

# HUMAN RESOURCES MANUAL



**MAJHIPARA AMBEDKAR CENTRE FOR  
HUMAN RESEARCH & DEVELOPMENT**

**MACHRD**

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WEST BENGAL INDIA

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## PREAMBLE

Majhipara Ambedkar Centre for Human Research and Development (MACHRD) was conceived with a penchant desire to strive for total inclusion of every citizen in the march towards success of the nation. The organization works in areas of holistic community development by continuously working in conjunction with local government authorities. Regular camps are organized for people from all walks of life to cater to various diversified needs of the communities. In line with the vision of Hon'ble Prime Minister of India, Shri Narendra Modi Ji for a Swatch Bharat, the organization is actively striving towards creating awareness among women for personal hygiene, not only for self for family as a whole. The organization regularly conducts medical camps with aim to create health awareness and educate people about hygienic wellness benefits. MACHRD also believes that in order to achieve its goal it is a pre-requisite that people are aware of their rights and not be exploited by evil forces of the society. And in order to achieve the said objective, it believes that elementary education is a bare minimum. And hence it runs 16 morning schools on crowd funding basis with 1500+ children's from marginalized sections of the society. The organization has a dedicated team of employees and volunteers who work tirelessly round the clock in helping MACHRD with it's various activities.



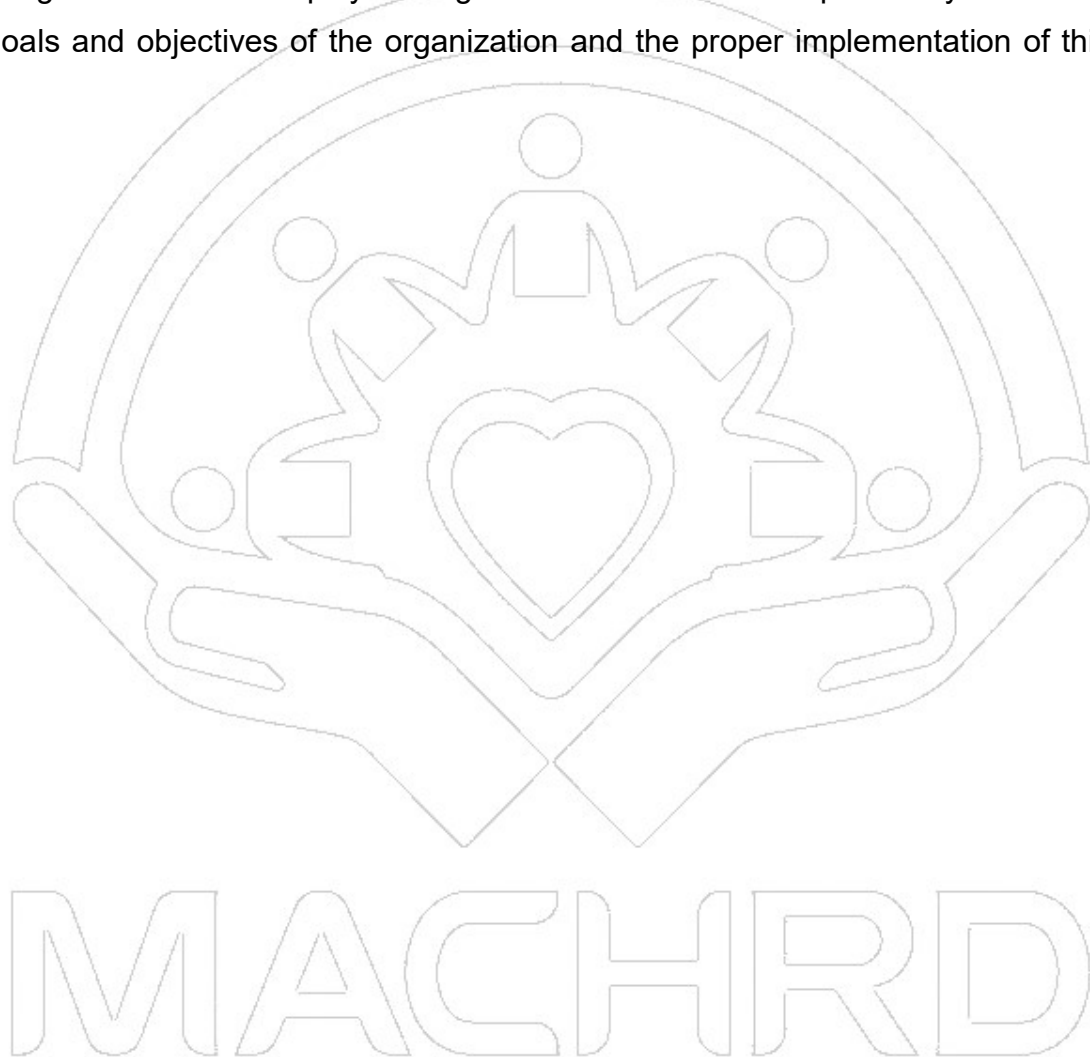
This Human Resources Policy Manual aims to give employees of MACHRD a clear communication of its policies and procedures concerning its Administrative systems and Human Resources guidelines.

This manual is applicable to employees at all levels regardless of rank, level and status of employment, except for some policies with specifically stated coverage and shall come into effect from 1<sup>st</sup> April 2020 and supersede all previous service rules or regulations in existence.

All employees, assisting staff and volunteers are called upon to practice fairness in all their official dealings and in carrying out their functions based on these policies and procedures.

MACHRD encourages all its employees to approach the Management and/or Governing body if there is breach or neglect on its appropriate and proper implementation. The Secretary and/or the Governing Body shall have the responsibility, to guide and give appropriate interpretation to all those policies, which have ambiguous meaning and amend such policies, if required.

The Management and its employees together have a shared responsibility in the attainment of the goals and objectives of the organization and the proper implementation of this policy.



## **VISION**

Attainment of a vibrant and equal opportunity humane social order wherein communities irrespective of caste, creed, color and gender, enjoy highest level of human dignity and universal brotherhood.

## **MISSION**

Continuous striving towards enhancement in quality of life particularly of women, adolescent girls and children from marginalized and vulnerable sections of the society, nurturing and empowering them for fullest growth in health and mind.

