

# **Human Resource Policy of Sabuj Sangha**



**As on 1<sup>st</sup> April, 2013**

## Contents

<b>PART-I.....</b>	<b>4</b>
1. General.....	4
2. Equal Opportunity for All.....	4
3. Gender Ratio .....	4
4. Provision for Physically Challenged Persons .....	4
5. Employment free from Child Labour .....	5
6. Age of Appointment .....	5
7. Recruitment of Staff.....	5
8. Advertisement for Recruitment.....	5
9. Interview/ Test for Recruitment.....	6
10. Appointment/ Agreement.....	6
11. Period of Contract/Agreement/Appointment:.....	7
12. Honorarium/Remuneration: .....	7
13. Execution of Agreement/Appointment.....	8
14. Joining of Staff.....	8
15. Declaration by GB Members in the event of new appointment of staff.....	9
16. Employee's Profile.....	10
17. Induction training for the new employee:.....	10
18. Identification Letter/Card.....	11
19. Appraisal of Performance of Staff .....	11
20. Self Appraisal.....	12
21. Running Appraisal .....	12
22. Exit Strategy.....	12
23. Employees Welfare Scheme .....	13
24. Study Leave .....	13
25. Scholarship for Employees and their family.....	13
26. Superannuation .....	13
27. Death of Employee in service .....	14
28. Attendance, Holidays and Weekly Off days.....	14
29. LEAVE .....	14
30. Appointment of Director, Additional Director and Deputy Director of the Organisation.....	17
31. Formation of Committee(s).....	17
32. Core Committee .....	18
33. Conflict Resolution .....	18
34. Grievance Redressal .....	18
35. Appeal.....	18
36. Appeal to the Governing Body.....	19
37. Transfer:.....	19
38. Resignation: .....	20
39. Promotion/Incentive.....	20
40. Adherence to Rules .....	20
41. Disciplinary Action and Penal measure .....	21
Annexure B .....	23
Annexure C .....	24
Annexure D.....	26
Annexure E .....	27
Annexure F.....	30
Annexure G.....	31

Annexure H.....	32
Annexure I.....	33
Annexure J.....	34
Annexure K.....	35
Annexure L.....	36
Annexure M.....	37
Annexure N.....	38
Annexure O.....	39
Annexure P.....	40
Annexure Q.....	41
Annexure R.....	42
Annexure S.....	42
<b>HR Policy – Part II .....</b>	<b>43</b>
Travelling Allowance.....	43
1. Entitlement.....	43
2. TOUR & Travelling Allowance. ....	43
3. Transfer TA – .....	43
4. Advance TA –.....	44
5. Payment of T.A. Bill.....	44
6. Grades of Management and Employees for T.A. admissibility: .....	45
7. TA admissibility .....	45
<b>Sabuj Sangha.....</b>	<b>47</b>
<b>HR Policy – PART III.....</b>	<b>47</b>
Policy on Placement of Staff on deputation for implementation of.....	47
projects of short duration .....	47
<b>Sabuj Sangha.....</b>	<b>49</b>
<b>HR Policy – Part IV .....</b>	<b>49</b>
Policy for engagement of outside consultants by Sabuj Sangha .....	49

# **PART-I**

## **General Employees of the organization**

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### **1. General**

- a. The Rules hereunder are adopted by Sabuj Sangha for its smooth functioning and progress and shall be taken as Human Resource Policy of the organisation.
- b. The provisions of these rules shall apply to all the functions of the Sangha and on Governing Body members, employees, functionaries, agencies and all other who are connected with the organization or will be connected in future with Sangha.
- c. The power of interpreting these rules is reserved to the Governing Body of the Sangha.
- d. The Governing Body can create as many posts at any level as found necessary and make provision of maintenance of the same posts for a specific period or permanently for smooth running of the organization.
- e. The Governing Body/Director may relax the requirement of any provision under this policy to such extent and put forth such conditions as may be considered necessary for dealing with the particular case in the interest of the Sangha.
- f. All concerned shall follow and abide by these rules in good faith in course of discharging their duties and obligations.

### **2. Equal Opportunity for All**

The Organization will never make any discrimination among the religion, region, caste, creed, colour, race, or any division or group alike, in the matter of recruitment of staff, selection of beneficiaries, selection of area of operation, or type of development work.

### **3. Gender Ratio**

- a. The organization will not make any gender discrimination in recruiting employees or selection of beneficiaries (unless the project / scheme are earmarked for a particular gender). Only qualification, experience, merit and capability will be the criteria for selection in such cases.
- b. Utmost effort will be taken to arrive and maintain a good gender ratio in the above matter.
- c. The local authority will have to be vigilant and be alert in the matter of maintaining good atmosphere at the workplace, so that female workers do not face any inconvenience.

If any information or incident of violation of the above comes to the notice of the local authority, that should be brought to the notice of the Director instantly for taking necessary action.

### **4. Provision for Physically Challenged Persons**

Sincere and active effort is to be taken for accommodating physically challenged persons in the matter of recruitment of staff and selection of beneficiaries.

In these cases, special advantage / facility may be allowed to such persons so that the job entrusted to and the workplace become friendly to them.

## **5. Employment free from Child Labour**

No person below the age of 14 years will be engaged by the organization for any job / service in any form or way in consideration of money, or any remuneration / subsidy or in any other way.

The organization will be absolutely child labour free.

## **6. Age of Appointment**

No person below the age of 18 years will be appointed by the organization for any work. Proper verification of age must be done before appointing any person by verification of birth / school / school leaving certificate. In absence of the above documents, local enquiry in the family of the candidate and local Panchayat, where the candidate resides should be done to determine the age. In all possible cases, a certificate from the concerned authority is to be procured, or a report to be taken from the enquiring official.

## **7. Recruitment of Staff**

The following procedure to be followed by the organisation for recruitment of professional/ Staff at all levels:

### **Identification of vacancies**

- a) Identification of post wise professional / staff required and its number.
- b) Exact qualification and experience required for the post.
- c) Formal approval from the governing body (in case of core staff of the organization).
- d) The requisition to be sent to the Director through proper channel, in the format provided for the purpose in **Annexure A**.
- e) A post-wise requirement of preferable qualifications is given in **Annexure B**. This may be suitably revised if necessary.

## **8. Advertisement for Recruitment**

To get right candidates, organisation will arrange for publication of advertisement in news paper/s and / or through electronic media mentioning the following selection criteria. This can also be done through publication in local office notice board or any other suitable sources in case of field level / junior staff, with prior permission of the Director.

- a) Name of posts with number of vacancy.
- b) Minimum qualification and experience required.
- c) Age limit, if any
- d) Gender requirement, if any
- e) Provision for Physically Challenged persons, if any
- f) Place of posting.
- g) Honorarium/ Remuneration and any other facilities available.
- h) Last date for submission of application.
- i) Place, Date and Time of interview/ other test, if possible.
- j) Any other point necessary for the purpose.

## **9. Interview/ Test for Recruitment**

a. All appointments should be made through formal procedure of interview or/and written test. To select right person/s the Organisation will form an interview board with a group of qualified and experienced persons. Interview Board's decision for selection of any candidate, should always be the final.

### **b. In case of recruitment for which and interview process is held**

i) No one will be qualified to be member of a interview board if any candidate is closely related to him.

ii) In each case of recruitment, a provisional selection of members of interview board will be made. The members will be shown the list of candidates to be called for interview. They will then be requested to kindly give a declaration in the format below if they are found qualified under clause (a). On completion of this formality the interview board will be constituted finally.

