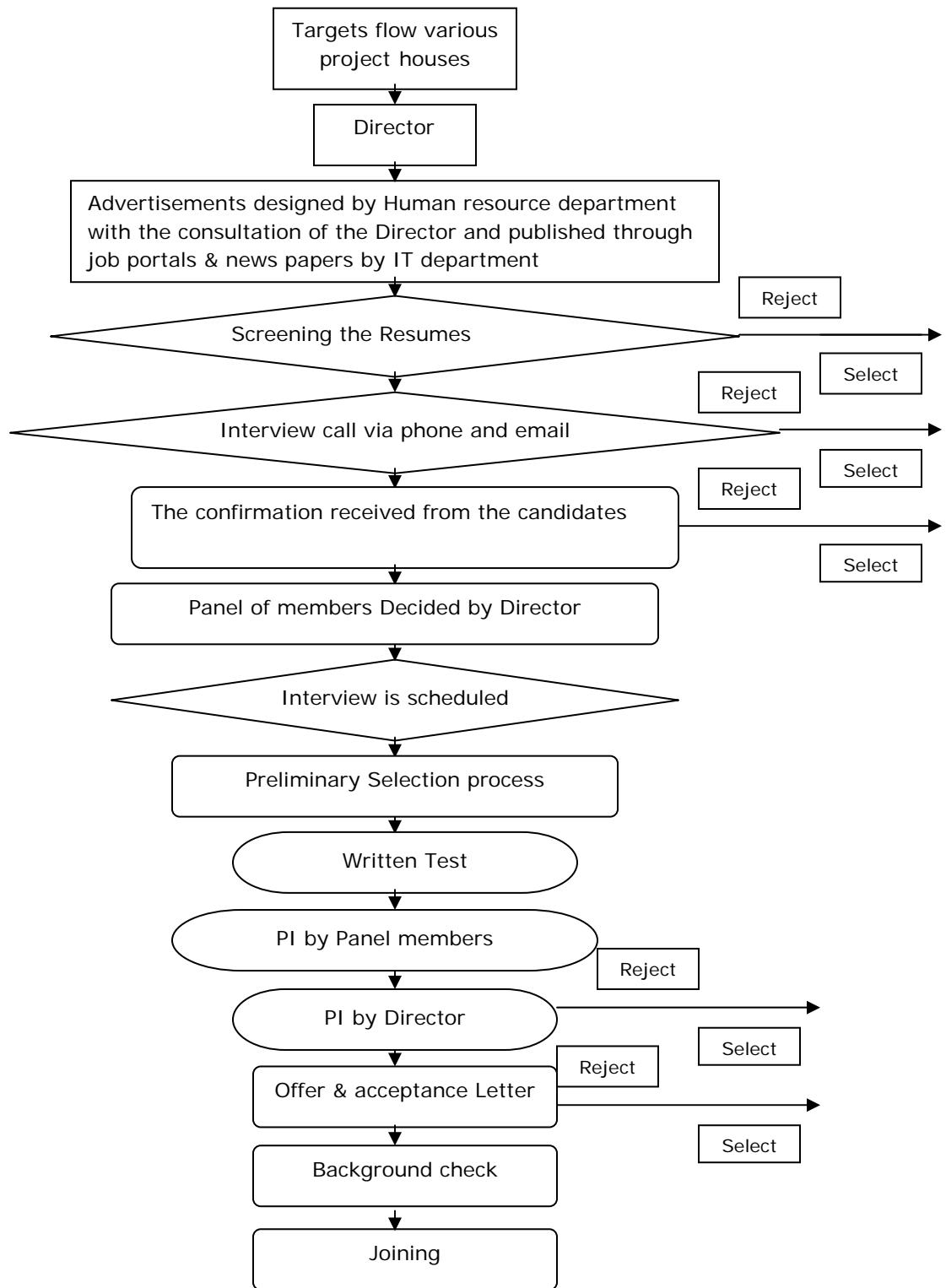
1. External Recruitment System

- Advertisement published through job portals e.g: Dev net jobs and through print media.

2. Internal Recruitment System

- Employee referrals in special cases.
- Screening/ short listing the CVs of the candidates applied for the post.
- Formation of Core Committee Members
- Scheduling the interview.
- Selection procedure as per SSK norms as follows:
 - i. Preliminary interview
 - ii. Written test(to check their proficiency in English/Hindi)
 - iii. Final interview with the Director.
- Appointment procedure.
- Joining Procedure as per SSK norms as follows:
 - i. Back ground check is done with the help of address proof, testimonials and ID proof of the newly recruited employee.
- Induction procedure.

Flow chart of the Recruitment (Internal & External) System of SSK



SELECTION PROCEDURE:

The following recruitment procedure is used for recruiting people based on the approval of the proposed projects.

In SSK, after the approval of the proposed projects, the core committees of members are selected by the Director for the recruitment of appropriate staff for the accomplishment of the approved projects.

SSK gives the prior preference to the internal staff members whose contract period is on a verge to get over and also who are competent enough for requirement of the post.

If the internal staff does not match the requirement then SSK applies external recruitment system for the external candidates to fill the requirement. The first step in this process is that the job profile is decided by the Director with the consultation of Core Committee Members.

External Recruitment System:

- a. Advertisements published through the following:
 - **Print media:** SSK publishes the advertisement through the local & national level newspaper based on the requirement.
 - **Job portals:** SSK Publishes the advertisements through job related websites.

Internal Recruitment System:

- a. **Screening/ short listing of the candidates:** The CVs of the candidates are short listed as per the requirements of the Core Committee Members with the consent of Director. After short listing the CVs, the candidates are called for the interview.
- b. **Interview by the Core Committee of the selected candidates:**
 - Preliminary Interview – HR.
 - Written test in Hindi & English.
 - Interview taken by Panel members.
 - Final Interview taken by the Director.

During the preliminary selection process, the candidates are asked to take the written examination in both Hindi & English in order to judge the writing skills of the candidates. The Panel Members are provided with a set of evaluator sheet which the members fill in while taking the interview and they give their feedback (score) on the different criteria and comments on the basic weakness & strengths of each candidate. The performance of each candidate in the written examination and the personal interview with the Core Committee Members is prepared and submitted to the Director. The final interview of the selected candidates is taken by the Director and the negotiation for the salary is done during the time of interview and the result is declared after 3days to 4days.

- c. **Appointment Procedure:** Appointment Letter is designed and sent to the selected candidates via email with joining date mentioned in the letter. The appointment letter contains the following: a) The Roles and Responsibilities to be undertaken by the candidate. b) Designation c) Scale d) Grade e) Period of probation last but not the least the testimonials are also checked as a part of appointment procedure.
- d. **Induction Procedure:** The newly recruited members are formally introduced to other staff members of SSK in the first day of their joining.

INDUCTION/ORIENTATION POLICY:

Introduction

An effective induction ensures a positive start in any organization. It is also an ideal time to identify any personal development needed for the individual to become efficient in the job as quickly as possible. It should be tailored to the needs of a new recruit and the specific areas of responsibility that they will hold.

SSK also has a well defined Orientation procedure. A new recruit has to undergo through Orientation process in 3 phases.

Phase – I

Basic Orientation

This process takes two days time. On the very first day, the newly joined staff is provided with a service rule copy, and asked to fill up the following forms (1) Service form (2) Employment provident fund (3) Employees Welfare Fund, and also their Testimonials, Address proof, Identity proof, Relationship proof are verified for further Administrative purposes.

He/ She is formally introduced to all the staff members present in the Lucknow Office then he /she is briefed about Mission & Vision of the Organization, the Organization Culture and there after Rules & Regulations pertaining to Administration & Finance.