## **MOTTO**

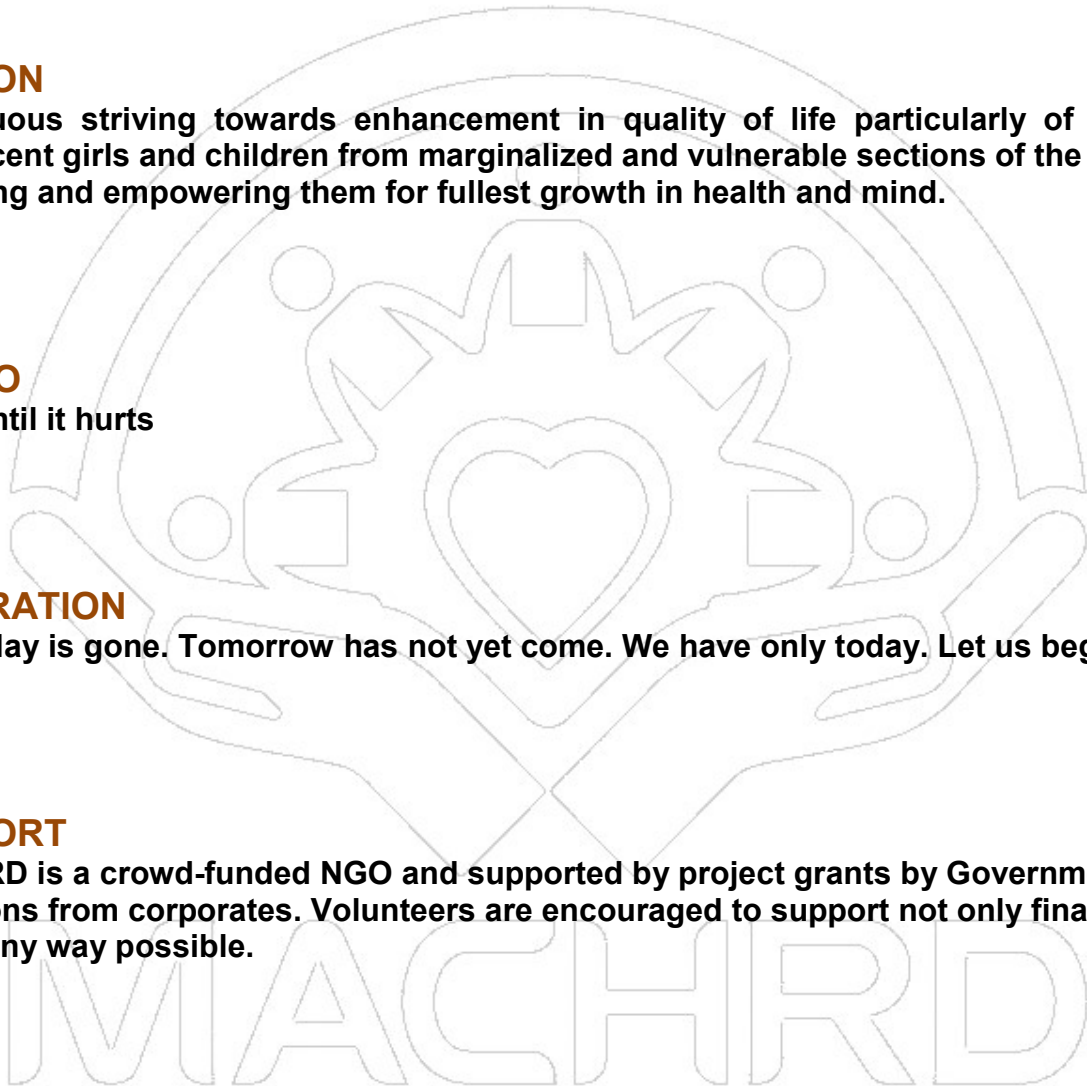
Love until it hurts

## **INSPIRATION**

Yesterday is gone. Tomorrow has not yet come. We have only today. Let us begin.

## **SUPPORT**

MACHRD is a crowd-funded NGO and supported by project grants by Government and donations from corporates. Volunteers are encouraged to support not only financially, but in any way possible.



## **1. Classification of Employees:**

In line with its motto, MACHRD consists of highly efficient and dedicated staff in order to realize its objectives. The society follows the principle of Unity and Diversity and thus evolved into a multi-lingual and mini-cultural society with vision of equal opportunities to all. All recruitment in MACHRD shall be based on predetermined specific positions and competency. Maximum efforts shall be made to maintain gender balance of the managerial posts with special encouragement for women candidates. MACHRD is totally against child labour in any of its projects and or activities and it encourages all its employees to raise voice against such exploitation.

### **Employees shall be classified as:**

#### ***Permanent***

“Permanent Employee” means a person appointed in a permanent capacity for entire duration of the project and whose appointment has been confirmed in writing by the management after completion of the stipulated period of probation. They shall be strictly governed in accordance with rules and regulations mentioned here-in.

#### ***Probationer***

“Probationer” means a person who is provisionally employed by society to fill a permanent vacancy and has not completed the prescribed period of probation of one year. On satisfactory completion of the probationary period, the employee shall be confirmed in service by a letter of confirmation. During the probationary period, the employee’s service may be terminated at any time by either side without assigning any reasons with one month’s notice or in lieu of notice period one month’s salary. The probationary period may be extended for a further period not exceeding six months at the discretion of the Secretary or Governing Body. A probationer is not entitled to any leave other than Medical Leave of four days and seven days of Casual Leave per year during the period of probation.

#### ***Temporary***

“Temporary” employee is one who is appointed for a fixed period not spanning the entire duration of the project or for a specified job, which is essentially of a temporary nature, which can be extended for a further specified period by mutual consent

retaining the temporary character, unless otherwise specified by the Management in writing. All employees under special projects shall be deemed to be temporary and the appointment shall stand terminated ipso facto on completion of the Project without giving any notice or assigning any reason. The “special projects” shall be notified to the employees concerned at the time of appointment. However, the management reserves the right to either terminate or extend the period of contract without assigning any reasons and irrespective of the duration of the project. A temporary staff is not entitled to any leave other than Medical Leave of four days and seven days of Casual Leave per year during the period of temporary appointment.

### ***Contract Employee***

“Contract” employee is one who is outsourced from other organization and deputed to MACHRD for to his/her experience and expertise on a contract for a stipulated time or for a specific task or for a project, on the completion of which the contract shall stand terminated. However, it may be renewed on the same or such other terms mutually agreed upon, depending on the needs of the Organization. The management reserves the right to either terminate or extend the period of contract without assigning any reasons and irrespective of the duration of the project. A contract employee is not entitled to any leave other than Medical Leave of four days and seven days of Casual Leave per year during the period of contract proportionately.

### ***Consultant***

“Consultant” is one who is employed due to his/her experience and expertise on a particular field, for a stipulated time or for a specific task or for a project or for execution/implementation of particular phase of the project, on the completion of which the consultancy contract shall stand terminated. However, it may be renewed on the same or such other terms mutually agreed upon, depending on the needs of the Organization. The management reserves the right to either terminate or extend the period of contract without assigning any reasons and irrespective of the duration of the project.

### ***Volunteer/Interns***

“Volunteer or Interns” means a person who voluntarily participates in any of the activities of MACHRD with aim to serve the society. The organization encourages such people and appreciate their contribution to welfare of society. They are not eligible for any benefits from organization. Interns who wish to join MACHRD can approach Secretary to get Service Certificate for services rendered subject to minimum time commitment of 3 months. The certificate would be issued subject to satisfactory performance and discretion of management.

## **2. Working Conditions:**

- i. All employees shall be polite and caring towards the targeted beneficiaries of MACHRD and act in such a manner that is exemplary in nature.
- ii. All times where an employee is acting as representative of MACHRD, they should be appropriately dressed. Wearing of fancy dress or accessories is discouraged during official dealings.
- iii. Employment in the service of the organization is exclusive in nature. Accordingly, no employee shall work for hire or reward whether for monetary gains, honorary or otherwise, without the explicit written permission of the management.
- iv. No regular employee shall apply to any outside Institution/Agency or employer for any job/post without the prior written permission of the management. Failure to do so shall warrant strict disciplinary action.
- v. No regular employee shall get admission for any Course/University studies either as private or regular student without the prior written permission of the management. The Organization encourages such studies, provided it does not hamper in any way the regular work of the Organization.
- vi. All employees are required to work a minimum of 40 hours a week excluding travelling. The timings and days are to be mutually agreed by the Management and employees. However, in the case of Support Staff, 45 hours a week shall be followed, subject to changes made from time to time, in the interest of the work of the Organization.
- vii. An employee can be transferred to the branch office or field locations as and when required without any infringement on his/her emolument.



- viii. Organization encourages it's employees to adhere to moral principles and any kind of deviation from socially accepted norm would be viewed seriously, including immediate termination of employment without any benefits becoming payable. The code of conduct is applicable not only in organizational premises, but also includes places where employee is representative of MACHRD and extends to society in general.
- ix. Leaves would be sanctioned on prior approval with proper intimation. However where employee is not able to take prior approval due to personal emergency or in extra ordinary circumstances, he shall always intimate the management of his absence. However employees cannot question leave as matter of right but extended depending upon organizational needs.
- x. Though MACHRD strives to provide equal opportunity to all without any discrimination, however to prevent abuse, employees shall bring to the notice of the management where-ever the intended beneficiary under a program or project includes any relative or family member.

### **3. Attendance & Late Arrival:**

- i. All employees are to indicate the time of arrival and departure in the manner specific from time to time at the place of assignment in an approved Attendance Register or as communicated by management from time to time
- ii. In case of late coming up to 15 minutes on any working day or for trainings, every such three late comings in a particular calendar month shall be adjusted as half day Casual Leave.