## **Format**

This is to declare that I am not closely related to any of the candidates to be called for interview, as shown to me, scheduled to be held for the post of \_\_\_\_\_ for \_\_\_\_\_ (Unit) on \_\_\_\_\_

Signature of the member of Interview Board

## **10. Appointment/ Agreement**

A. According to the recommendation of the Interview board, the Organisation may issue a letter to the candidate informing of his provisional selection and also asking to know about his willingness to join the post. The authority may also execute agreement or issue appointment letter, as the case may be, directly on verbal confirmation by the candidate.

B. An agreement will be executed between the Sangha and the willing candidate mentioning the following points which will take effect from the date of joining in the post.

- a) Designation for the employee.
- b) Place of posting with Headquarter
- c) Period of agreement.
- d) Working hours.
- e) Code of conduct and discipline.
- f) Honorarium/ Remuneration entitled.

- g) Leave entitlement.
- h) Travelling allowance entitlement.
- i) Reporting superior.
- j) Conditions for termination of agreement.
- k) Any facility allowed specially to the employee
- l) Other terms and conditions, if any.

C. An agreement may however be revised or altered anytime during the period of agreement if situation so demands, in the interest of the organization.

D. Specimens of agreement in **Annexure C** and of appointment in **Annexure D** are given herewith which may be revised suitably if necessary.

E. A specimen showing the duties and responsibilities of staff at different levels is given in **Annexure E**, which may be revised as per requirement of the project / programme to be implemented by the organization.

### **11. Period of Contract/Agreement/Appointment:**

a. All the staff/junior staffs are to be engaged on contract basis normally for a period of one year (or a longer period if the authority finds suitable) of which the first six months (normally) will be probation period. The appointing authority will have the right to terminate the employee within or at the end of the probation period if the services/conduct of the employee is found unsatisfactory. The agreement may be extended further if the services rendered by the employee are found satisfactory and mutually agreed upon. However, no probation period will be necessary for fresh agreements of existing employees.

b. Record of such period of agreement should be kept in **Annexure F** for ready reference.

c. However if found necessary, as a special case, the period of agreement / appointment of all or a specific category of employees or of a particular employee maybe extended by issuing an office order in this regard with specific mention of the period for which it is done.

### **12. Honorarium/Remuneration:**

- a) Honorarium/Remuneration will be paid on monthly basis.
- b) This remuneration may be calculated in monthly / yearly package system which will include the Basic Salary, HRA, Medical Allowance, Transport Allowance, Festival Allowance etc.
- c) Honorarium/Remuneration will be paid to the staff members suitably on a fixed date of the month to be notified previously.
- d) Deduction towards statutory taxes will be made from the monthly remuneration of the employees.
- e) The employees will have to compulsorily subscribe at the rate as will be prescribed for the purpose, to the Provident Fund, Health Scheme, or any other staff welfare scheme or fund as maybe introduced by the organization.

### 13. Execution of Agreement/Appointment

- A. Contract/Agreement document should be prepared in Duplicate and should be signed by the Director and the person to be engaged. One copy of the agreement is to be handed over to the said person on receipt and the other is to be kept in the Central Office / Regional Office.
- B. In case of engagement of persons in Junior level appointment letters will be issued under signature of the Director and same procedure as above will be followed
- C. Next, two photocopies of the receipted copy of the document are to be prepared and one copy is to be kept in the concerned Administrative office of the unit and another to be sent to the Finance Department.

### 14. Joining of Staff

A. When a newly engaged person will report for duty, the concerned office will first examine the agreement document / appointment letter and if found proper, will take a joining report in duplicate from the person concerned and allow him to join. One copy of the joining report, with the endorsement as “May be Accepted” is to be sent to the Central Office for submission before the Director and record and another to be kept in the Administrative Office of the unit. A specimen joining report format is given in **Annexure G**.

The Administrative Office will also inform the Finance Department regarding the date of joining either by sending a copy of the Joining Report or through letter.

B. The employees will submit a declaration in the following format along with the joining report.

#### **FORMAT**

This is to declare that to the best of my knowledge and belief I do not have any relative working in the organization as employee or connected as contractor / vendor / supplier or existing in the office as a member of the Governing Body of Sabuj Sangha.

Or

As employee or connected as contractor / vendor / supplier or existing in the office as a member of the Governing Body of Sabuj Sangha I declare that the following person/s working in this organization is/are related to me.

Sl. No.	Name	Designation	Unit	Relation

It is further declared that the above relation will not affect or influence my conduct as an employee or the work of the organization or the mutual official relation between us in any way.

Signature of the employee

Date:

Designation \_\_\_\_\_

Name of the Project / Programme \_\_\_\_\_



## 15. Declaration by GB Members in the event of new appointment of staff

When a new Governing Body Member will be elected, for the first time, the In-charge of the Registered Office at Nandakumarpur will ensure collection of the following declarations.

The Governing Body Member will submit a declaration in the following format after being elected as a member and before the first meeting of the G. B.

### FORMAT

This is to declare that to the best of my knowledge and belief I do not have any relative working in Sabuj Sangha or is engaged as a contractor/vendor/supplier by Sabuj Sangha.

Signature of GB Member

Date :

Name :

**Or**

**A**

I declare that the following person/s working in this organization is/are related to me.

Name of the employee	Designation	Unit	Relation

**B**

I declare that the following person/s engaged as contractor/vendor/supplier is/are related to me.

Name of the vendor/supplier	Designation	Unit	Relation

It is further declared that the above relation will not affect or influence the work of the organization or the mutual official relation between us in any way

Signature of the G. B. Member

Date :

Name :

## 16. Employee's Profile

Immediately after joining of a person the concerned Administrative Office will request him to fill up and submit a "Employee's Profile" form, (**Annexure H**) which is to be kept in the employee's personal file.

## 17. Induction training for the new employee:

i) There should be a provision for Induction training (where ever necessary) at the beginning of the service in Sabuj Sangha. It is a process by which a New Employee settles down in the new surroundings. It is a Welcoming Process.

ii) Objectives:

- a) I.T. should include to orientation about the organisation's policy, practices and purpose.
- b) It should enable them to understand to whom they should report, if they have certain difficulties, to whom to report on the progress and problem of implementation of the projects and such other matters felt necessary.

iii. STEPS of Training:

- General orientation by Administrative machinery.
- Specific orientation on Job by the Job Supervisor.
- Follow up orientation by Line Manager/ Job Supervisor.

iv. Components of training:

- a) Structure of the organisation including various units performing and their inter-relationship.
- b) Organisational culture.
- c) Significance of the Job.
- d) Duties to perform.
- e) Future scope.
- f) Job satisfaction.
- g) Policies, Rules & Regulations of the Sangha.
- h) Payment date & procedure for being paid.
- i) Expectations of the organisation.
- j) Field work and visit.

Adequate subjects may however be included in the training course as it will be found necessary for the concerned post.

v. The following actions are to be taken before starting a training:

- a) A training schedule to be drawn & circulated well ahead of the training date.
- b) Trainers to be selected and informed accordingly.
- c) Selection of venue, procurement of required stationeries & other necessary arrangements to be made beforehand.

## 18. Identification Letter/Card

The staff of the organisation will be often on field visit – it may be an open street, railway platform, slums etc. Our staffs are dealing with varieties of target groups where they may need to introduce themselves to many agencies like Government sector, Police, Railways, Hospitals and Judiciary, etc.

For this purpose a Photo Identity Card should be issued to each of the staff to facilitate their functioning.

A specimen format for this purpose is provided in **Annexure I** which may be edited suitably if necessary.

## 19. Appraisal of Performance of Staff

### Yearly Appraisal

The organisation always aims at developing its human resource. For this purpose the organisation will make an appraisal once in each calendar year for the period from January to November in respect of each of the employees and the authority will also give an adequate feed back to the employee. The feedback may be verbal or/and written.