On the second day he/she is asked to study the following documents and reports in order to know about the Organization in detailed manner.

1. Last three years Annual Report.
2. Evaluation Reports.
3. Important Publications.
4. And other project oriented reports.

Phase -- II

Orientation/Induction on Programme Centre

After completion of the first phase the second phase starts where the new staff member is taken to different department in head office to know about the different projects and the details of the different DRC Offices located in different parts of the state and detailed information of the programme and activities in different areas are given.

The second phase also includes exposure visit to field by the new staff members and the study materials of the organization is provided for the further help in project and which are as given under:

1. Concept paper of project/programme.
2. Manuals, publications related to Research.
3. The new staff is asked to prepare a detailed report*.

*Based on the visit to different DRC Offices the new staff member is asked to prepare a detailed report.

Phase – III

Induction Training and Field visit to partner organizations

The new staff member is given Orientation training which is coordinated by all the team leaders and the Director. During this training an assignment is given to visit our partner Organizations. Before visiting the Partner organizations new staff member will be required to study the profile of the partner

Organization and its programmes, activities, and the nature of support extended by SSK. This Process takes minimum 10 to 15 days for the completion. Further the new staff will be asked to understand the norms and working culture of the Organization. After this visit the new staff will

be required to submit a consolidated report on the learning, based on the observations done by them.

A Performance Review will be conducted and feedback of the same will be given by those core committee members who will be selected by the Director. Based on which the confirmation will be given and the new staff member will be attached to a particular unit appropriate with an appropriate assignment and the contract of the member will be extended to stipulated time. Keeping in view of the aptitude and output shown by the new staff he/she will be given an opportunity to switch over to the other unit jobs. The staff member will be required to undergo the different training programmes conducted by the Organization such as Training of Trainers (TOT) on Panchayati Raj, PRA, Micro Planning and others from time to time.

PERFORMANCE APPRAISAL REVIEW SYSTEM

Performance Appraisal is the process of obtaining, analyzing and recording information about the relative worth of an employee. The focus on the performance appraisal is to measure and improve the actual performance of the employee and also the future potential of the employee. Its main aim is to measure how efficiently an employee performs the duty assigned to him/her.

It is a powerful tool to reward performance of the employee. It helps to analyze the achievements and evaluate the contribution of employees towards the achievements of the overall organizational goals.

By focusing the attention on performance, performance appraisal goes to the heart of personnel management and reflects the management's interest in the progress of the employees.

Objectives:

- To review the performance of the employee over a given period of time.
- To judge the gap between the actual and the desired performance.
- To help the management in exercising Organizational control.
- To help in strengthening the relationship and communication between superior subordinate and management-employees.
- To diagnose the strengths and weaknesses of the individuals so as to identify the training and development needs of the future.
- To provide feedback to the employees regarding their past performance.
- To provide information to assist in the other personal decision in the organization.
- To provide clarity of the expectations and responsibilities of the functions to be performed by the employees.
- To judge the effectiveness of the other human resource functions of the Organization such as Recruitment, Selection, Training, and Development.
- To reduce the grievances of the employees.

Process of Performance Appraisal of SSK

The first step in the process of performance appraisal is to set up the standards which are used as the base to compare the actual performance of the employees. Certain criteria are taken into consideration to judge the performance of the employees as successful or unsuccessful and the degrees of their contribution to the Organizational goals and objectives.

The appraisal form is distributed among the employees. The appraisal form contains three sets of questioners namely self appraisal form, feedback form and the third one is final score sheet. The former is to be filled in by each individual about their work or achievement, the second is to be

filled in either by the superior or by colleague or by subordinate (peer group) about that individual concerned, the later will be filled in by the HR department, it includes scores of both self appraisal and feedback form. The director is the one who is authorized to decide as to who will give feedback about whom and a minimum of four feedback forms are filled in for each individuals. The form is designed in such a way that it is easily understandable and clear.

The employees are informed and the procedures are clearly explained which helps them to understand their role and to know what exactly is expected from them. The feedbacks are not disclosed to other employees and the individual concerned. It is also clearly mentioned that one should give comments on the basis of professional ground with a positive attitude not on the basis of personal ground where there is chance of bias is filled with.

Measuring the actual Performance

The most difficult part of the performance appraisal process is to measure the actual performance of the employees i.e. work done by the employees during the specified period of time. It is a continuous process which involves monitoring the performance throughout the year. This stage requires the careful selection of the appropriate techniques of measurement, personal bias should not affect the outcome of the process and provide assistance rather than interfering in an employees' work.

After this a final sheet is prepared of every individual and comparisons are done on the basis of rating given by individual and the rating given by others. The actual performances received from both are compared and the result is concluded accordingly. The result includes recalling, evaluating and analysis of data related to the employees' performance.

After that the Director sits with each individual on one by one basis listens to them and analysis the performance in future. The purpose of the meeting is to solve the problem faced and to motivate the employees to perform better. The following decisions are taken as per discussion:-

- Employees are sent for further Training Programme.
- Exposure is given on different fields.
- Change in roles and responsibilities and also additional responsibilities are done.
- Concrete action plan or sometimes a detailed career plan is suggested.

Decision Making

The last step of the process is executed by the Director. The decision is made purely based on the individual's performance and further it is decided that whether he/she should be rewarded, promoted, demoted or any training required for the personal development / improvement in the present work positions required / taking up new challenges other then the responsibilities given. Based on the final results & the discussion held with each employee a list is prepared and informed to everyone.

Reward & Incentives

Each individual is awarded with cash incentives to acknowledge their performance which is released as per the employees' grade. If an employee gets remark as 'Excellent' then the cash reward up to 24 times the annual increment is given. If an employee gets remark as 'good' then the cash reward up to 12 times the annual increment is given and for the satisfactory usual increment is given and for unsatisfactory no increment is given.

Performance Appraisal is a future oriented approach and is developmental in nature. This recognizes employees as individuals and focuses on their development. The format of self appraisal, feedback form, final score sheet is attached in the annexure.

GRIEVANCE REDRESSAL POLICY

Introduction

In the present scenario of competition, employees are the whole and sole of the Organization. For efficient working and smooth running of an Organization it is important to see to the problems of the employees and also create a healthy environment with good working culture.

SSK believes not only to recruit more and more staffs but also to retain them for longer duration towards the betterment and success of the Organization. Our Organization has come up with lots of initiatives that are oriented to provide a better complaint redressal mechanism whenever any sort of grievances arises against the Organization or against any staff.

Policy:

Grievance Redressal policy differs between large & small Organizations. A complaint lodged verbally by an employee will be treated as grievances. However, grievance will be regarded as formed when the dissatisfaction is given in writing. Such disputes which are of a reasonable magnitude arising out of ill feeling by an employee or group of employees may be regarded as grievance. The feeling of injustice may be related to wages, mode of its payment, leave, transfer, positions, promotion, and treatment by superiors, interpretation of code of conduct or even the food supplied in the canteen.

The idea of framing the policy in SSK is to solve the problem and the complaints of the staff. In this policy each and every staff has the right to express his/her grievance and there is a procedure to be followed. The policy has been formulated taking the following in to consideration:

- Employees are treated fairly at all times.
- Complaints raised by employees are dealt with courtesy and on time.
- Employees are fully informed of avenues to escalate their complaints/ grievance within the Organization and alternative remedy if they are not fully satisfied with the response to their complaints.
- All complaints are dealt efficiently and fairly.

In order to make the redressal mechanism more meaningful and effective, a structured system has been built. This system would ensure that the redressal is fair and just within the given frame work of rules and regulations so that the employees would be aware of the complaint handling process.