### **4. Recruitment procedure:**

MACHRD is a non-profit organization which is dependent on funds from various sources in order to sustain its activities. Since funds are intended for the beneficiaries of the project, MACHRD encourages participation of volunteers and Interns for supporting the cause. However, at times Staff is hired for a specified or entire duration of the project on the basis of available funds.

***General criteria applicable for all employees:***

- For any post other than Consultant, the person recruited should be below 60 years.
- The minimum age for recruitment is eighteen (18) years.
- The basic minimum educational qualifications should be matriculate for support staff while for others graduation with specialization as per requirement of the post and position. However the management reserves the right to waive the minimum education criteria in certain special cases or circumstances.
- Any person recruited should not have any criminal background. If employee is found to be criminally charges by law of land, the employment contract will be ended effective immediately with no notice served or any benefits becoming payable thereof. However the employee can appeal to Governing body if there is an initiation of criminal proceeding against him/her, in which case the management will be at its discretion to allow the employee on rolls of the organization subject to outcome of the final result.
- The candidates must possess sound physical and mental health.
- Recruitments of new staff must be undertaken after a need assessment and through open notice / advertisement ensuring transparency and avoiding controversies. However in cases of office exigencies or special circumstances the management reserves the right to appoint anyone by allowing relaxation in any of the rules mentioned herein.

***Requisition for staff:***

- Whenever funds are approved for a project, Secretary would initiate the recruitment process. However wherever project is already in existence and additional resources are required, the requisition should be made by the Project Supervisor or the designated person responsible in this regard in writing to the Secretary.
- The requisition form should mention the name of the project where s/he will be absorbed and for what period.
- It would contain the job description / job profile along with competencies required, minimum education qualification and previous experience requirement of the proposed staff as far as possible.
- Any other relevant information justifying the recruitment

***Approval:***

On receipt of the above requisition, the management will start the actual recruitment process, or may ask for more information from the requestor, if required. After having satisfied with the requirement, the management will put an approval note on the face of the requisition as to the next steps to be followed.

a. Internal search:

In some cases of recruitment for key positions of a new project, if the Organization feels that the position should preferably be filled up from among the existing experienced personnel for the greater interest of the project, the organization may open the position to its existing employees through internal notice followed by the normal interview process. Criteria for selection will be decided on case to case basis.

b. External search through public notification:

Employees who have previous experience of working with the organization would be given preference and re-appointed wherever possible. However re-appointment will be subject to management's discretion and it reserves the right to call any employee as it deems fit considering the skills required and past performance record and irrespective of his/her experience. However, where more vacancies are available or existing employees are not available or organization feels that project may require fresh ideas for functioning, a public notice will be served through any or all of the following methods

- Advertisement in Newspaper.
- MACHRD website / or non-profit websites.
- Circulating requirements through MACHRD employees and unit office notice boards
- Referring to the organization data bank from job application file.
- Search from campus recruitment drives of premier organizations.
- Reference to external recruitment agencies.

***Formation of recruitment board:***

A recruitment board would be formed to conduct the interview. The board members include

- Secretary (Mandatory)
- Members of Governing Body (if required, maximum 2)
- Project Head or resource requestor (Mandatory, if applicable)
- Any other experienced resource person from outside (if required, maximum 1)

However in case of exigencies or where requirement is low or otherwise, the Governing body on recommendation of Secretary reserves the right to skip this step.

***Recruitment process:***

The scrutiny of original testimonials in support of age, qualification and experience of candidates to be carried out. From among the applications received a list of candidates to be prepared for taking part in the recruitment process as per the published criteria through the following:

- Resume short-listing
- Telephonic Interviews/Video Conferencing
- Walk in interview

No TA/DA shall be payable for attending interviews or at any stage of recruitment process

The recruitment process may include all or any of following method

- Written test
- Computer test
- Group discussion
- Viva-voce interview

***Recommendation of recruitment board:***

After completion the recruitment process,

- A report containing the recommendation of the board signed by each board member to be forwarded to management for further course of action.
- The report should clearly mention the name of selected candidate along with other candidates in decreasing order of merit to be kept in the panel for future reference.
- All the documents of the selected candidate should also be attached with the report for future reference.
- In case of tie or wherever the recruitment board is not able to reach on a consensus, the decision of Secretary would be final.

***Issue of Appointment Letter:***

Based on the recommendation report, the management will issue the offer letter for appointment. The offer letter would clearly indicate the nature of responsibilities,

compensation details, duration of contract for contractual staff, other staff benefits etc. In case of non-acceptable of offer letter or non-communication against stipulated timeline by selected candidate, the letter of appointment shall stand deemed withdrawn and next candidate will be offered letter of appointment.

***Joining and orientation of new staff:***

The selected candidate will join the service on the agreed day and will officially inform her/his joining by

- A written 'joining letter' to the office.
- This will have to be accepted by the concerned departmental head and forwarded to the Secretary.
- Data Base to be maintained for all staff members.
- A personal record form will be prepared immediately
- Staff identity card will be issued
- The new staff member will undergo an orientation programme after joining the service.

**5. Performance review:**

For all categories of staff, yearly review in general and earlier review of performance if necessary would be conducted. Points arising from this performance appraisal shall be made known to the employee. The major points in the appraisal shall be the following:

- i. Integrity
- ii. Personal bearing and development orientation
- iii. Mental alertness
- iv. Attitude towards fellow-workers, superiors and subordinates
- v. Sound physical capacity
- vi. Initiative and ability to lead
- vii. Punctuality, Promptness, Competency and Accuracy in disposal of work
- viii. Capacity for organization and management of work and supervision of staff
- ix. Reliability
- x. Responsibility
- xi. Economy in the utilization of resources of the Organization

- xii. Dedication, commitment and time management
- xiii. Knowledge of procedures and modalities
- xiv. Ability to conduct trainings and to communicate meaningfully
- xv. Confidentiality and objectivity in all works

The system of employee assessment shall place special emphasis on performance of the employee, his/her output in relation to given task along with clear method of determining standards and benchmark for all categories of staff. Employee can seek clarification or suggestions for the ratings assigned to him/her with a motive of improvement. However no question alleging discrimination on basis of rating assigned to any other employee will be entertained. The management shall always ensure that ratings are given relative to the peer group and/or service experience of the employee. In case of disputes, the decision of Secretary would be final and binding upon the employee. Performance review form is available at annexure to this document.

#### **6. Salary Payment:**

The salary payment shall be made on the last day of every month or if it is a holiday on the previous day. The date of payment may change due to unavoidable circumstances but every attempt shall be made to strictly adhere to the deadline. Salary payment is made through crossed a/c payee cheque or cash or NEFT. If anyone is unable to collect his/her salary on the payment date, then it might be collected on a mutually convenient date. Also any one may claim salary, on his/ her inability to collect the same, through a properly executed authorization letter.

#### **7. Induction training:**

Induction training is a process by which a new employee is situated into a new milieu to establish a relation with the goal, objectives, mission, vision, practices, policies and strategies of the organization. It is a strategic means to welcome a new entrant and in the process to make him /her feel acknowledged as an honored member of staff.

Induction training is mandatory on joining as per the induction schedule. Date of induction will be fixed in consultation with the Unit In charge. In case any staff member fails to attend the scheduled induction, s/he must undergo the same while next induction takes place.

## **8. Organizational Development:**

Staff members of MACHRD have a responsibility to demonstrate leadership qualities for both their own growth and for the effective functioning of the organization. The organization expects them to help in nurturing talent in their units and to build teams to work towards the organization mission.

Management will undertake OD training as and when necessary. This training aims at understanding self and improve motivation, leadership quality, conflict resolution and team building.