The Line Manager will draw up the Appraisal Report of each of the employee under his/her supervision.

Proper marking to be made, out of the total marks noted in the form, on performance report to ensure correct assessment.

The records of appraisal should be kept confidential and will be taken into account in concerned future course of action.

Percentage of yearly increment in pay, incentive, promotion may be determined, on the basis of rating of yearly performance report. The management may fix a rate for this purpose.

The procedure to be followed for this purpose will be as follows.

- a. In respect of all employees the respective Line Managers will prepare for each employee an Appraisal Report in the Form given in **Annexure J**, and submit the same to his next higher level by 5<sup>th</sup> December, each year, who will in turn put his remarks on the report and forward it to the next higher level immediately so as to reach the Regional Manager by 12<sup>th</sup> December. All concerned will ensure that the reports reach RM by the stipulated date.
- b. The RM will, after putting his comments send all the reports submitted to him according to the above procedure to the Central Office by 15<sup>th</sup> December
- c. The Central Office will put marks on the appraisal reports as per pre-determined procedure and put up to the Director for perusal and observation.
- d. An Organogram of the organisation to be followed for this purpose is given in **Annexure K**.

## **20. Self Appraisal**

The organization may also introduce the system of Self Appraisal upto a particular level of senior employees. The procedure mentioned below may be followed for this purpose.

- a. The employee will prepare a Self Appraisal Report for the period from January to November in the Format as per **Annexure L**, and submit the same to the Line Manager by 5<sup>th</sup> December, each year.
- b. The Line Manager will prepare a Appraisal Report for each of the above employee in the form given in **Annexure J** and submit the same together with the a above, of the respective person, to the immediate higher level by 10<sup>th</sup> December, each year.
- c. The Project / Programme head will forward the above Appraisal Reports with their comments to the Regional Manager by 12<sup>th</sup> December, each year
- d. The Regional Manager will forward the above with his comments, if any, to the Central Office by 15<sup>th</sup> December, each year.
- e. The Central Office will compile the reports as mentioned above in the form given in **Annexure M**, and place the same to the Director for his perusal and observation.

## **21. Running Appraisal**

A Running Appraisal may however be made anytime in the year for an assessment of performance as and when required. Some points which may be used as a checklist is given in **Annexure N**.

## **22. Exit Strategy**

The organisation, should also ensure that the staff who was associated with the organisation leave with proper dignity and honour.

The following points should be kept in view in such cases:-

1. The organisation will ensure that the employee submits a resignation letter stating the reason of leaving.
2. The employee resigning should sit with the Head of the organisation to express employee's experience during stay and also at the time of leaving.
3. The feedback received through the above Exit Interview, should be taken into account for future guidance and planning.
4. The dues of the employee should be cleared as soon as possible. Any amount/ material due from the employee should also be recovered before leaving.
5. A certificate of experience if desired should be issued to the employee.
6. A letter of acceptance of the resignation to be issued to the employee.
7. Above all, after resignation also, the organisation should maintain a cordial relation with the ex-employee and remember his/her contribution in the work of the organisation.

## **23. Employees Welfare Scheme**

- A. The organization as a welfare initiative may take measure, introduce schemes for the benefit of the employees. Such schemes may be Employees' Provident Fund, Public Provident Fund, Contributory Provident Fund, Health Insurance, Payroll Savings, or any other system of similar nature.  
The employees (consultants, contractual agencies, daily / casual labours, or similar workers will not come under such scheme) will have to participate and contribute towards the schemes in the manner that will be prescribed for the purpose by the authority or statutory provisions in this regard.
- B. The organization may also introduce and create a fund with contribution from the employees in prescribed rate and the organization will also contribute proportionately to create the fund for welfare activities and giving assistance in financial emergency of the employees.

## **24. Study Leave**

- a. An employee may apply for study leave, as will be required for the particular course of study and the authority may sanction such leave if that is found proper and beneficial for the organization.
- b. However, the employee will have to give a written understanding that he/she will join the organization after enjoying the leave and continue at least for a period to be determined by the authority.
- c. The present contract of the employee may be extended for a further period equal to the study leave if the authority so desires.
- d. The period of study leave will be without any sort of pay allowance or any other facility.

## **25. Scholarship for Employees and their family**

- a. The organization can sanction a scholarship to an employee if applied for, for any training or study to enhance his/her qualification, experience or expertise.  
Provided that such training / study will be used by the employee in discharging duties in a better way and will be beneficial for the organization.
- b. However, the employee will have to give a written understanding that he/she will continue in the organization after the study and stay at least for a period to be determined by the authority.
- c. The organization may sanction one time or regular scholarship to the selected children of the employees, who are of outstanding merit, keeping in view the economic condition of the family where monetary support is essential.

## **26. Superannuation**

- a. The age of superannuation of the employees of the organization will be on attaining 60 years.
- b. However, the authority if considers necessary and the person is found otherwise fit and willing, may retain that person upto the age of 65 years by giving extension of contract or appointment or making a new one for one year at a time.

- c. For both a and b above, the age of employee will be calculated on the basis of the certificates submitted by him at the time of joining the organization and kept in the office.
- d. The date of such superannuation will however be on the last day of the English calendar month in which the employees date of birth falls. For example, if the date of birth is 21.03.1963, then he/she will retire on 31.03.2023.

## **27. Death of Employee in service**

Sometime, the organization may have to face unfortunate death or permanent incapacitation of an employee during the service period leaving the family in economic distress.

In such cases, the organization after assessing the financial condition of the family, may as a special case, employ one of the members of the employee's family who will support the family. Job to be offered in this case will be according to the qualification, experience, etc. of the person and requirement of the organization.

## **28. Attendance, Holidays and Weekly Off days**

- a. Attendance – Every unit office of the organization, will in a circular notify the office hours and break time in an office day, to be followed by the employees attached to the respective units. The circular may be issued centrally or by the unit head, which will be in force until revised otherwise.
- b. Every unit office of the organization, will in a circular notify the weekly off day/s and/or time to be followed by the employees attached to the respective units. The circular may be issued centrally or by the unit head, which will be in force until revised otherwise.
- c. All the offices of the organisation will remain closed on a number of days in a year which will be notified by Central Office the organisation as holidays.
- d. The Central office by the third week of December each year will notify a list of Holidays which will fall in the next calendar year, with the prior approval of the Director. The list shall be published at the Central as well as the regional and branch offices for information of the employees and public.
- e. On the Foundation Day of Sabuj Sangha, i.e. 12<sup>th</sup> December, each year, the offices of the organization will remain closed for public business. The employees will however join the programme of observation of the day.

## **29. LEAVE**

- a) The employees of Sabuj Sangha will be entitled to leave under the following heads, detailed clauses of which are given thereunder.
  - A. Casual leave
  - B. Earned leave

- C. Medical leave
- D. Maternity leave
- E. Special leave

- b) Leave admissible to an employee will be calculated for one Calendar year only and no balance will be carried over to the next year.
- c) In all cases of leave, prior application from the employee is necessary. Holidays / off days within the leave period of any type will be counted as leave.
- d) Applications for all types of leave should be made through proper channel.
- e) Leave cannot be claimed as of right. Any leave at any time can be refused by the authority if that is necessary in the interest of the organisation.
- f) In case of an emergency if the authority considers it necessary, any employee on leave can be called back and asked to join duties.
- g) The authority can at any time change the leave rules if found necessary in the interest of the organisation
- h) A table showing the leave sanctioning authority is provided in **Annexure-O**, which should be followed in all cases.
- i) A model application form for Casual/Medical/Earned leave is given in **Annexure P**.