Procedure:

First stage

- When an employee faces any grievance, he/she has to report it to his/her immediate superior. Such immediate superior officer is expected to give reply or find the solution to the grievance within the time stipulated according to the gravity of the grievance made.
- If the matter is not settled or if the settlement made by him/her is not acceptable to the concerned employee, then the employee can directly contact the Director either through verbal communication or by submitting a written application in person or via mail.

Second stage

- In second stage, the employee concerned will be permitted to present his/ her grievance with the help of co-workers to the Director who in turn listens to the grievance and tries to give a solution and constitutes a committee according to the merit of the case or issue put before him.
- The committee is made of two or three members who will act as conciliators under this stage.

Third stage

- The committee investigates on this matter and based on the findings it prepares a report to present before the Director who takes decision with the help of the submitted report.

The above stated mechanism is flexible depending upon the situation. In each stage, the way of presentation by the employer and the employee is transparent. If there is any ambiguity in the case a detailed investigation and proceeding for expert opinion would be considered.

DISCIPLINE AND CODE OF CONDUCT

In any social system, irrespective of its nature, it is important to determine a set of rules that will regulate the conduct of its members and should be observed in order to function successfully. Similarly it is important in the workplace to determine a set of rules to regulate the relationship between the employees and the employer in the form of a disciplinary procedure. The disciplinary procedure is regarded as a guideline and its interpretation is adequately flexible in order to adjust to various circumstances.

SSK follows its own **Disciplinary rules and code of Conduct** and no one is allowed to abuse the system while they are on duty. If any employee is found violating the system then he/she shall be liable for disciplinary action.

1. Office time of the Organization starts from 9:30 am to 5:30 pm with half an hour lunch break. There is a weekly off on Sunday and second Saturday. Management expects the Employees to maintain punctuality. If in case they are not able to maintain the punctuality they must inform to their reporting authority. Absence without information will be considered as a serious offence as it affects the activities of the organization.
2. Any employee reports the office after 10:00am continuously for 2 days would be countable as leave.
3. Every employee must follow the organization's movement register where the employee should mark login time and logout time while they move out of the office premises during working hours.
4. Management will take strict actions against those employees who are engaged in playing computer games, playing music, singing etc or any other unproductive activities during office hours.
5. Employees can receive their personal calls but it should not disturb the others who are present in the Organization. Management will not tolerate any misuse of the facility provided or wasting time on it which is otherwise purely meant for official work. The management may allow the usage but subject to the limit (15min to 20 min maximum). Employees are not allowed to waste productive time on personal phone calls for longer duration.
6. Employees should keep their cell/ mobile phones on Vibration mode while they are on duty.
7. Any employee is eligible to avail an hour for their personal work, during the time they can go out of office after informing to the authority concerned, they are required to mark an entry of their login and logout time in the movement register.
8. Friends/ relatives are allowed to visit the office but it should not disturb other employees, and their visit should be brief.
9. No employee will use Organization's telephone and fax facilities for private purposes except with prior permission from his/ her supervisors/ Reporting authority/ management. In case of emergency, such use is permitted.
10. Management will not tolerate if any employee found consuming Pan Masala, Gutka and Smoking Cigarettes or Spitting in the office premises or indulging in any such activities.

11. Further, an employee coming late to work or found absent from his work station/ place of work during working hours, without any sufficient reason or without getting any prior authorization from his/her supervisor, shall be treated absent and for that duration he/she shall not be entitled to wages. In addition the competent authority may, at its discretion, also take suitable disciplinary action against the employee concerned.
12. No one is allowed to maintain secrecy in user password, if they are using different password other than the password provided by the IT department, then the concerned employee is required to share it with the IT section.
13. Negligence of work by any employee will not be tolerable by the management. Management shall render an employee liable for disciplinary action.
14. Every employee is required to make the entry if they are taking any official belongings to their respective homes (i.e., books/magazine/laptop/pen drive etc.) and in case of any damage/ loss, then that particular employee is liable towards it.
15. No employee shall share information about SSK with any person whosoever except in the interest of SSK's work or with written permission of the Director.
16. Every employee of SSK is provided with an employee I-D card. It is mandatory for the employees to carry the I-D card while they are on duty.
17. Organizational conflicts should be raised and resolved within the organizational procedures. The issues of conflict should not be discussed with other Organization/News/Media without prior approval Of Director.
18. Every employee shall go according to the service conditions laid down in the service rule of SSK.

Each staff of SSK carries out the instructions given to them by the management and superiors, in connection with the organization diligently and faithfully.

Disciplinary code and procedure is to regulate discipline in the workplace with key principle that the employer and the employees should treat each other with mutual respect. In the first instance the purpose of disciplinary action is to bring change in the behavior in positive manner rather than to terminate services.

Before a problem becomes a disciplinary issue, the head of the team concern should guide, inform or remind the employees informally on the applicable rule or performance situation. Such counseling is not viewed to form part of formal disciplinary action but is rather a part of day-to-day communication within the organization. Formal procedures do not have to be invoked every time a rule is broken or standard is not met. Informal advice and correction is accepted as the best and most effective way to deal with minor violations of work discipline.

Repeated misconduct according to degree as severity may call for final warning or other action short of dismissal. Dismissal would be reserved for cases of serious misconduct or repeated offences. The seriousness of the offence will determine the action to be taken and not necessarily, the number of occasions the misconduct was committed. The procedure is as follows:

1. If any employee is found creating problems in the work place an immediate disciplinary action will be taken against him/her. The Director deposes a committee

of two or three members of the organization or even he may depute any one from external source or any other partner organization in the committee.

2. The committee members will do a detailed investigation on the matter and will prepare a report on the issue taken and submit the same to the Director.
3. The Director makes the required decision on the findings of the investigations done.
4. During this period of enquiry the accused employee will remain under suspension.
5. The above stated procedure is flexible depending upon the situation.

SSK'S GENDER POLICY:

For many decades, women have been deprived of the social and cultural discrimination done on various ground just due to gender differences. Women are discriminated against exercising their basic rights not only at the household level but also in society at large. The responsibility for bringing about a change in differential treatment of women and men lies with both. The empowerment of women in society needs to be helped by them.

SSK believes that people from all sections of society should be able to participate equally in development process. For achieving political, social, economical cultural and environmental security among all people gender equality and empowerment of women is required. The gender equality is embedded in the institutional culture of SSK. Its objectives and strategies are based on gender. The flow of gender related information in this regard is strengthening of institutional and programme levels. The gender policy helps to eliminate the gender imbalances in order to achieve sustainable development.

This policy is made to have a favorable frame work for making better and well articulated choices while addressing its programme and enhancing the identity and coherence to its mission and also creating a conducive environment. The core part of all the organizations, policies programmes and projects are based on gender policy.

Objectives

1. To help in achieving the mission of the organization.
2. To help in making equal representation and participation of women in decision making at professional, programmatic and administrative level.
3. To strive towards establishment of an equalitarian society.
4. To provide a safe and friendly atmosphere especially for women.
5. To provide a framework that would enable the staffs of SSK appreciating and make deliberate efforts to address gender disparities in all aspects of its programme.
6. To integrate and balance gender perspectives in the composition of it is a team.
7. To provide reference for our partners to develop a gender policy for their respective organization.

SSK believes that people from all sections of society should be able to participate equally in development process. The key features of SSK with regards to gender mainstreaming are as follows:

1. SSK is having an equal gender opportunity giving organization.
2. Women professionals with equal qualification and competencies are encouraged.
3. At least 1/3 of the staff members of SSK are women.

4. SSK gives equal status and cope of work for women.
5. Even in strategic decision making equal opportunity is given to women staff participation.
6. In programmatic framework one of the main targets is women staff particularly of marginalized, minority, socially excluded communities.