## **9. Leave:**

Leave cannot be claimed as a matter of right and management has absolute discretion in this matter. Currently the following types of leave are available:

### ***a. Casual Leave –***

This should not exceed more than two days in a row. Maximum of seven casual leaves are available in a financial year for all categories of staff. Casual Leave shall not be combined with any other leave. Non-availed casual leave of one year cannot be carried forward to the following year/s. Also, casual leave shall not be considered for encashment. Further, the employee has option to request for casual leave either on full day basis or half day basis. The leave would be credited in proportion to the tenure of service of an employee during a financial year. Any fraction shall be ignored.

### ***b. Sick Leave –***

Application for sick leave should be submitted on the date of resumption of duty along with medical certificate. Four sick leaves are available in a financial year for all categories of staff. This is also not non-encashable. However in case of medical exigency, the employee can extend leave without pay for maximum upto 15 days in a year upon written approval from the management.

### ***c. Earned Leave –***

Prior approval is absolutely essential in case of earned leave. This leave is only available for regular employees. The total earned leave available in a financial year is four. The leave is non-encashable. However 50% of balance unavailed leave can

be carried forward to next financial year. However accumulation beyond six earned leave in a financial year is not allowed and any unutilized leave beyond six days at last day of financial year shall automatically expire.

***d. Compensatory Leave/ Weekly Off –***

In cases when due to the exigency of services, any staff is required to attend the Office on holidays based on which Compensatory Leave may be availed off within three months, provided the leave shall fall within same financial year. Maximum of four days in a year may be availed as Compensatory Leave. However, where the event which gives benefit to such leave falls during the last month of a particular financial year, the employee shall intimate his willingness in writing to the management to carry forward such leave to next financial year. Such a leave has to be mandatorily exhausted within first month of subsequent financial year. Such leaves cannot be encashed.

***e. Special Leave –***

The Secretary only has the discretionary power to sanction special leave to any staff.

**10. Misuse Of Leave:**

- i. If any employee remains absent without sanctioned leave or permission of Competent Authority/Secretary for more than fifteen consecutive days, s/he shall be deemed to have abandoned the employment unless s/he submits a written explanation within fifteen days of absence and the same is found satisfactory to the management, whereby such absence may be treated as leave without pay and may be permitted to join duty with a written warning.
- ii. Similarly, should an employee remain absent from duty beyond the period of leave originally granted or subsequently extended, s/he shall lose on his/her appointment from the sixteenth day unless he/she returns within ten days of expiry of such leave and explains in writing to the satisfaction of the Management his/her inability to return and join duty before the expiry of his/her leave.

**11. Increment Of Salary:**

This is generally as per terms of contract of each employee and normally increment is



considered after the completion of each year/contract. In case of contract employee, fresh contract is made with/without increment. In case of regular employee, increment / no increment is considered after the end of each completed year of service. Increments are considered based on the recommendations of the concerned departmental heads, evaluation of performance, contribution to the organization and other factors like regularity, timely reporting and leaving place of duty absenteeism etc. These are to be generally followed as per findings of the Performance Evaluation Report. The decision of management in this regard shall be final and binding upon the employee.

### **12.Consultancy:**

Employees may be called upon to do consultancy for which the organization gets consultancy income. Out of such income, employees will be allowed a certain portion in recognition of their efforts. This sharing of consultancy with employees will not be applicable if such consultancy service is provided to any unit / sister organization. Consultancy to be done with prior permission from the authority. The entitlements of the employees shall be 40% or Rs 500/- per day whichever is higher. Organization's share will be the remainder. There will be no additional compensation (CPL/weekly off) for consultancy.

### **13.Transfer & Shifting Policy:**

For the benefit of the organization, staff may be transferred OR shifted from one unit/department/project to another. The Secretary will decide the transfer or shifting as per the necessity of the organization. The employee can make a request to Secretary for review of the decision. The request would be placed before the Governing Board. The decision of the Governing board would be final and binding in such case.

### **14.Official Trip:**

All employees, while leaving station from their respective place of work for official trips, are supposed to furnish information as per an appropriate format (FORM: IOT) with due approval of the respective Divisional / Departmental / unit heads.

A copy of the format, complete in all respects and duly approved, must reach the Secretary

before the trip / journey is undertaken. To and fro expenses incurred by public transport (rail/road) along with daily meal allowance upto max Rs 250/- per day is payable for official trip. Reimbursement of no other expenses are allowed while on official trip, except where employee has to be provided with accommodation. In such cases, the Secretary would sanction budget as appropriate for the duration, nature and place of official visit. The employee can seek advance for upto 50% of the approved budget.

For all reimbursements, Actual bills are to be furnished for travel, accommodation and food.

### **15. Personnel With Special Designation And Pay:**

There are special occasions where service of a very specialized / technical person would be required for the interest of the project. S/he may be required for specific project/s with special designation and emoluments. The entire terms & conditions and nature of service would be unique in nature and would be different from the other general categories of employees. In all such cases such personnel will be given a special designation and will be allowed such special pay.

#### ***15A. Staff seconded for a Project with higher pay:***

Generally all employees are categorized as per Organization designations and their annual cost to organization is fixed as per norms. There may be occasions where they may be seconded in a project with higher pay. In all such cases the concerned employee would become entitled to the higher pay provided in the project budget. The additional pay, over and above the usual entitlements of the employee will be given as 'Special Allowance'.

On the termination of the project the project employee is reverted back to his/her former position, and would become entitled to his/her normal pay only unless otherwise decided.

### **16. Insurance:**

It is essential that all capital / fixed assets of the organization are adequately insured against perils like fire and burglary at written down value. Cash held by the unit in safe/vault and cash in transit during inward and outward remittances are also to be insured. Vehicles are to be insured against accidents/thefts.

### **17. Mediclaim Insurance:**

As a social measure, the organization also contributes towards employee insurance premium. All the employees are eligible for reimbursement of premium subject to production of original premium payment receipt for following schemes:

- (i) full yearly premium reimbursement for coverage under Pradhan Mantri Suraksha Bima Yojna; and
- (ii) full yearly premium reimbursement for coverage under Pradhan Mantri Jeevan Jyoti Bima Yojna.

### **18. No Smoking/Tobacco Chewing/Alcohol Consumption/Drugs Intake:**

Smoking/Tobacco Chewing/Alcohol consumption/Drug intake is strictly prohibited in the organization premises as well as the unit offices and extended places where employee is acting as a representative of the organization. The organization encourages employee to refrain from such socializing offers in professional and personal capacity.

### **19. Organization Policies On Important Issues:**

The Organization has Child Protection Policy (CPP) in place. A three member committee including Secretary shall closely monitor the proper application of the said CPP at MACHRD as a whole. It was also decided that the same committee will also address the following issues in respect of Prevention of Sexual harassment at work place. In addition new policies may be enforced from time to time with intimation to all staff members via Office notice boards, e-mail communication etc or any other way of communication as management deems fit.

### **20. Grievance Committee**

The Grievance Committee shall consist of THREE persons (1 women and 2 men) from among the Management and Staff. Any Staff who is victimized or has any grievance may directly approach the said Committee. The Secretary shall be the Chairperson and name of other members of the Committee shall be available with him. The Grievance Committee shall independently verify all matters reported to it and submit it's final report to the Governing

Board.

## **21. Grievance Procedure**

Any employee who feels that she/he is unjustly treated, in the discharge of her/his duties either by the Management or by a colleague or a subordinate may follow the grievance redressal procedure stated herein for resolution of his concern

- i. The first step in grievance redressal shall be a verbal/written report by the aggrieved employee to his/her immediate supervisor. The supervisor shall try to address the grievance of the employee, collect the relevant facts and try to amicably resolve the issue at hand. Supervisor shall also be at his discretion to seek written explanation from the person against whom the complaint is directed. Thereafter, supervisor should in all cases submit a report in writing to Grievance Committee with details of addressing such grievance to prevent such future happening, particularly where the alleged grievance could not be resolved and needs attention of the management.
- ii. If the aggrieved employee is not satisfied, he/she may give a written grievance to the any member of Grievances Committee who would personally make an effort for an amicable settlement.
- iii. If the employee who has lodged the grievance is not satisfied with the decision of the member of Grievances committee who he represented to above, may apply to the Governing Board for redressal. The decision of the Governing Board shall be final and binding.
- iv. This procedure has been specifically provided so that disputes and differences, if any, are mutually and amicably resolved and settled as a family within the Organization which is a family outside the family.