#### **A) CASUAL LEAVE**

- a. Casual leave granted to an employee in any one calendar year shall not exceed 10 (ten) days. The leave entitlement will however be proportionate to the actual service period of the employee in that particular year.
- b. Casual leave shall not be granted for more than 4 (four) consecutive days. However Sundays, Saturdays (where it is off day) and holidays can precede or follow and shall not be counted as a part of the casual leave.
- c. Casual leave on both ends of holidays or off days, at a time shall not be granted and in such cases of absence, the entire period shall be treated as leave period.
- d. Application for casual leave should be made prior to proceeding on leave. However if that is not possible, information about the absence should be given immediately and application to be given on the joining day after leave.
- e. A register to be maintained for keeping Casual leave account as per **Annexure Q**.

#### **B) EARNED LEAVE –**

The management of Sabuj Sangha may introduce system of Earned leave if found suitable. In that case, the same will be governed by the following procedure:

- a. Earned leave granted in any Calendar year shall not exceed 10 (ten) days. The leave entitlement will however be proportionate to the actual service period of the employee in that particular year.

- b. Application for Earned leave shall be made at least 7 (seven) working days before the commencement of leave, except in very special circumstances.
- c. Holidays can be prefixed or affixed to Earned leave and shall not be counted as a part of leave.
- d. A register to be maintained for keeping Earned leave account as per **Annexure R**.
- e. The authority can introduce a system of payment of Cash equivalent to salary for the Earned leave in credit of an employee at the close of a Calendar year. The employee shall have to apply for the encashment and may be paid after proper verification of office records and leave account.

### **C) MEDICAL LEAVE**

- a. Medical leave may be granted upto 10 (ten) days in a Calendar year. The leave entitlement will however be proportionate to the actual service period of the employee in that particular year. Medical Certificate of fitness shall be produced on the date of joining, if Medical leave is taken for more than 3 (three) days, failing which the same will be adjusted to other leave in credit.
- b. Holidays can be prefixed or affixed to the Medical leave and the same will not be counted as leave.
- c. The office should be informed forthwith regarding the Medical leave if that is not taken by applying before commencement of leave.
- d. A register to be maintained for keeping Medical leave account as per **Annexure S**.

### **D) MATERNITY LEAVE**

- a. A female employee may be granted Maternity leave for a period of 120 (one hundred twenty) days. Full pay/remuneration shall be paid during this period of leave.
- b. The Maternity leave shall not be debited against any other leave account.
- c. Maternity leave can be combined with any other leave.
- d. Maternity leave shall be granted only on production of Medical Certificate from a registered Medical practitioner. A certificate of fitness from a registered Medical practitioner shall also be produced on the date of joining to the duties after expiry of such leave.
- e. No Maternity leave shall be granted for more than twice during the entire service period of an employee.
- f. An employee with yearly pay/remuneration upto Rs. 60,000 can apply for financial assistance from the Staff Welfare Fund if she needs more leave as per Medical advise and having no full pay leave in her credit.
- g. Proper records of this leave should be kept in the personal file of the employee.

### **E) SPECIAL LEAVE**

- a. Special leave may be granted to an employee in an extraordinary circumstance when no other leave is admissible or though some other leave is in credit, the employee applies in writing for grant of Special leave.
- b. Special leave may be granted upto 90 (ninety) days on any occasion.
- c. The employee shall apply for Special leave at least 15 working days before the commencement of leave.
- d. No pay/remuneration shall be paid during the period of Special leave.



- e. The period of Special leave shall not be counted in the contract/agreement period. The contract/agreement period may be extended upto the period of Special leave if the authority so decides.
- f. Proper records of this leave should be kept in the personal file of the employee.

### **30. Appointment of Director, Additional Director and Deputy Director of the Organisation**

- a) The Governing Body in consideration of the volume of work of the organization may appoint one full time Director who will be the chief functionary of the organization and accountable to the Governing Body. The Director will be responsible for overall functioning of the organization, mobilization of fund, implementation of projects, meeting requirement of the Donors, observing statutory formalities and all other actions & arrangements necessary for smooth running as a NGO.
- b) The Governing Body may decide to appoint one Additional Director and one or more Deputy Director/s if in their consideration the volume of work & circumstances so demands.
- c) The Director may by an office order authorize / empower / vest such of these duties, power, and authority, to the Additional Director or Deputy Director as he / she will find necessary and proper for functioning of the organization. Copy of such office order shall be communicated to the President of the Governing Body and all subordinate offices of the organization.
- d) The President of the organization will sign the aforesaid appointment orders of Director and Additional Director on behalf of the Governing Body. The appointment letter of the Deputy Director/s will be signed by the Director.
- e) Persons holding the posts mentioned above can be paid remuneration on monthly basis which will be fixed every year considering the fund input position for the work of the organisation and other related circumstances.

### **31. Formation of Committee(s)**

- a. Sometime it may be necessary to Form one or more Committee/s for smooth functioning of the organisation or implementation of a particular project.
- b. The GB or the Director of the organisation will assess the necessity of forming such Committee(s) and are empowered to constitute the same with such number of members, to be nominated by him, as he will find proper for the purpose and vested with such powers as may be found necessary for accomplishment of the job.
- c. Such committee/s will monitor, evaluate and issue instructions to the working/implementing personnel in such manner as they will find proper & necessary. In each case one of the members of the Committee will act as convenor of the same.  
The Committee will also keep the Director adequately posted of the progress of the work, its findings and measures suggested.

### **32. Core Committee**

a. It is preferable to form a CORE COMMITTEE (the name is suggestive) or such other committees at each of the units of Sabuj Sangha and at Central level for smooth functioning & progress of the organisation.

b. The Director of the organisation is empowered to constitute such Core or Other Committee/s with such number of members, to be nominated by him, and vested with such powers as may be found proper for accomplishment of the purpose.

c. The committee will formulate the procedure and policy to be followed in day to day functioning of the unit, monitor and ensure smooth and timely implementation of the projects, solve problem, if any arises, draw up project proposals and also take up any other work that is felt necessary in the interest of the organisation. The Committee will also do such other work as and when will be entrusted to it.

### **33. Conflict Resolution**

During discharge of day to day duties, the employees may have conflict with their colleagues and/or Supervisors or any other official, though it is not desirable. In such cases the employee concerned may approach and inform his supervisor/ immediate superior of his supervisor, as the case may be, verbally or in writing for resolution of the conflict.

The person so approached may however ask for a written statement on the conflict if finds it necessary.

The person to whom the conflict is reported will see that the conflicts are dissolved mutually and in case unable to do so, may seek instruction/intervention of immediate superior.

### **34. Grievance Redressal**

Employees in course of their service may have some grievance for some reason. In such a case the employee concerned may inform regarding such grievance to his/her immediate superior in writing.

The superior on receipt of such information will find out the reason of the grievance and make all efforts to wipe-out the same. In case she/he is unable to redress the grievance will report it to the immediate superior, who will take adequate action for removing the cause of grievance.

### **35. Appeal**

In cases where in the course of conflict resolution or grievance redressal as mentioned in para 33 & 34 above, any person/s not satisfied with the decision of the person to whom the conflict/grievance was referred to, the former may apply for a revision of the decision to the immediate superior of the person who took such decision. The person before whom such revision petition is filed will take all efforts and adequate action to solve the problem.

Normally, all the conflicts and grievances should be resolved within the level of the Programme Manager and utmost effort should be made by the Programme Managers in this regard. Only in very exceptional cases, the unresolved conflicts/grievance may be referred to the Director for decision.

In all such cases as mentioned above the decision of the Director will be final.

### **36. Appeal to the Governing Body**

In exceptional and highly important cases an appeal may be preferred before the Governing Body of the organisation by any person who feels aggrieved by the decision of the Director. The Governing Body may accept or reject any such appeal without showing any reason whatsoever.