The projects undertaken under the category are:

- Muslims & Dalit girl child at cholapur block and women empowerment preview.
 - Capacity building of women elected representative in Ghazipur district.
 - Women literacy program (Tara Akashar)
7. SSK ensures participation of both men & women in its programmes through providing training and awareness education on gender.
 8. SSK has linkage with similar minded organizations which would assist in the area of accessing credit and other productive resources.

The objectives of gender policy can be achieved through defined evaluation which is done on two levels institutional and programme level.

At the institutional level

SSK has incorporated gender in the personnel policy, service rules and regulations of the organization and its evaluation is done periodically for gender justice. Adequate additional facilities will always be given to the female staff in the personnel policy and service rule envisages on the women upliftment. The following arrangements are being created as a part of gender policy of the organization.

1. Maternity leave

- a) Every female employee is entitled to avail Maternity leave for a period 3 months which is applicable up to 2 children.
- b) Paternity leave is allowed to male employees for a period of 12days up to 2 children. This can be availed between the period of 3 months before or 3 months after the delivery. The same can be availed in one installment /2 installments of 12 days/6 days each.

2. Travel

Any women staff traveling alone during night time after 7 pm to 7am can travel up to IIIAC or can avail full reserved auto/Taxi without prior permission from the Director/Team Leader.

3. Time

- a) Flexi-time arrangements will be available for the women staffs who have completed a minimum of two years service in SSK. Shorter flexi timings will be solely on Director's approval. The salary will be restructured accordingly for this facility.
- b) Woman employee who is in the advanced stage of pregnancy (6-9 months) can avail this facility on submission of the medical Certificate. This facility can be extended till one year after the birth of the baby.
- c) Short leave for two hours in a day will be given to the women staff for feeding the new born baby up to a period of six months after the delivery.

CASH Committee (Gender mainstreaming committee): There will be four to five members in this committee. Existing CASH committee will suggest new name with the approval from Director.

Roles & Responsibilities:

1. The committee holds quarterly meetings.
2. The committee is responsible for main gender sensitive work attitude.
3. The committee deals with pro-active initiative problems of related topic.
4. Field visits are done to see if the gender policies are implemented in spirit.
5. A register is maintained regarding its meeting and other activities.
6. Gender sensitive training programmes are organized.
7. If any problem related to misbehavior or sexual harassment occurs then the victim should either inform to CASH committee or should give a complaint in writing and put in the complaint box provided.
8. Action on the problem would be taken by the Director after receiving the report from the CASH committee regarding the issue.

Discipline and Code of Conduct

- a) All male staff members in the Organization should treat the female staff members with dignity and respect. In similar manner the female staff members should also treat the male staff members.
- b) Committee against Sexual Harassment (CASH) is formed to safeguard the staff members which fairly represents male and female as their members (2 male and 2-3 female).
- c) Every employee should generally conduct himself/herself in such manner that is consistent with office discipline of SSK and should reflect the respect for the female staffs.

At the programme level

1. The programmes of SSK will create a pool of trainers capable of training and educating others on gender issues.
2. SSK will encourage the intensive programme partners to encourage gender equality where these do not exist.
3. SSK facilitates documentation and dissemination of information on gender equality and good gender practice.
4. SSK will have partnership with such organizations and groups which are working for gender equality, recognizes women's equal right to articulate their needs and interest.
5. The programme strategies and systems are gender responsive which will be supportive to set the task.
6. SSK will also encourage its partner organizations in the process of development of policies and procedures that promote gender equality among their organization where these do not exist.

Governance level

1. SSK has a Governing board which is highly supportive of the integration of gender issues in all aspects of governance and programme activity.
2. Minimum two members of the board will always be females.
3. Programmes on orientation of the new team member will always have gender consideration.
4. The SSK staffs should acquire knowledge and skills on gender-related issues and should give their commitment to SSK's mission.
5. The policy should be reviewed every year to incorporate new changes will be adjusted where it is necessary.

SERVICE RULE OF SSK: The rules and service regulations have been prepared to provide the organization a permanent establishment, institutionalizing the commitment to nurture and develop clear environment. The objective of these rules is to lay down a uniform policy for all the employees of the organization with a view to minimize use of discretionary powers & procedural delays and hold-ups. All the employees are expected to acquaint themselves with these rules regulations for most effective results. These rules shall apply to employees of all categories, posts and status.

These service rules shall be read in conjunction with the HR policies of the organizations.

Category of Employees:

Executive Director-Chief Functionary				
Departments of SSK/SST				
Administration Staff	Programme Staff	Field Staff		
Designation	Designation	Designation	Grade	Level
Adm/Fin Manager	Programme Manager	Project Manager	G1	Manager
Adm/Fin Asst.Manager	Programme Coordinator	Project Coordinator	G2	Coordinator
Adm/Fin Officer	Programme Officer	Project Officer	G3	Officer
Adm/Fin Associate	Programme Associate	Project Associate	G4	Associate
Adm/Fin Assistant	Programme Assistant	Project Animator	G5	Assistant
Junior Adm/Fin Assistant	Junior Prog Assistant	Project Field worker	G6	Junior Assistant

Grade	Scale
G1	19000-eb1000-23000-seb1500-30500
G2	16000-eb800-19000-seb1200-25000
G3	13000-eb600-15000-seb800-19000
G4	9000-eb400-11000-seb600-14000
G5	6000-eb250-7250-seb350-9000
G6	3500-eb200-4500-seb300-6000

Tenure of employment: All employees shall fall in either of the categories regular or on contract for a fixed tenure/job and is subjected to the terms and conditions specified in the appointment letter.

Terms & Conditions of Employment: The management reserves the right to assign appropriate work commensurate with the qualification and experience of the employee. He/she shall abide by and follow the rules & regulations of the organization and the instructions issued from time to time by the management.

Detailed description of the different categories of SSK Employees:

1. Executive Director – Chief Functionary

Job Description:

- To be the head and chief executive representing the governing board of the organization.
- To independently perform functions with enumerated and delegate powers, responsibilities of the governing board.
- To set strategic direction for the organization and lead its planning and implementation.
- To interact effectively with stakeholders organization.

Qualification:

- I. Should have done Master in Social Work.
- II. Should have experience of minimum 25 years in development sector on management level.

2. Programme Manager - G1

Job Description:

- To implement the proposed project & direct the team members to achieve the desired goal.
- To be accountable for the timely implementation proper execution and proper utilization of financial resources avail for the project
- To keep the Executive Director informed about the development & process of work of the different project proposed.
- To be accountable for new proposals & initiate discussions with donor agencies.
- Liaisoning & networking with various stakeholders particularly government officers, media & academics.
- To have regular coordination & communication with funding organizations.
- To be accountable for ensuring proper handling, management and implementation of the project.

Qualification:

- I. Should be Master in Social Work/Rural Management/ Social Sciences.
- II. Should have a minimum of six years experience as a coordinator.

3. Programme Coordinator - G2

Job Description:

- To coordinate, support and give inputs to the team members of the projects.
- To support design, document and manage the development and implementation of programme work plan, budget selected, training modules for training need assessment, learning , references materials (posters, pamphlets folders etc)for the programmes of the organization.
- To document, develop, edit publications manual booklets, report, broacher etc.
- To give support to the partner organization by field visit monitoring, assessing and capacity building of the partner organization.

Qualification

- I. Four years experience with P.G. level education and Professional degree or diploma.