## **22. Job Description:**

### ***JOB DESCRIPTION***

<b>Job Title: Secretary</b>	<b>Reports To: Governing Board</b>
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**GENERAL PURPOSE OF JOB:**

Responsible for overseeing all organization's activities and ensuring its mission and values as well as the overall management and development of MACHRD programs/projects. In addition, the position is expected to develop and maintain linkages with international and local donors, funding agencies and affiliate organizations.

## **ESSENTIAL DUTIES AND RESPONSIBILITIES**

1. Oversees the management and monitoring of the daily operations of entire MACHRD head office and other branches/field units.
2. Perform as Leader for all Program/Project/Unit/Departments of MACHRD
  - Performs overall management and monitoring unit/department projects and programs.
  - Manages, supervises and monitors performance of assigned staff and officers/supervisors based on goals and objectives of the unit/department.
  - Manages and approves project/program funds.
  - Conduct teambuilding to unit/department personnel.
  - Conduct annual performance appraisal to all assigned senior program / project officers.
  - Conduct periodic and regular meetings with unit/department staff.
  - Attend periodic and regular meetings with management and other organizational projects/programs.
  - Attend to organizational and departmental/unit problems and concerns.
  - Maintains good connection and relationships with government, donors, partner NGO's and other concerned parties.
  - Maintain harmony and order in the organization and assigned department/unit.
  - Address employee and/or departmental problems and ensures implementation of appropriate action to solve conflicts and disorder.
3. Attends to all departmental and project/programme/organization internal and external meetings.
4. Presides and participates in all project/programme/organization development meetings.
5. Ensure that all activities and projects/programmes of MACHRD are in line with its

mission, vision and goals.

6. Indirectly supervises and monitors activities under all MACHRD projects and programmes.
7. Establish communication and networking with local and international NGOs, People's Organizations, government officials, diplomats and donors.
8. Establish linkages with international and local funding agencies.
9. Attends to the International conferences, fora, etc. in relation to MACHRD present programs and projects.
10. Oversees and coordinates visits of foreign dignitaries, ambassadors, officers, etc. in MACHRD offices.
11. Spearheads the promotion of MACHRD to international and local contacts.
12. Oversees the coordination of MACHRD organizational activities and programmes.
13. Oversees all MACHRD Support Groups/Departments/Units.
14. Attends and oversees functional committees including matters related to employee grievances.
15. Spearheads the development of organizational strategies, ideas and plans and market the same to concerned parties/individuals such as government officials/agencies, public/private agencies, donors and partner beneficiaries.
16. Performs other duties as maybe assigned from time to time by the Governing Body.

### **SUPERVISORY RESPONSIBILITIES**

Overseas all units/departments/projects/programs in MACHRD head office. Directly supervises all project leaders, and other staff concerned.

### ***JOB DESCRIPTION***

<b>Job Title: Assistant Secretary</b>	<b>Reports to: Secretary</b>
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### **GENERAL PURPOSE OF JOB:**

Responsible for overall management of the operations of various units/departments such as Human Resources, Information Technology, Administration, and Finance Units/Departments as well as indirectly oversees all units/departments/projects/programs of MACHRD. The

incumbent is also expected to actively participate in various organizational committees such as Finance, HR, Purchasing, etc. on the planning, decision making and other activities. He shall also work closely with the Secretary in identifying organization growth areas and developing strategic plans.

## **ESSENTIAL DUTIES AND RESPONSIBILITIES**

### **A. Human Resources**

Oversees recruitment procedures and attends to recruitment inquiries.

1. Supervises and approves manpower pooling communications in internet, newspaper and other means of recruiting qualified applicants.
2. Participates in panel interviews of candidates and ensure appropriate implementation of the screening process.
3. Signs employment contracts upon hiring.
4. Oversees and monitor orientation training of newly hired personnel.
5. Oversees and monitors proper submission of employment requirements of newly hired employees.
6. Oversees the implementation and preparation of employee pay/compensation and benefits.
7. Approves attendance and payroll computation reports.
8. Oversees the maintenance and safekeeping of employee records.
9. Determine areas to be improved in every staff under HR and conducts regular coaching and counseling.
10. Conducts performance appraisal of all staff under HR.
11. Supervises and motivates staff under HR in the performance of their respective duties & responsibilities.
12. Facilitates and attends to HR Committee meetings.
13. Spearheads HR & Admin policy formulations and modifications.
14. Initiates and monitors coordination of various organizational activities of MACHRD.
15. Oversees the proper implementation of the annual employee appraisal system.
16. Initiates and spearheads improvement of HR policies and procedures.
17. Signs and approves all legal documents related to HR.
18. Signs and approves all external and internal communications related to human



resources, legal matters and employee contracts.

19. Attends to all activities related to Human Resources as may be assigned from time to time.

B. Administration

1. Oversees administration functions.
2. Supervises the administration of MACHRD main office, school, training center and any other building registered under MACHRD society.
3. Signs and approves administrative communications.
4. Checks and monitors administrative reports and updates.
5. Monitors and approves the official tour with consultation of Secretary.
6. Signs and approved official trip tickets and employee travel itineraries.
7. Manage and monitors employee travel itinerary board.

C. Finances

1. Indirectly oversees the daily activities and projects under the unit/department.
2. Signs and approves financial documents in all MACHRD projects/units/departments with consultation of Secretary.
3. Checks and monitors financial reports and updates.
4. Monitors annual performance and budgetary requirement of financial status of MACHRD.

D. Other responsibilities

1. Assist Secretary in overall management and monitoring unit/department projects and programs.
2. Managing, supervising and monitoring performance of assigned staff and officers/supervisors based on goals and objectives of the unit/department.
3. Participates over-all organizational strategic planning and conduct the same with assigned department/unit.
4. On instructions of management act as representative of the organization in official public functions, gatherings, meetings, conventions, etc.
5. Help in developing organizational strategies, ideas and plans and market the



same to concerned parties/individuals such as government officials/agencies, public/private agencies, donors and partner beneficiaries.

6. On instructions of management attend local, national and/or international training, conferences, conventions and institutionalized the learning and experiences to other members of the organization.
7. Manage and approves project/program funds with consultation of Secretary.
8. Conduct team building to unit/department personnel.
9. Conduct yearly performance appraisal to all assigned senior program / project officers.
10. Conduct periodic and regular meetings with unit/department staff.
11. Attend periodic and regular meetings with management and other organizational projects/programs.
12. Attend to organizational and departmental/unit problems and concerns.
13. Maintain good connection and relationships with government, donors, partner NGO's and other concerned parties.
14. Maintain harmony and order in the organization and assigned department/unit.
15. Addresses employee and/or departmental problems and ensures implementation of appropriate action to solve conflicts and disorder.
16. Performs other duties as maybe assigned from time to time by the Top Management and Governing Body.

### **SUPERVISORY RESPONSIBILITIES**

Assist management in supervising all senior project officers and staff of various assigned projects/unit/programs.

### ***JOB DESCRIPTION***

<b>Job Title: Project Supervisor</b>	<b>Reports to: Secretary</b>
<b>Project:</b>	

### **GENERAL PURPOSE OF JOB:**

Overall management, coordination and monitoring of assigned unit/project/program. Responsible for the effective administration and financial implementation of activities under

the unit/project/program assigned.

## **ESSENTIAL DUTIES AND RESPONSIBILITIES**

### **A. Project Functions**

1. Acts as key personnel in project/program strategic planning.
2. Provides coordination and direction in the proper implementation of assigned project/program's activities.
3. Performs administrative and financial management functions of the unit/project/program.
4. Formulates and develops projects proposals.
5. Liaises and work closely with donor agencies, government offices and national/international organizations concerned.
6. On instructions of management act as representative of the organization in local, national, and international forums, meetings, conferences, conventions, etc.
7. Regularly monitors the activities of the projects based on the expected outcome in various phases of the program/projects and overall goals and objectives.
8. Conduct echo learning/experiences from attended seminars/trainings to other staff and officers.
9. Supervises and ensure efficient performance of assigned staff and officers.
10. Participate actively in the recruitment and hiring of qualified personnel under the assigned unit/projects/programs.
11. Coordinate and provide technical assistance to various activities as per project/unit/program requirements.
12. Assesses the performance and achievement of unit/project/program.