The Governing Body for the purpose of hearing such appeal may form an “Appeal Hearing committee” with the President as its Chairman and two other members.

On acceptance of the appeal the decision of the Governing Body/Appeal Hearing Committee will be final and binding on all concerned.

### **37. Transfer:**

- A. In the interest of the work of the organisation an employee may be transferred (with or without change of Head Quarter) from (i) one Project / Programme to another, (ii) one place to another within the area of same unit or (iii) from one unit to another covering the entire area of operation of the organization. The change will not affect the pay or facilities (if the same is available in new place of posting also) enjoyed by the employee.
- B. However an employee may also seek such transfer in his own interest for which they will have to apply in writing. The authority may allow or reject such request without showing any reason.
- C. An employee will be allowed joining time on transfer. The joining time will however be determined on the distance between the present and new place of posting as noted hereunder
  - a. For (i), time taken for movement to new place of posting
  - b. For (ii), time as (i) plus one day
  - c. For (iii), within the district, same as (b). Out of the district (a) plus 3 days.
- D. An employee on transfer will be entitled to get transfer travelling allowance as per scale mentioned in the T.A. rules.

### **38. Resignation:**

- a) An employee may desire to quit the organisation at the end or any time during the agreement/appointment period. As per agreement/appointment letter an employee is required to give one month (30 days) notice before the stipulated date of termination.
- b) The resignation letter of all employees in the rank of Programme Associate and above should be addressed to the Director and submitted to the respective Line Manager. The Line Manager will immediately put his comments on the Resignation letters and forward the same to the respective APM/PM, who in turn will forthwith send the same to the Regional Manager / Unit Head, who in turn will forward the same to the Director for acceptance.
- c) In case of the employees below the rank of Programme Associate the resignation letter should be addressed of the Programme Manager and submitted to the Line Manager. The Line Manager will put his comments on the resignation letter and immediately forward the same to the APM/PM, who will take appropriate action.
- d) Before forwarding the resignation letter as per (b) above to the Director it should be checked and confirmed whether the employee has any advance, loan or any other dues recoverable from him. The RM or Unit Head must ensure that a note to this effect is given on the body of the same by the programme end and finance section.
- e) In cases noted in (c) above the same procedure as (d) above should be followed by the APM/PM.
- f) All actions in this regard should be taken as quickly as possible so that immediate steps can be taken for filling up the resultant vacancy.
- g) The organisation may realise one month's pay from the employee in case the clause of one month's notice is not obeyed.

### **39. Promotion/Incentive**

- a. The organisation if any time considers necessary and proper may promote an employee to a higher post with or without higher pay and facilities.
- b. The organisation may also sanction one time financial incentive or increase in monthly pay in favour of an employee as a recognition of extraordinary services rendered by him and/or notable achievement.

### **40. Adherence to Rules**

The management, consultant, agencies, employees and others associated with the organization must obey, follow and act according to the rules, regulations, circulars, orders, etc. of the organization and apply common intelligence and show proper interest as should be expected of them in course of discharging official duties and obligations.

## **41. Disciplinary Action and Penal measure**

- a) The organisation may take Disciplinary and/ or Penal measure, if the situation so demands, against an employee if he/she is found guilty for any action / inaction which stand in the way of the activities and smooth running of the organization or wilful breach of trust or/and discipline.
- b) Such action/inaction may be as not following terms & conditions laid down in the contract/agreement document or appointment letter as the case may be or wilful violation of rules/ regulations/ policies/ orders/ circulars, cessation of work, not obeying instructions of the superiors, not performing as required, wilful negligence of duties, any behaviour or gesture not conducive to the image of the organisation.
- c) In such cases the employee concerned is to be asked to explain his/her conduct and show cause in writing why proper action will not be taken against him/her. The employee may also be heard in person if considered necessary by the authority.
- d) When after considering the written and/or verbal explanation an employee is found guilty of such fault, the employee will be subject to punishment which may extend up to non-payment of pay, termination or non-renewal of agreement/ Contract / Appointment and / or action as per law of the land.
- e) The Director is authorized to take all actions in all cases as let down in these clause. The Director may however authorize any other official to take such action in regard to the employee subordinate to the authorized official.

42. If at any time any problem/ situation whatsoever arises which is not explained or mode of action to be taken is not laid down here in this policy, the Governing Body is empowered to guide, give clarification and decide on the issue. The decision of the Governing Body will be final and binding, unless it is against any law of the land, on all concerned.

**Sabuj Sangha**  
**Requisition for Staff/ Junior Staff**

Sl. No.	Name of the Project	Duration of the Project	Name of the Post	No. of vacancy	Name of the Project for which required	Place of Posting (HQ)	Qualification required	Experience required	Whether to be recruited centrally or locally	Source of fund	Any other point necessary to be considered for recruitment
1											
2											
3											
4											
5											

Approved  
Necessary steps may be taken for recruitment.

Director

\_\_\_\_\_  
Signature of the Project In-Charge

Designation

Name of the Project

**Sabuj Sangha**

**Appointment of Staff**

**Preferable Qualification/ experience for some posts (Suggestive)**

**a) Project Coordinator:**

- A Master degree in Social Science/ English.
- Minimum 2 years of experience in development sector.
- Capable of handling different projects independently.
- Must be a computer literate.
- Good documentation skill is a must.
- Attitude and age should be appropriate.

**b) Assistant Project Coordinator:**

- Master degree in Social Science/ English or Graduate with minimum 3 years experience in development sector.
- Must be a computer literate.
- Good documentation skill is preferable.
- Candidates having no experience will have to undergo a Trainee period of at least six months.
- Candidate having some experience will have to undergo a trainee period of at least three months.

**c) Programme Associate:**

- Graduate.
- Computer operating knowledge is preferable.
- Right attitude towards the work is very much required as they will be front-line soldiers.
- Concept/ Exposure of social service will be appreciated.
- If experienced candidate is available, then direct appointment can be made.
- Otherwise, they will have to undergo a Trainee period of three months.

**d) Volunteer:**

- Young energetic person residing within the locality.
- Minimum Qualification necessary is School final or equivalent.

**Sabuj Sangha  
Appointment of Staff**

**CONTRACT OF EMPLOYMENT  
(TERMS AND CONDITIONS)**

**PARTIES OF THE CONTRACT**

**Employer : SABUJ SANGHA**  
Village & P.O. – Nandakumarpur  
Dist. 24 Parganas (South)  
West Bengal

**Employee :**  
Name:  
Address:

1. A Contract is hereby executed between Sabuj Sangha (Hereinafter called the “Employer”) and Sri \_\_\_\_\_, son/daughter of \_\_\_\_\_ (Hereinafter called “Employee”) in consequence of that Sabuj Sangha was in need of a suitable employee and the latter offered himself/herself for the post in agreement with the terms and conditions laid down below.

**2. DESIGNATION**

The designation of the employee for the job will be \_\_\_\_\_ in the rank of \_\_\_\_\_

**3. PLACE OF POSTING**

The place of posting of the employee will be at the office of Sabuj Sangha at \_\_\_\_\_ (Head Quarter) and the area of work will be the Project area in which the employee will be placed on duty. However the employee may be transferred from the present place of posting to another place within or outside the present unit/region with a changed headquarter and working area if found necessary by the authority in the interest of the organization.

**4a. PERIOD OF EMPLOYMENT**

The appointment is a full time assignment. The present contract is from \_\_\_\_\_ to \_\_\_\_\_. However the present contract may be revised suitably before its expiry and may also be extended further if the services of the employee found satisfactory and mutually agreed upon.