4. Programme Officer-G3**Job Description:**

- To monitor, assist, supervise and timely implementing the project activities with the help of the other team members in the District.
- To formulate, coordinate, strengthen the networking and Liasioning with different stakeholders and voluntary organization of the district.
- To document and report reviews of the activities at district level with head office, other CSO's and stakeholders.
- To take responsibility as a team leader of a particular project.
- To organize various seminars, workshops, meetings interface at various district level.
- To assist, support, and monitor the activities and a support hand to the partner organization.
- To make financial plan report writing and also intervening the programme plan in the district level.

Qualification

- I. Three years experience with P.G. level education.

5. Programme Associate -G4**Job Description:**

- To implement the activities of the project and assist in daily activities and draft new work plans to organize and keep track of work group progress.
- To collaborate and coordinate with team members to identify and document potential technical issues and possible solution to complete the project.
- To entail work as part of the team with potential and evaluate and analyze the project progress.
- To prepare report on periodical narrative and over progress or specific direction
- To document the programme achievements and research through papers, articles and presentations in proper way.

Qualification

- I. Two years experience with P.G. level education.
- II. Technical experience with degree or diploma.
- III. Fresher with technical experience/PG Dip in rural management/Social work.

6. Programme Assistant/ Project Supervisor -G5**Job Description-**

- To be a supportive hand for all the superiors in the programme activities of a particular project.
- To type & maintain documents of the ongoing projects.
- To make file list of all different projects in hand.

- To take care of all the correspondence leave and other work relate to superiors of the particular project.

Qualification

- I. Fresher with Minimum graduation level.
- II. Minimum experience of 2 years in technical & relevant field.

7. Junior Office Assistant -G6

Job Description-

- To maintain the office furniture, fixtures and other items.
- To be responsible for the security of our entire office premises.
- To be responsible for cleaning & keeping the entire office environment friendly.

Qualification

- I. Minimum qualification- High school passed.

NOTE: An employee may be assigned any other duty, in additional to normal duty, falling within the organization, which he/she is capable of performing and which is necessary to be performed.

ALLOWANCES

The employees of the Kendra are eligible for the following allowances.

S. no	ALLOWANCES	PERCENTAGE
1	HRA (House Rent Allowances)	30% of Basic Salary
2	Conveyance Allowance	30% of Basic Salary
3	Medical Allowance	20% of Basic Salary
4	Employer’s Contribution in EPF	12% of Basic Salary
5	Telephone Allowance	3% of basic salary
	Total Allowance	95% of Basic Salary

(The above mentioned telephone allowance is applicable to all the staff members irrespective of their job profile)

Any special allowance at the discretion of the Director may be considered for specific category of employees.

- 1) Encashment of EL (Earned Leave):** Every permanent employee is entitled to this facility. EL may be accumulated up to maximum of 120 days beyond which it will lapse. The accumulated EL can be encashable as per the conveniences of employees. Earned leave will be carried forward to the next financial year. Any member leaving the organization can either avail the earned leave or encash it at her/his current rate of basic pay.

Note: Every employee should maintain the minimum balance of 45 days

- 2) **Travel Allowance:** Travel allowance is payable at the rates as prescribed in these regulations to all the employees/members who proceed on tour for official work in order to cover the expenses incurred in traveling. No T.A. is payable for journeys undertaken without the authority of the Director. Claims for T.A. will have to be made and admitted on realistic and genuine lines.

Tour Advance: An employee who is required to proceed on official work may draw an advance to meet his/her traveling expenses but providing a tour plan estimating the expenses to the immediate superior and after getting approved submit to the accounts department three days before.

Detail of the allowances for food / Lodging and mode of travel which the employees are entitled for according to category they lie in.

Payment of Lodging Charges:

Grade	Metro Cities	State Capitals	Other Cities
G1	1800	1500	1200
G2/G3	1500	1200	1000
G4/G5	1000	800	500
Others	1000	800	500

Reimbursement of Travel Expenses:

Grade	Mode of Traveling
G1	By Train II AC and local travels by taxi or full reserved auto. By budget Air with prior approval for travelling more than 1000 KM.
G2/G3	By Train IIIAC and local travels by taxi or full reserved auto.
G4/G5	By Train sleeper and local travels by shared taxi/auto.
Others	By Train up to three tiers sleeper class and local travel by share auto & any other mode of public transport

Note: In extreme conditions when the ticket for III AC is not available then the II AC is allowed with prior permission of the Director. Further the staff members may travel in III AC irrespective

of their grades during extreme weather conditions both in summer season (20th June-20th July) and winter season (25th Dec-25th Jan).The staff members other than G1 grade may be allowed to travel by air with prior approval of the Director. Any women employee traveling alone during night (between 7pm to 7am) can avail full reserved auto and can travel in III AC even without the prior approval.

All Grades	Metro Cities/NCR		State Capital/KAVAL Towns		Other Cities	
	Break Fast	60	Break Fast	40	Break Fast	30
	Lunch	120	Lunch	100	Lunch	80
	Dinner	120	Dinner	100	Dinner	80
	Total	300	Total	240	Total	190

ALLOWANCE FOR FOOD EXPENSES:

0-6 hrs	No Expenses
6-11hrs	Rs.100/- only
11-24 hrs	Full Expenses as approved norms

Note: Allowance for food expenses is common for every employee irrespective to the Grade and Designation. This will be applicable only when the travel is planned outside the project area or outside the project district. In case food is provided by SSK /other organizations then Rs.50/-per day will be admissible as allowance.

Note: Kindly further note that for the Director the reimbursement will be on actual basis or @ 500/- per day.

LEAVE

A standard policy has been made by SSK for administrating and granting staff leaves. Every staff member is eligible for the leaves without any consideration of race, color, nationality, sex, religion, age or disability. The leave is calculated on the date of financial year from 1st of April to 31st March. The following are the leave which the employees of SSK are entitled for.

1. Weekly off

All employees are entitled for one day weekly off i.e. on Sunday. Management may opt additional weekly holidays in the interest of the organization.

2. Festival leaves or holidays

Every employee whether permanent or on contract or on probation is entitled to take the festival leave as per the list prepared i.e. minimum eleven days in a financial year.

3. Casual leave

CL is catered to meet emergent/unforeseen requirements of an employee. An employee is entitled for one CL every month. CL can be even availed for half a day. This leave can be availed without getting prior approval but one should inform the person concerned or the immediate superior. CL can be clubbed with weekly off and festival leaves. And the leave application form should be filled in with appropriate reason mentioned and approved by the Director within three days of the leave taken. An employee can avail 12 days of casual leave (CL) in a year. This will also be applicable to those employees who are on probation and training. CL will not be carried forward from one financial year to next financial year.

4. Earned Leave / Sick leave

Earned leave means the leave earned by an employee for the services rendered during the calendar year. Sunday and other holidays falling within the leave period shall be counted towards leave. EL cannot be clubbed with CL in continuation. EL must be approved in advance. A minimum of 3 ELs should be availed at a time. Only permanent employee is entitled to take 24 days EL per financial year in which sick leave is also included. If the leave is not utilized then it can be carried over to next year. EL can be accumulated only up to 120 days.

5. Special leave

Special leave will be allowed only to those employees who are on probation and Training. This leave may be granted by the sole discretion of the Director and the same may be allowed if he finds the case to be genuine.