### **B. Other duties**

1. Performs other duties as may be assigned by the management from time to time.
2. Attends trainings as the management deemed essential for the growth and skills enhancement of employees.
3. Cooperates in all MACHRD organizational activities and programs.
4. Keeps assigned workplace clean and in proper order.
5. Safe keeps and maintains office equipment and materials in proper condition.

## **SUPERVISORY RESPONSIBILITIES**

Supervises project officers and staff and coordinate external and internal technical requirements for the project/unit/program.

### ***Job Description***

#### **Programme Associate / Project Associate:**

1. Responsible for effective implementation of project at grassroots / community level
2. To provide supportive supervision and facilitate team building
3. To be an effective inter phase between community and project administration
4. Organize/ Involve/ motivate community level meetings, trainings.
5. To assist the Project Supervisor in implementation of the project at micro level.
6. To help community to identify their needs and identify beneficiary in consultation with community
7. To play an effective co-ordination role at the implementation level
8. To keep systematic record / data as required for the project
9. To attend all Block level meetings, Community meetings to achieve objective of the projects
10. Maintain field diary and follow up his / her own work
11. To provide support to Project Supervisor in follow up action
12. Any other responsibility assigned time to time.

### **23. Staff Welfare Society:**

In order to nurture the staff creativity and support the staff cultural & social activities, a society was registered at the initiative of staff members. All the staff members become the member of this society since they join MACHRD and continue membership till the end of their service. A Management Committee duly elected from the staff members runs the society. The staff members voluntarily contribute in the society fund. The activities of the society largely includes:

- i. Organizing blood donation camp
- ii. Support to poor community for child Education / marriage / medical treatment / etc.

- iii. Annual staff picnic with staff family members
- iv. Publication of souvenir
- v. Cultural evening on MACHRD foundation day
- vi. Giving farewell to staff members, etc.

#### **24. Termination:**

- i. Either party, that is, employee or Management may terminate the service/contract of employment by giving thirty days' notice in writing or on payment of one month's salary in lieu of notice to the opposite party.
- ii. Any employee found to be medically unfit for further service shall be liable to be terminated/discharged from service on the recommendation of a medical board constituted by the Management.
- iii. An employee may tender his/her resignation from the service of the Organization by giving a notice in writing as in stipulated above. The management on receipt of such notice may in its discretion accept the notice of resignation forthwith and pay such employee for the notice period. In the alternative, such an employee would be required to work during the entire period of notice.
- iv. Mere resignation does not entitle acceptance. Prior to acceptance of a resignation letter of an employee, the Management shall have the right to assess the cause and reason for such resignation and only on satisfaction that the action is not malafide and there has been proper hand-over-take-over and dues clearance certificate, the Management may consider to accept the resignation and follow the above procedures.

#### **25. Service Certificate:**

An employee who was employed by the Organization may be provided with a Service Certificate at the time of his/her leaving the job by the Secretary, should he/she make a request for the same.

#### **26. Amendments:**

These rules and regulations may be amended, altered or rescinded at any time by the Executive Committee /Governing Body and shall be superseded by such amendments. Such amendments shall be communicated to all employees by a notice issued by the Secretary in this regard. On request, a copy of such amendments may also be made available to the employee concerned.

### **27.Jurisdiction:**

The Organization can sue and be sued only within the jurisdiction of Courts of Kolkata.

### **Annexures:**

- a. Booking of rail / air ticket form
- b. Performance evaluation form
- c. Tour information form
- d. TA / DA claim form
- e. Leave application form
- f. Prior permission form for working on holidays
- g. Staff Requisition Form

### **Registers maintained:**

- i. Attendance register
- ii. Employee Personal file
- iii. Grievance Redressal File
- iv. Donation Particular File
- v. Volunteer/Intern File
- vi. Expenses & Accounting Register
- vii. Official Tour Register/TA-DA Reimbursement Claim Register
- viii. Leave Register
- ix. Project Monitoring Register

**ANNEXURE:**

**TICKET BOOKING FORM FOR OFFICIAL TRIP**

**(A) For Onward Journey**

Mode of Travel: Air / Train / Bus

Date of Journey: ----- Class: -----

From: ----- To: ----- Via: -----

Air / Train / Bus PNR No. : -----

<b>Sl.</b>	<b>Name</b>	<b>Age</b>	<b>Sex</b>	<b>Remarks</b>
1.				
2.				
3.				

**(B) For Return Journey**

Mode of Travel : Air / Train / Bus

Date of Journey: ----- Class: -----

From: ----- To: ----- Via: -----

Air / Train / Bus PNR No. : -----

<b>Sl.</b>	<b>Name</b>	<b>Age</b>	<b>Sex</b>	<b>Remarks</b>
1.				
2.				
3.				

Requisition by: ----- Fund Req.: ----- Dated -----

-

Approved by : -----

Secretary/Asst Secretary

Project Supervisor

To.

M/S. -----

-----

Your request has been approved for Amount of Rs ----- dated -----

-



MACHRD

***INFORMATION OF OFFICIAL TRIP FORM: IOT***

**INFORMATION OF OFFICIAL TRIP**

DATE:

NAME:

PROJECT/ DEPARTMENT:

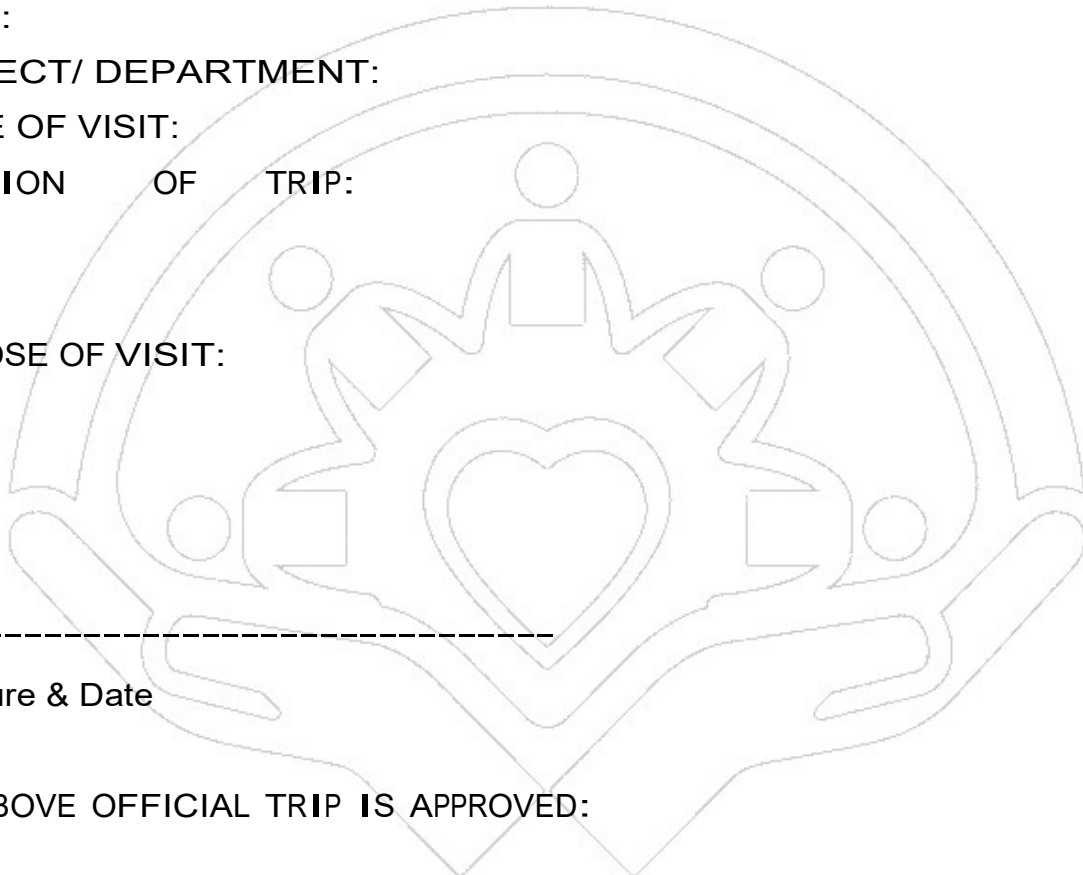
PLACE OF VISIT:

DURATION OF TRIP:

FROM

TO

PURPOSE OF VISIT:



-----

Signature & Date

THE ABOVE OFFICIAL TRIP IS APPROVED:

MACHRD

-----

Signature of Secretary/Asst Secretary



**LEAVE APPLICATION FORM:**

LEAVE DETAILS OF -----,  
 FOR THE PERIOD ----- TO ----- AS ON -----

**Leave Particulars**

	Opening Balance	Proposed	Closing Balance
CASUAL			
EARNED			
SICK			
COMP			

..... LEAVE APPLIED FOR ..... DAYS FROM .....TO  
 ..... DUE TO.....

Signature of Employee: ..... Dt: .....  


APPROVED/NOT APPROVED

Signature of Competent Authority: .....  
 Designation: .....  
 Date .....

***PRIOR PERMISSION FORM***

*Prior permission slip for work on weekly off days & holidays*

Work to be performed by (Name) : \_\_\_\_\_

Designation \_\_\_\_\_

Division/Department/Unit/Project : \_\_\_\_\_

Proposed date of work : \_\_\_\_\_

Work proposed to be performed :

Expected duration of work : \_\_\_\_\_ hrs., \_\_\_\_\_ a.m. /p.m. to  
\_\_\_\_\_ a.m. /p.m.

Signature of Staff with date \_\_\_\_\_

Approved / Not approved :

MACHRD

-----

Signature of In-charge of the Division/Department/Unit/Project with date

**TA / DA CLAIM FORM:**

<b>Name:</b>	<b>Project:</b>
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**Purpose of the Journey:**

<b>TRANSPORT</b>	<b>Budget Head:</b>
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Date	Movement Details (to and from)	Mode of Transport	TOTAL
<b>TOTAL TRANSPORT COSTS</b>			

<b>FOOD</b>	<b>Budget Head:</b>
-------------	---------------------

Date	Reason for claiming (where / project)	TOTAL

<b>ACCOMMODATION</b>	<b>Budget Head:</b>
----------------------	---------------------

Date	Reason for claiming (where / project)	TOTAL

Signature of Employee	
Signature of Competent Authority	

## ***SELF REVIEW / APPRAISAL FORM***

PERFORMANCE ANALYSIS AND REVIEW FORM FOR \_\_\_\_\_ TO \_\_\_\_\_

Employee Name

Employee Code / Project Name

Date of Joining MACHRD

### **ANNUAL PERFORMANCE & DEVELOPMENT SUMMARY**

#### **TO BE FILLED BY THE EMPLOYEE**

- 1) What were the most energizing/enjoyable aspects of your role in the given period?
- 2) What enabled you on the above? What were your key leanings in the given period?
- 3) Are there any aspects of your work which have not gone so well? If so, why?
- 4) Do you possess skills, aptitude or knowledge which are not fully utilized in the course of your work ? If so, what are they and how could they be used?
- 5) What are the top three priorities that you need to focus on/change in the coming months, to enhance your performance?

6) Do you require any developmental inputs (in the form of Training, Coaching etc.) for your current/future role?

7) What were your 2 major achievements during the Review Period?

8) What were the factors which facilitated and inhibited your performance? What steps did you take in overcoming the inhibitors?

TO BE FILLED IN BY SUPERVISOR

### **Job Performance**

1. Understanding Job Procedures
2. Meeting and fulfilling major job responsibilities
3. Understanding programme goals and objectives
4. Keeping records upto date
5. Cost Consciousness

## **Communication Skills**

1. Exchanging ideas with others
2. Decision Making/Leadership Skills
3. Writing Reports, letters etc. in a clear/concise manner
4. Skills of Delegation

## **Co-operation & Team Work**

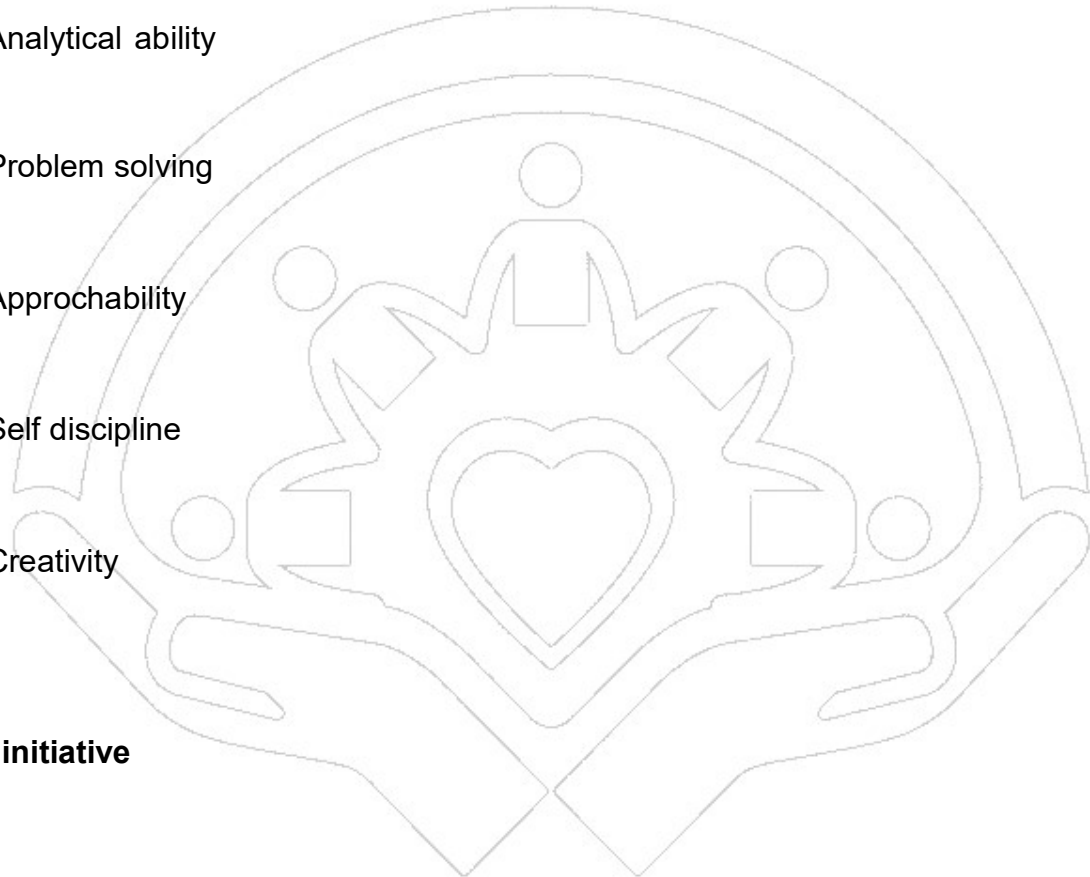
1. Sharing information and resources with others
2. Giving timely response to requests made by others
3. Promoting team work
4. Exhibiting positive attitudes during time of change

## **Attendance & Punctuality**

1. Coming to work regularly without excessive absence
2. Maintaining assigned work schedule

## **Personality / Attitude/Additional Factors**

1. Organizing Capacity
2. Decision making ability
3. Flexibility
4. Analytical ability
5. Problem solving
6. Approachability
7. Self discipline
8. Creativity