There will be a probation period of \_\_\_ months from the date of joining. The authority reserves the right to terminate the contract within or at the expiry of the probation period if they find it necessary in the interest of the organization. The employment will however continue as usual if nothing on the contrary is informed to the employee. \*

4b. The employee will not be authorized to accept or perform any assignment from any outside agency (other than Sabuj Sangha) in the form of consultancy, part time job, occasional/ periodical work paid or honorary or otherwise during the period of the present contract.

**5. WORKING HOURS**

The working days & hours of the employee will be the same as of the Head Quarter office. However the employee may have to attend duties on holidays or beyond working hours if situation so demands.

**6. CODE OF CONDUCT AND DISCIPLINE**

6a. The employee will have to abide by the code of conduct and discipline imposed by the Organisation from time to time.

The employee will not either during the continuance of this employment or thereafter except in the proper course of employee’s duties as \_\_\_\_\_, divulge to any person whomsoever and will use employee’s best endeavour to prevent the unauthorized publication or disclosure of any confidential information concerning the working of the organization or any of its dealings, transactions or affairs which may come to the employees knowledge during or in the course of employment and will not during such employment be concerned or interested, directly or indirectly, except as the official of the organization in the business of the employer .

Contd...2

\*NB – This para is for an employee appointed in a post for the first time.



- 6b. If at any time during the present employment, the employee is found guilty of any misconduct or breach of terms of this agreement or loses confidence of the employer, the authority may terminate the employment forthwith without any notice or payment in lieu of notice.
- 6c. The employee should never take away any hard or soft copy of office document/s/records/registers in any form from the office without the prior permission of the Director
- 6d. Copy of all communication made with any authority/agency by the employee in the official capacity of the organisation should be kept in the respective office file and a soft copy in the computer as well.
- 6e. The employee will be required to furnish declarations at the time of joining the organization disclosing whether any relative of the employee is in the GB of the organization or working as an employee or as a vendor/ contractor engaged by the organization in the proforma prescribed for the purpose.

**7. ADHERENCE TO RULES AND REGULATIONS**

The employee must obey, follow and act according to the rules, regulations, circulars, orders, etc. of the organization and apply common intelligence and show proper interest as normally expected from an employee of his level in course of discharging official duties and obligations.

**8. REMUNERATION**

- a. The employee will receive a Consolidated Remuneration of Rs. \_\_\_\_\_ (Rupees : \_\_\_\_\_) only per month. However deductions will be made from the monthly gross salary towards statutory taxes as per scheduled rates. The attendance and performance of the employee will also be taken into account before sanction of the payment.
- b. The employee will have to compulsorily subscribe/deposit at the rate as will be prescribed for the purpose, to the Provident Fund, Health Scheme, or any other staff welfare scheme or fund as maybe introduced by the organization.

**9. LEAVE**

The employee will be entitled to all kinds of leave will be as per leave rules of the organization.

**10. TRAVELLING ALLOWANCE**

Smooth implementation of the project activities will require extensive traveling. The expenses incurred for such travelling will be reimbursed as per TA rules of the organization, on submission of bills in the office.

**11. LINE MANAGER**

The Line Manager of the employee will be the \_\_\_\_\_ under whose direct supervision the employee will work and also report on the progress of work from time to time.

**12. NOTICE FOR TERMINATION OF CONTRACT**

The employee is required to give one-month notice in advance in case the employee wants to quit the organisation. The employee will also have to seek written permission from the Secretary/Director in advance, for applying for any other job during the stay in the present employment. The organisation also reserves the right to terminate the contract at any time with proper notice of one month in advance. Prorata deduction or payment will be made if the notice period from either side be less than one month.

-----  
Secretary / Director

Date: \_\_\_\_\_

Read, Accepted and Signed

-----  
( \_\_\_\_\_ )

Date: \_\_\_\_\_

**Sabuj Sangha  
Appointment of Staff**

Date: \_\_\_/\_\_\_/\_\_\_\_\_

**Name:**

**Address:**

You are hereby appointed to the post of \_\_\_\_\_ under the following terms and conditions:

1. This appointment is being made purely on temporary basis in line with the duration of the specific requirement of the Project/Programme (for which the employee is appointed) which being time bound may not be extended beyond the date of termination as specified in this letter.
2. The appointment will take effect from the date of joining in the post and will automatically terminate on \_\_\_\_\_. The engagement may, however, be extended if required, for the same or any other Project/Programme provided the services rendered are found satisfactory and mutually agreed upon.  
**There will be a probation period of \_\_\_ months from the date of joining.** The authority reserves the right to terminate the contract within or at the expiry of the probation period if they find it necessary in the interest of the organization. The employment will however continue as usual if nothing on the contrary is informed to the employee.\*
3. The place of posting will be at the \_\_\_\_\_ office (headquarter) of Sabuj Sangha and you will be required to go to the field as demanded by the Project/Programme work.
4. The working days & hours will be as per the norms of the unit office where you are posted. However, you may have to attend duties on holidays and/or beyond normal working hours, if situation so demands.
5. You are expected to abide by the code of conduct & discipline followed by the organization. The appointment may be terminated any time without any notice whatsoever if the employee is found to be guilty of any misconduct or breach of trust & confidence of the organization.
6. (a) The consolidated remuneration of the employee will be Rs. \_\_\_\_\_ (Rupees: \_\_\_\_\_) only per month. However, necessary statutory deductions will be made, if applicable.  
(b) The employee will have to compulsorily subscribe/deposit at the rate as will be prescribed for the purpose, to the Provident Fund, Health Scheme, or any other staff welfare scheme or fund as maybe introduced by the organization.
7. The entitlement of leave will be as per leave rules of the organization.
8. Line Manager of the employee will be the \_\_\_\_\_.
9. The employee is required to give one month's notice in writing to the employer before leaving the organization. Similarly, the organization will serve a one month's notice in writing to you in case this appointment is terminated before the date of expiry as mentioned in point no. (2) above. Prorata deduction or payment will be made if the notice period from either side be less than one month.
10. The Candidate should join the post immediately. The offer will be treated as cancelled if the candidate does not report for duty at the H.Q. office within 15 (fifteen) days from the date of issue of this letter.

Accepted

Signature: .....

Director  
Sabuj Sangha

\*NB – This para is for an employee appointed in a post for the first time.

**Sabuj Sangha  
Appointment of Staff**

**Duties and Responsibilities of Certain Workers of the Organization**

Sabuj Sangha is implementing several development programmes / projects under organization's planning and leadership.

While there are a number of posts already in existence, some others are also created at different levels as per requirement of the programme / project.

In the table below the general and common duties and responsibilities attached to the particular post are enumerated for information of all concerned.

The table is not comprehensive and to be taken as a guideline. Further change, addition or alteration may be made as and when it will be required.

All employees of this organization should follow and comply with the contents of the guidelines enumerated below.