6. Maternity leave

Any permanent woman employee is entitled to get maternity benefits during her pregnancy, for a period of 3 months with leave on pay up to 2 children only. She is entitled to take one and half months before delivery and one and half months after delivery if the employee requires. Sunday and other holidays falling within the leave period shall be counted towards Maternity leave

7. Paternity Leave

In the case of male employee, he is entitled for the paternity leave for the period of 12 days leave up to 2 children. It can be taken on any period between 3 months before or after the delivery in one or two installments of 12 days /6 days. Sunday and other holidays falling within the leave period shall be counted towards Paternity leave

8. Leave without Pay (LWP)

In case of genuine necessity when all accumulated paid leaves are exhausted the LWP may be granted by the Director who shall be the sanctioning authority subject to the conditions to be specified at the time of granting the leave. If any staff member (permanent/probation/on contractual basis) proceeds on leave and not reporting to the duty on the stipulated date and extends the leave will be deemed as LWP and the same may also result as break in service.

OTHER FACILITIES

Group Insurance

Facility of insurance against accident up to Rs.2 Lakhs will be provided to all the permanent employees of SSK, under the group insurance scheme of oriental insurance company, which covers the risk.

Use of own Vehicle

Reimbursement of local travel for the use of own vehicle for official work will be as follows:

Two-wheeler @ Rs.3/ per K.M.

Four-wheeler @ Rs.7/- per K.M.

Use of four-wheeler requires prior permission from the Director and also Kilometre reading may be required (to be verified).

Special Facilities for women staff

Flexi-time and short leave arrangement-

- 1) Flexi-time arrangement will be available to women staffs who have completed a minimum services of two years in SSK.
- 2) Women staffs who are in the advanced stage of pregnancy (6-9 months) can avail this facility on submission of the medical report supporting the need for such rest time.
- 3) This facility can be availed by the women staffs till one year after the birth of the baby.
- 4) Short leave for two hours in a day will be granted to women staffs for feeding the new born baby till 6 months of age. This leave will be adjusted against CL/EL/Salary.

Performance Appraisal

The performance appraisal will be done after the completion of first three months/six month for the newly joined employee with our performance appraisal tool. The same is applicable for the confirmed employees.

Increment & Promotion

Depending upon the performance of individuals & based on the performance appraisal held every six months accordingly continuation of the services, increment & promotions are decided on.

Transfer

Every employee is liable to be transferred from one project place to another and from one department to another, whether operative at the same place or elsewhere, whether at the same station or anywhere in India. Transfer to other RSOs who are members of NCRSOs can also be considered by SSK management, depending upon the availability of vacancy at RSO concerned.

Hours of work

Working hours of employees will be regulated in accordance with the rules in force, and may be notified from time to time. Presently this period will be at 48 hours a week or six days in a week (unless otherwise specified/notified)

Retirement

- 1) An employee shall retire on attaining the age of 58 years, or any time thereafter at the discretion of the appointing authority. Working period may be extended for another 2 years as per Director's discretion where the medical fitness of an employee and the employee's engagement in any important project/assignment are taken in to consideration.
- 2) An employee is liable to be retired even earlier on medical grounds if he/she becomes physically or mentally unfit to discharge his/her duties efficiently to the entire satisfaction of SSK.
- 3) A person above 60 years of age may be employed for specific tasks on condition that he/she produces a medical fitness certificate every year. He/She will be entitled to all allowances except EPF.
- 4) The extension or retirement of the Director will be decided only by the executive board.

Termination /Resignation

- 1) Normally the requisite period for terminating a permanent employee is one month (30 days)by giving prior notice, while the same is seven days (7 days)in case of a probationer. SSK / employee may terminate/resign the job without giving prior notice also, but in such a situation one month's salary will be paid to the employee in lieu of the notice and vice versa. Shortage of notice period in both the cases should be adjusted with the available balance of EL.
- 2) Services of an employee may be terminated if he/she rates unsatisfactory for two consecutive years.
- 3) An employee is liable to be terminated if he/she has been issued up to three show cause notices on different occasions.
- 4) Any employee who is working on a particular project may be terminated if the project gets over/not renewed by the donor.

Amendment

Any amendment in the rules/norms will be carried out only on approval of the board of SSK.

Authority

Any variation in any provisions mentioned in the HRM policy will only be approved by the Director or to whom he deems fit to be the passing authority.

Development Trainees:

This facility has been specially designed for the candidates who are fresh pass outs from the college so that they can improve their skills and serve the Organisation.

Period of training:

The candidate whosoever has been selected as development trainee (DT) will serve the Organisation for the period of 3-6 months. During this period the DT will be carefully assessed.

Assignment:

The Development Trainee will be attached to various ongoing project of the Organisation and will be assessed according to their contribution to their assignment as well as to the Organisation.

Permanency:

Development trainees are not the permanent employees of the Organisation. After the training a detailed review of performance will be done and accordingly if found suitable they will be absorbed in SSK. During the period of training the skills and contribution to the Organisation by the DT are tested. SSK will not assure a guaranteed permanent job the DTs.

Termination:

If the trainee wishes to discontinue his/her work then he/she is free to do the same with the notice period of Seven (7) days. If the management wishes to terminate the services of the trainee for any valid reason the Management is fully authorized to do so with notice period of Seven (7) days.

Stipend and Perks:

The development trainees/trainees will be provided with a fixed stipend per month which will be decided only by the sole discretion of the Director . They are not eligible for the perks and other monetary facilities. No Provident fund will be deducted from their salary. DT will be eligible for weekly off/ festival holidays and one (1) Casual Leave per month only. No other leaves will be available to the DT. In case of emergency/ important situation they can apply for special leave with the Director.

Annexure I



SHABHAGI SHIKSHAN KENDRA

INTERVIEW SHEET (HR)

Date _____

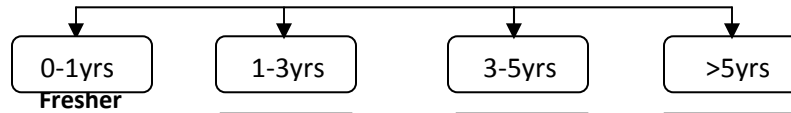
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AGE : _____ SEX: _____

ADDRESS: _____

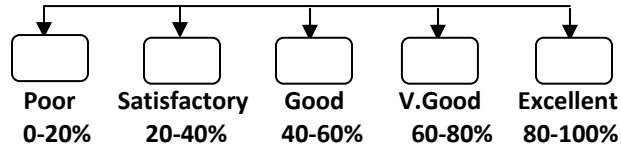
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EXPERIENCE:

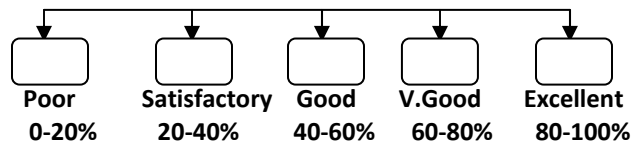


LANGUAGE PROFICIENCY: _____

HINDI:

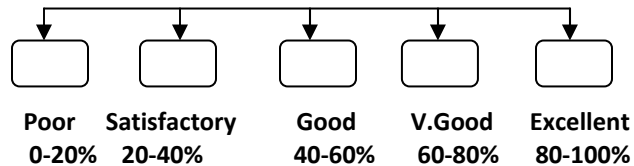


ENGLISH:



COMPUTER SKILLS: _____

REMARK:



NAME OF THE EVALUATOR: _____



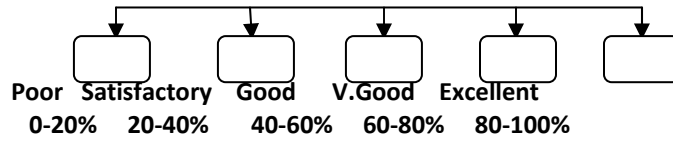
SHABHAGI SHIKSHAN KENDRA

INTERVIEW SHEET (EVALUATOR)