**Taking initiative**

**Following instructions**

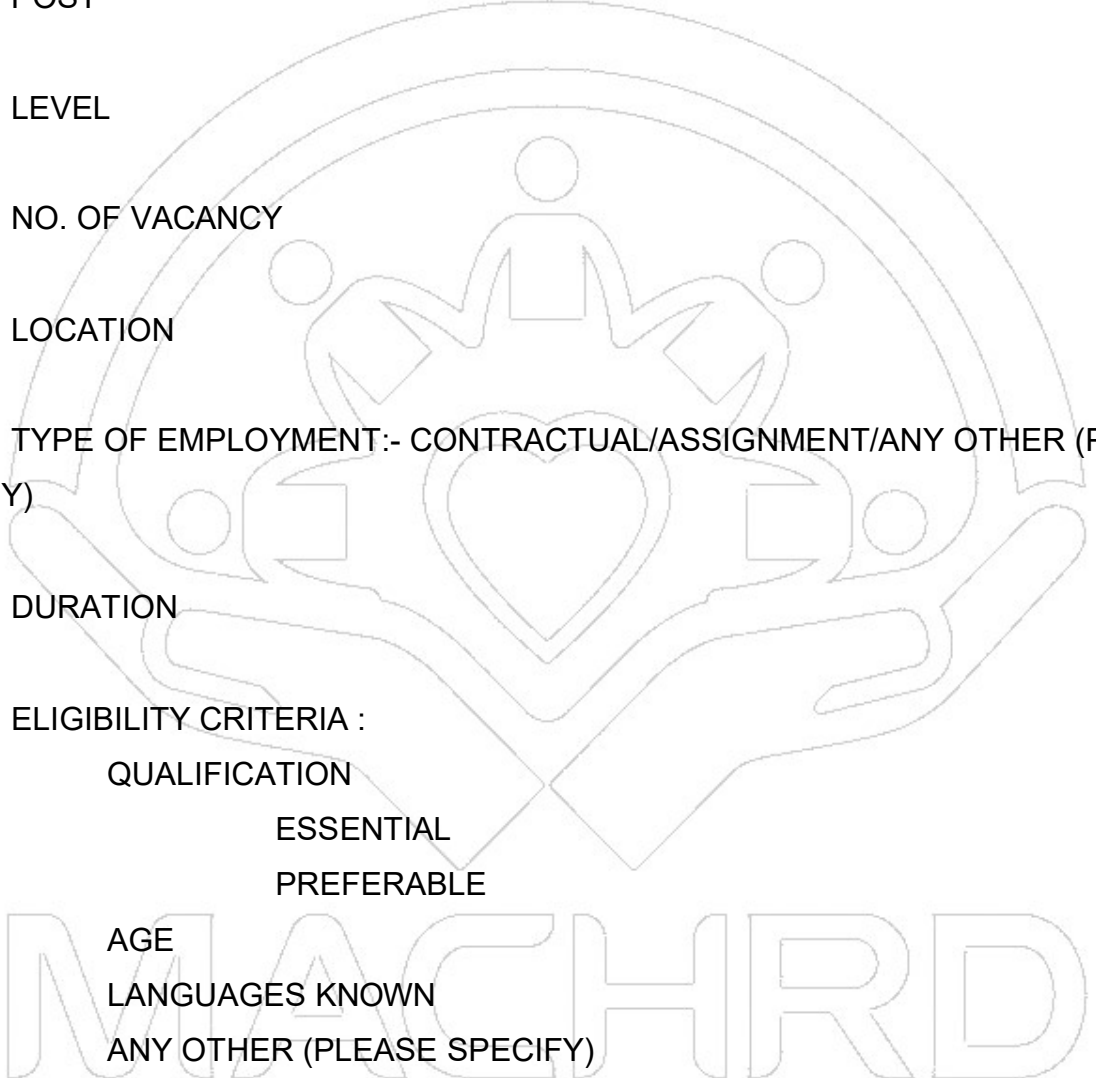
**Special Achievements/ Other Remarks**

MIACHRD

*Signature of Reviewing Authority*

*Date:*

## ***STAFF REQUISITION FORMAT***

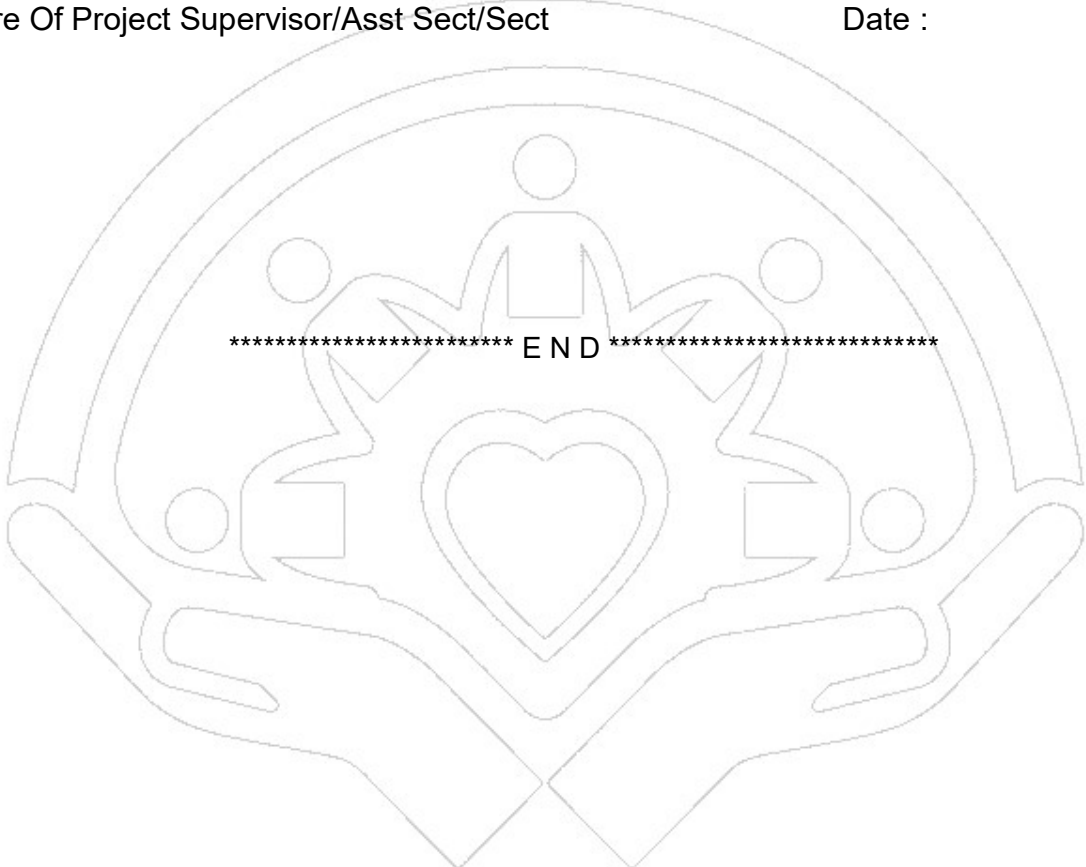
1. DIVISION/UNIT
  2. PROJECT
  3. POST
  4. LEVEL
  5. NO. OF VACANCY
  6. LOCATION
  7. TYPE OF EMPLOYMENT:- CONTRACTUAL/ASSIGNMENT/ANY OTHER (PLEASE SPECIFY)
  8. DURATION
  9. ELIGIBILITY CRITERIA :
    - A) QUALIFICATION
      - i) ESSENTIAL
      - ii) PREFERABLE
    - B) AGE
    - C) LANGUAGES KNOWN
    - D) ANY OTHER (PLEASE SPECIFY)
  10. EXPERIENCE
  11. MAJOR JOB RESPONSIBILITIES
  12. CURRENT STRENGTH/FUNDS UTILIZED
- 



13. ANY OTHER REMARKS

Signature Of Project Supervisor/Asst Sect/Sect

Date :



\*\*\*\*\* END \*\*\*\*\*

MACHRD