**Programme Manager**

1. Overall responsibility for programme implementation – in time ensuring proper quality
2. To draw up action plan for the whole year.
3. Mobilize and guide project coordinators in planning and monitoring and programme activities.
4. Create good understanding for management of programme and sharing of duties and responsibilities with Asst. Programme Manager.
5. Provide guidance, suggestion to other team members from time to time
6. Monitor the programme and discussion with the team members
7. Field visit and inspection. To solve field level problems in implementation of programme
8. To make periodical meeting / discussion / review with the entire team on the physical / financial target and time schedule related to the programme
9. Strong Coordination with finance and ensure proper flow of fund
10. To follow up MIS and analyse the same
11. To do and ensure that proper documentation work and database work is done
12. Preparation of report for the donor and management
13. Coordinating with the donor agency in programme related matters as and when required
14. Periodical meetings with the donor, director and other management team members to review the progress and problems of programme implementation
15. Attend donor / government level meetings for stakeholder support

16. To draw up new project proposal
17. To take part in preparation of Annual Report of the organization
18. To find out new concept and advocacy with government, NGO, funding agency at state and district level
19. Administrative matters related to programme and annual / mid-term staff quality assessment
20. Reporting of vacancy and initiative for recruitment
21. Any other duty as and when entrusted

#### **Assistant Programme Manager**

1. To assist Programme Manager in all respect
2. To attend all work shown under Programme Manager's head as per her/his instruction and guidance
3. To perform all the duties and responsibilities of the Programme Manager in her/his absence
4. Any other work as and when entrusted

#### **Project Coordinator / Project Officer / Coordinator**

1. Overall responsibility for implementation of the programme at her/his sector in time with desirable quality
2. Provide guidance, suggestions to the facilitators and community mobilize for better service delivery
3. Monitor, visit, inspection of the work of field level implementation of project work as many times as possible and discuss the facts with the Asst. Project Coordinator and give feedback to Programme Manager / Asst. Programme Manager, as applicable
4. Periodical meetings / review with the team members on the progress of work and ways to solve emerging problems
5. Follow up of MIS and collection of periodical reports
6. Responsibility for preparing monthly report for the donor and for the management in consultation with Programme Manager / Asst. Programme Manager
7. Coordinating with other linking sectors of the programme from time to time for holistic integration of the programme
8. Provide regular feedback to upper level through timely submission of reports and discussions
9. Attend Block level meetings for stakeholder support and sensitization
10. Any other work as and when entrusted

#### **Assistant Project Coordinator**

1. To assist Project Coordinator in all respect
2. To attend all work shown under Project Coordinator's head as per her/his instruction and guidance

3. To perform all the duties and responsibilities of the Programme Coordinator in her/his absence
4. Any other work as and when entrusted

### **Community Mobilizer**

1. Responsible for making public contact and mobilizing community of the allotted area for meetings at village level as well as Panchayat / Block level for developmental programme
2. Periodical reporting to the Coordinators of different sectors about the problems faced and follow up for remedial measures.
3. Preparation of a monthly report as per MIS and other proforma, if any
4. Strong coordination with Cluster and Federation SHG members to understand their perception and involvement in the process of development
5. Linkage with the Panchayat members to motivate and mobilize government resources through appropriate planning
6. Any other work as and when entrusted

### **Field Worker / Volunteer**

1. Establish good relation with community people, beneficiaries, Panchayat and other organizations functioning in the area
2. Make the people aware and interested in organization's development programme and organization's mission, good practices, etc.
3. Motivate people for participation in project work
4. Regular visit of project work site and meet with beneficiaries
5. Implementation of project work as per instructions and guidance of supervisors
6. Reporting on project work
7. Conflict resolution among the community / beneficiary. To inform the supervisor about the same and seek her/his intervention if cannot be resolved locally
8. Any other work as and when entrusted

**Annexure F**

Para 11 (b)

**Sabuj Sangha  
Renewal of Contract**

**Record of Renewal of Agreement/Appointment**

**Name of the Employee:**

**Post:**

<b>From (date)</b>	<b>To (date)</b>	<b>Remuneration per year (Rs.)</b>	<b>Signature of the Unit Head</b>

**Format of Joining Report of Employees**

To  
The Director  
Sabuj Sangha

Through.....

Sir,  
In pursuance of your appointment letter no. \_\_\_\_\_ /Agreement  
dated \_\_\_\_\_ I beg to report for duty as  
\_\_\_\_\_ at \_\_\_\_\_, today, the  
\_\_\_\_\_ in the forenoon/afternoon.

This may kindly be accepted as my joining report and oblige.

Yours faithfully,

(Signature of the employee)

Designation :

May be accepted, forwarded to the Director

Accepted

Director

(Signature of local office head)

Designation

**SABUJ SANGHA****Employee's Profile**

1. Name :
2. Designation :
3. Father's / Mother's / Husband's name :
4. Present Postal address: Vill-.....P.O.- .....  
Dist.-.....Pin-.....  
Telephone No.:.....Mobile No.:.....
5. Permanent address: Vill- ..... P.O.- .....  
Dist.- ..... Pin-.....
6. Telephone No.: Mobile No:
7. Date of Birth :
8. Marital Status : Married / Unmarried
9. Academic Qualification :  
(Enclose copy of Certificate of last exam)
10. Other Qualification :  
(Enclose copy of Certificate)
11. Working experience before joining Sabuj Sangha: a) Period: from ..... to .....  
b) Post (worked as):
12. Date of joining Sabuj Sangha:  
a) Date:  
b) Post at the time of joining:
13. Present post held:  
a) From date:  
b) Post (working as):  
c) Name of Project/ Programme:  
d) Place of posting:
14. Present Agreement a) Period: from ..... to .....  
b) Remuneration per year: Rs.....
15. Name of Training/Exposure interested to take which will help to discharge assigned duties:
16. Name, relation and address of nominee:

---

Signature of DM / UM

---

Signature of the Employee



**Annexure I**

Para 18

**Format of Identification Letter / Card**

**Sabuj Sangha**

City Office:

30/9, Rajdanga Main Road (East)

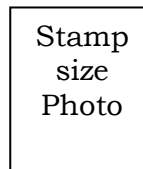
Kolkata-700107

Phone: +9133 2441 4357

Regd. Office: Vill & P.O.- Nandakumarpur

Dist.- South 24 Parganas

Pin.-743349, West Bengal



This is to certify that Ms./Mr. ....(particulars noted below), whose signature is given below is associated with Sabuj Sangha, a non-profit NGO as a ..... (Designation). We are primarily engaged in developmental activities in the community. For this purpose, the above staff will have to undergo field visits regularly in our operational area in the district of South 24 Parganas and K.M.C. area / .....

Son of / wife of .....

Home address .....

Mobile No. ....

Telephone No. ....

Signature of the Staff

Signature of the Director

Seal of Organization

**Sabuj Sangha**  
**Staff Appraisal Report**

(Confidential)

**Period of Appraisal** : \_\_\_\_\_ to \_\_\_\_\_

Name of the reporting Officer :

Designation :

Name of the employee reported upon :

Present designation :

Date of joining :

Present Salary (per year) :

Sl. No.	Attributes	Total Marks	Marks allotted
01	Timely attendance	10	
02	Leave Position	10	
03	Knowledge about present assignment	10	
04	Timely completion of assigned work	10	
05	Accuracy in work done	10	
06	Adaptability to new ideas	10	
07	Conformity with office rules and regulations	10	
08	Obedience to seniors	10	
09	Behaviour with peers and juniors	10	
10	Suitability of performance for the Organisation	10	
	<b>Total</b>	100	

Indicate any special work done by the employee for the organisation during the appraisal period.