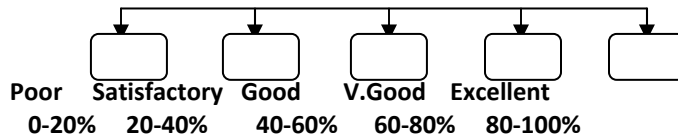
DATE: _____

NAME: _____

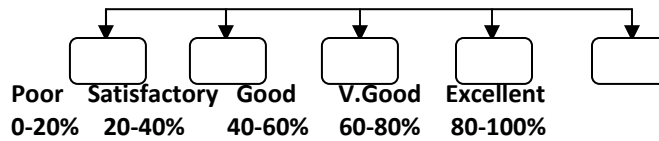
ABILITY TO EXPRESS HIS/HER THINKING:



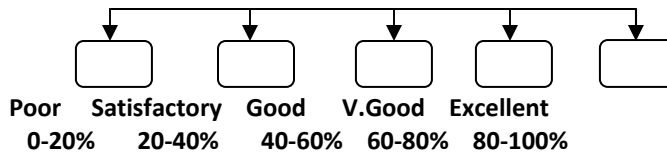
MATURITY LEVEL:



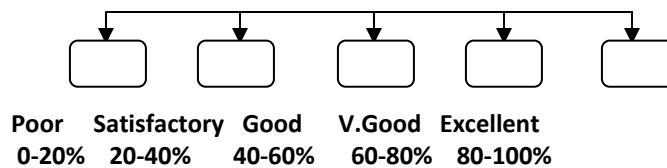
CONVINCING CAPABILITY:



CONFIDENCE LEVEL:



READINESS TO UNDERTAKE TOURS/TRANSFERS TO ANY AREAS:



CAPACITY TO ADJUST ACCORDING TO THE SITUATION:

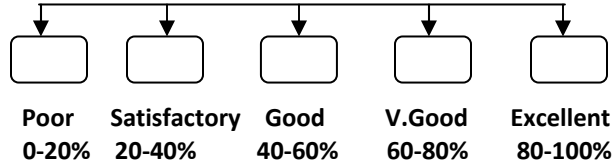


SKILLS:

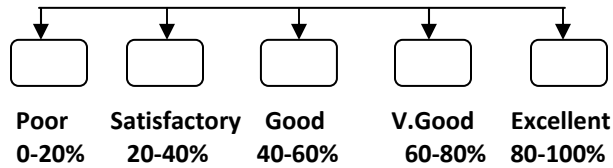
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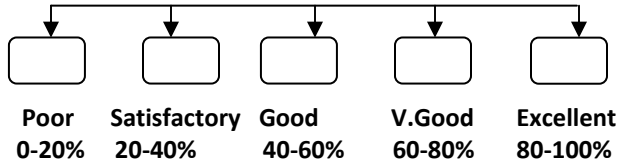
2. DOCUMENTATION:
HINDI-----



ENGLISH-----



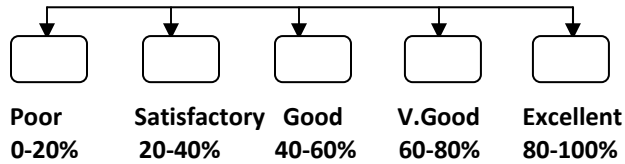
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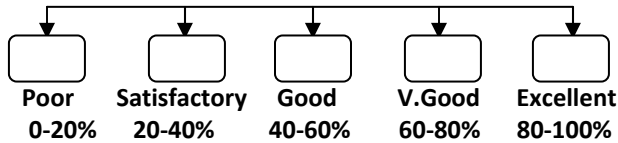
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5. TRAINING:



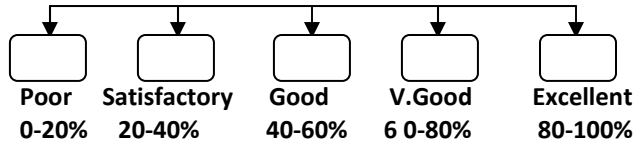
6. LINKAGE :



7. PROPOSAL WRITING:



8. FACILITATION OF COMMUNITY GROUPS:



TWO BASIC STRENGTHS:

1) _____

_____ 2) _____

TWO BASIC WEAKNESSES:

1) _____

_____ 2) _____

ATTITUDE:



NAME OF THE EVALUATOR: _____

Remark:

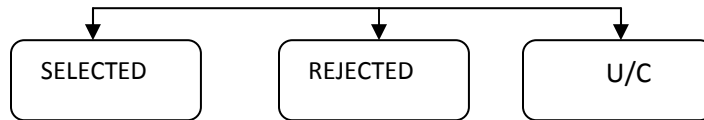


SHABHAGI SHIKSHAN KENDRA

DIRECTOR'S SHEET

DATE _____

REMARKS:



IF SELECTED, DIRECTOR'S ORDERS:

DIRECTOR

Mr. Ashok Singh

Annexure-II

Name: _____

Date: _____

Answer any one of the following questions given:

- Q1. How "Right to Information Act" would be used as an instrument for deepening democracy in India? Please write a note.
- Q2. 33% reservation for women in politics is not going to bring any meaningful change in the lives of poor women, Explain.
- Q3. How would you sensitize and implement sound gender practice in your organization?
- Q4. Sustainable development can only be achieved through empowered institutions of local self government. Please explain.

नाम: _____

दिनांक: _____

निम्नलिखित प्रश्नों में से किन्हीं एक पर अपने विचार प्रकट करें—

प्रश्न १ वर्तमान समाज में जेण्डर असमानता पर आपकी क्या सोच है?

प्रश्न २ वर्तमान परिवेश में पंचायतीराज संस्थाओं की मजबूती के लिए स्वैच्छिक संस्थाओं को कार्य करना चाहिए क्यों?

प्रश्न ३ स्वास्थ्य सेवाओं के सुधार के लिये स्वैच्छिक संस्थायें क्या-क्या कर सकती हैं?

प्रश्न ४ जन सहभागिता के बिना कोई भी विकास स्थायी नहीं हो सकता। इस वाक्य पर अपने विचार प्रकट करें?

Annexure-III



PERFORMANCE APPRAISAL

FEEDBACK FORM

BY SUPERIORS/PEERS/SUB-ORDINATE

मूल्यांकन अवधि:.....से.....

Name of the appraisee: _____	Name of the Appraiser: _____
मूल्यांकन किसका : _____	मूल्यांकनकर्ता : _____
Designation: _____	Designation: _____
पद : _____	पद : _____

- 1) State your understanding of his/her main duties and responsibilities.

कार्य के सन्दर्भ में इनके दायित्वों एवं जिम्मेदारियों के बारे में आप क्या जानते हैं?

.....

.....

.....

.....

.....

- 2) What do you consider to be his/her most important achievement(s) for the last six months/one year?

पिछले छः महीनों / एक साल में इनका/इनकी प्रमुख उपलब्धियाँ क्या रही हैं?

.....

.....

.....

.....

.....

- 3) Write two specialties and two areas of improvement of his/her work.

इनके/इनकी कार्य के सन्दर्भ में किन्हीं दो विशेषताओं और सुधार के क्षेत्र को विश्लेषित करें।

Strengths/मजबूत पक्ष	Area of Improvement/सुधार के क्षेत्र
1.	1.
2.	2.

4) Briefly write how this person could be more useful in SSK?

उपरोक्त व्यक्ति केन्द्र के लिये और उपयोगी कैसे हो सकता है, सुझाव दें।

Give your score about the individual by your own capability or knowledge in the following areas in terms of his/her current roles and responsibilities requirements.

क्षमता या ज्ञान के आधार पर निम्नलिखित के सन्दर्भ में उपरोक्त व्यक्ति की भूमिका एवं जिम्मेदारी को अंकित करें।

(1-3=poor, 4-6=satisfactory, 7-8=good, 9-10=excellent)

S.No.	Particulars	SCORE
1	Correct knowledge of job assigned. कार्य के सम्बन्ध में सही जानकारी	
2	Capability to do the given assigned job. कार्य के अनुसार इनका/इनकी क्षमता	
3	Meeting deadlines. निर्धारित समयानुसार कार्य पूर्ण करना	
4	Accountability/Commitment towards work. कार्य के प्रति जवाबदारी / जुड़ाव	
5	Planning & Forecasting. नियोजन एवं पूर्वानुमान	
6	Participation in team work समूह कार्य में भागीदारी	
7	Behaviour as a team member समूह के सदस्य के रूप में व्यवहार	
8	Leadership Quality नेतृत्व गुण	
9	Communication Skill संवाद कुशलता	
10	Creativity and innovativeness. रचनात्मकता और नवाचार	
11	Learning attitude. सीखने की प्रवृत्ति	
12	Adaptability, flexibility and mobility. कार्य करने में अनुकूलता, लचीलापन और गतिशीलता	
13	Decision-making ability. निर्णय लेने की क्षमता	
14	Steadiness under-work pressure. कार्य में दबाव होते हुए भी स्थिरता	
15	Commitment for SSK संस्था से जुड़ाव	
16	Over All performance for the last six months/one year. पिछले छः महीनों / एक साल में कार्य प्रगति के क्षेत्र में उपरोक्त व्यक्ति के लिये आपका मूल्यांकन	
	Total (कुल)	
	Average (औसत)	



SAHBHAGI SHIKSHAN KENDRA
Performance Appraisal Form
(Self Appraisal)

Name: _____	Location/based at: _____
नाम : _____	स्थान : _____
Designation: _____	Date of joining: _____
पद : _____	आने की तिथि : _____
Date of Appraisal: _____	Period covered: _____
मुल्यांकन की तिथि : _____	अवधि : _____

1) State your understanding of your main duties and responsibilities.

कार्य के सन्दर्भ में अपने दायित्वों एवं जिम्मेदारियों के बारे में आप क्या जानते हैं?

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2) How do you evaluate/rate your performance (Good/Bad/Satisfactory/Otherwise) during the last six months/one year? Why?

आपके अनुसार संस्था में पिछले छः महीनों / एक साल में आपका कार्य अच्छा/बुरा/सन्तोषजनक या भिन्न था और क्यों?

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3) What do you consider to be your most important achievements for the last six months/one year?

पिछले छः महीनों / एक साल में आपका/आपकी प्रमुख उपलब्धियाँ क्या रही हैं?

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4) What do you like and dislike about working for this organization?

संगठन की कार्यप्रणाली में आपको क्या अच्छा अथवा बुरा लगता है ?

5) What elements of your job do you find most difficult?

आपके कार्य के वे कौन/क्या तत्व हैं जो आपको अत्यधिक कठिन लगता है?

6) What elements of your job interest you the most?

आपके कार्य के वे कौन से तत्व हैं जो आपको उत्साह देते हैं/अच्छा लगते हैं ?

**7) What do you consider to be your most important aims and tasks in the next six months/
one year in our Organisation?**

आपके विचार से अगले छः महीनों / एक साल में संगठन में आपका क्या लक्ष्य एवं कार्य है?

- 8) What new roles you would like to take up in our organisation in next one-two years.
आने वाले एक या दो वर्षों में किस प्रकार की नयी भूमिका संगठन में करना चाहेंगे।

- 9) What action could be taken to improve your performance in your current position by you?
वर्तमान पद में आपके कार्य निष्पादन वृद्धि हेतु क्या किया जा सकता है?

Score your own capability or knowledge in the following areas in terms of your current roles and responsibilities.

(1-3=poor, 4-6=satisfactory, 7-8=good, 9-10=excellent)

S.No.	Particulars	SCORE
1	Correct knowledge of job assigned. कार्य के सम्बन्ध में सही जानकारी	
2	Capability to do the given assigned job. कार्य के अनुसार इनका/इनकी क्षमता	
3	Meeting deadlines. निर्धारित समयानुसार कार्य पूर्ण करना	
4	Accountability/Commitment towards work. कार्य के प्रति जवाबदारी /जुड़ाव	
5	Planning & Forecasting. नियोजन एवं पूर्वानुमान	
6	Participation in team work समूह कार्य में भागीदारी	
7	Behaviour as a team member समूह के सदस्य के रूप में व्यवहार	
8	Leadership Quality नेतृत्व गुण	
9	Communication Skill संवाद कुशलता	
10	Creativity and innovativeness. रचनात्मकता और नवाचार	
11	Learning attitude. सीखने की प्रवृत्ति	
12	Adaptability, flexibility and mobility. कार्य करने में अनुकूलता, लचीलापन और गतिशीलता	
13	Decision-making ability. निर्णय लेने की क्षमता	
14	Steadiness under-work pressure. कार्य में दबाव होते हुए भी स्थिरता	
15	Commitment for SSK संस्था से जुड़ाव	
16	Over All performance for the last six months/one year. पिछले छः महीनों / एक साल में कार्य प्रगति के क्षेत्र में उपरोक्त व्यक्ति के लिये आपका मूल्यांकन	
	Total (कुल)	
	Average (औसत)	



SAHBHAGI SHIKSHAN KENDRA

FINAL SCORE SHEET

Name of appraise: _____

Date of appraisal: _____

Following are the list of 'others score' and 'Individual (Self) score' given under:

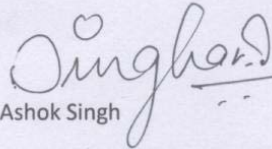
S.No.	Particulars	SCORE	
		Self	Others
1	Correct knowledge of job assigned. कार्य के सम्बन्ध में सही जानकारी		
2	Capability to do the given assigned job. कार्य के अनुसार इनका/इनकी क्षमता		
3	Meeting deadlines. निर्धारित समयानुसार कार्य पूर्ण करना		
4	Accountability/Commitment towards work. कार्य के प्रति जवाबदारी / जुड़ाव		
5	Planning & Forecasting. नियोजन एवं पूर्वानुमान		
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8	Leadership Quality नेतृत्व गुण		
9	Communication Skill संवाद कुशलता		
10	Creativity and innovativeness. रचनात्मकता और नवाचार		
11	Learning attitude. सीखने की प्रवृत्ति		
12	Adaptability, flexibility and mobility. कार्य करने में अनुकूलता, लचीलापन और गतिशीलता		
13	Decision-making ability. निर्णय लेने की क्षमता		
14	Steadiness under-work pressure. कार्य में दबाव होते हुए भी स्थिरता		
15	Commitment for SSK संस्था से जुड़ाव		
16	Over All performance for the last six months/one year. पिछले छः महीनों / एक साल में कार्य प्रगति के क्षेत्र में उपरोक्त व्यक्ति के लिये आपका मूल्यांकन		
	Total (कुल)		
	Average (औसत)		

FINAL FEEDBACK AND RECOMMENDATIONS BY DIRECTOR

Amendment: HRM Policy/1 -2011-12

SSK/SST Staff is provided with Group Insurance Scheme/Medi Claim Policy. These facilities will be provided to all those employees who will join the organisation from the date of their joining. In case, the person resigns or is terminated by the organisation, before completing 6 months in the organisation, then Group Insurance premium amount/Medi claim premium amount will be deducted from his/her salary. In case, the employee has completed 6 months in the organisation, the premium amount will not be deducted. This Amendment is effective from 1st Dec'11.

Kindly make a note of the above.



Ashok Singh

Director



CC: Accounts Department

CC: Administration Department