What is his

Weakness -

Strength -

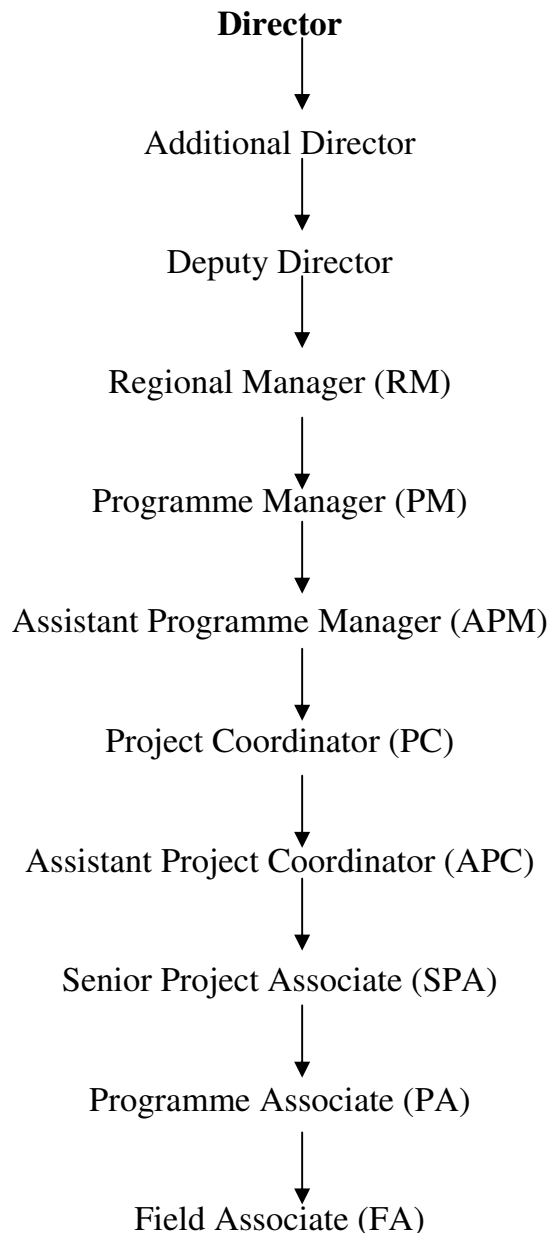
What is his specific requirement in the organisation

Date :

Signature  
Designation

# **Sabuj Sangha**

## **ORGANOGRAM**



**Sabuj Sangha**  
**Self Appraisal Report**  
**(Confidential)**

**Period of Appraisal** : \_\_\_\_\_ to \_\_\_\_\_

Name of the employee :

Date of joining :

Present designation :

Present Salary per year :

Name of his Line Manager :

Sl. No.	Attributes	Total Marks	Marks allotted
01	Timely attendance	10	
02	Leave Position	10	
03	Knowledge about present assignment	10	
04	Timely completion of assigned work	10	
05	Accuracy in work done	10	
06	Adaptability to new ideas	10	
07	Conformity with office rules and regulations	10	
08	Obedience to seniors	10	
09	Behaviour with peers and juniors	10	
10	Suitability of performance for the organisation	10	
	Total	100	

Indicate if there be any special work done by you for the organisation during the appraisal period.

What is my

Weakness

Strength

Date :

Signature

Designation

**Sabuj Sangha**  
**Review Committee Report**  
**(Confidential)**

**Period of Appraisal** : \_\_\_\_\_ to \_\_\_\_\_

Name of the employee :

Name of line Manager :

Date of joining :

Present Salary per year :

Marks scored : By Self : By Line Manager :

Any special work done :

Any achievement : Positive : Negative :

Employees own : Strength : Weakness :

**Recommendations**

a. Promoted in the post of

b. Transferred to

c. Sanctioned Increment of Rs.

Member

Member

Member

Director

Sabuj Sangha

**Points to be assessed for Running Appraisal (Suggestive)****Date of Appraisal:****Name of the Employee:****Designation:**

Sl. No.	Points	Yes	No
01	Is the employee a hard worker?		
02	Does the employee bother for consuming leaves?		
03	Does the employee have good relation with majority?		
04	Job knowledge is above average?		
05	Job knowledge is below average?		
06	Job knowledge is average?		
07	Does the employee respect the Organisation's principles and norms?		
08	Whether confident in taking decisions.		
09	Leads the TEAM inspite of all odds.		
10	Sincere in all sorts of assignments.		
11	Lacks in planning assignments.		
12	Maintains punctuality in coming to work place.		
13	Responsive to organisational systems.		
14	Does not require constant supervision		
15	Handle subordinates' shortcomings with lessons.		
16	Community handling capacity and conduct with others is good.		

**Remarks****Appraisal done by –****Signature****Designation**

**Leave Sanctioning Authority**

<b>Leave</b>	<b>Category of Employee</b>	<b>Sanctioning Authority</b>
Casual Leave	a) Below Unit Manager	Unit Manager
	b) Unit Manager	Regional Manager
	c) Regional Manager & Central Office	Director
Earned Leave	a) Below Unit Manager	Regional Manager
	b) Unit Manager & above	Director
Medical Leave	Same as Casual leave	Same as Casual leave
Maternity Leave	All	Director
Special Leave	All	Director

**N.B.:**

- a) Change in the sanctioning authority can be made if found necessary by a suitable office circular
- b) Respective leave register to be maintained at the level of leave sanctioning authority.

**SABUJ SANGHA**  
**Casual / Medical / Earned Leave Application Form**

From

Sri .....

Designation .....

Office .....

To

.....

.....

Sir,

I shall not be able to attend / I could not attend my duties on / from ..... to ..... for the reason mentioned below.

Reason: .....

.....

Kindly grant me CL / ML / EL for the above period of absence and oblige.

With regards,

Yours faithfully

(Signature)

Designation

N.B.: Medical Certificate to be enclosed for ML of more than 3 days.

---

(For use in the leave sanctioning office)

**Leave Account\***

Type	Entitled	Availed	Granted in the Application	Balance
Casual				
Medical				
Earned				

..... Leave for .....days  
may be / may not be granted.

Granted / Not granted

---

Signature of the recommending official

---

Signature of granting authority

\* Necessary entry to be made in the concerned leave register.



**Annexure Q**

Para 29 A (e)

**Sabuj Sangha  
CASUAL LEAVE REGISTER**

Name:

Designation:

<b>Sl. No.</b>	<b>Period of leave applied for</b>	<b>Purpose</b>	<b>No. of days sanctioned</b>	<b>No. of days in credit after this leave</b>	<b>Remarks</b>	<b>Initial of the sanctioning authority</b>
1.						
2.						
3.						
4.						
5.						

N.B. Leave account to be closed after every calendar year.

**Annexure R**

Para 29 B (d)

**Sabuj Sangha  
EARNED LEAVE REGISTER**

Name:

Designation:

Sl. No.	Period of leave applied for	Purpose	No. of days sanctioned	No. of days in credit after this leave	Remarks	Initial of the sanctioning authority
1.						
2.						
3.						

N.B.: Leave account to be closed after every calendar year.

**Annexure S**

Para 29 C (e)

**MEDICAL LEAVE REGISTER**

Name:

Designation:

Sl. No.	Period of leave applied for	Purpose	Whether medical Certificate produced	No. of days sanctioned	No. of days in credit after this leave	Remarks	Initial of the sanctioning authority
1.							
2.							
3.							

N.B.: Leave account to be closed after every calendar year.

# **HR Policy – Part II**

## **Travelling Allowance Rules**

### **1. Entitlement**

An employee will need to perform journey to discharge his duties properly. In all that cases the employee will be entitled to reimburse the expenses as per scale mentioned hereunder which will commonly be called as Travelling Allowance, i.e. T.A.

### **2. TOUR & Travelling Allowance.**

- a. All tours should be undertaken with prior permission (can be over phone) of the Supervisor (immediate higher authority).
- b. The Supervisor will determine whether night halt is necessary for the job entrusted and if so the period of halt.
- c. All tours should be recorded in the common Movement Register to be maintained in the office before journey.
- d. Only actual expenses as per admissibility of the employee concerned will be reimbursable for the journeys within the radius of 3 kms of the Headquarter office.
- e. Transport of any kind may not be made available for an employee by the office for any journey.
- f. Transport can be provided to an employee on official tours if available to the local office.
- g. Local HQ office can spare a higher grade vehicle to a staff if found extremely necessary, as a special case.
- h. An employee may make advance requisition for vehicle mentioning date, period of time, place and purpose of journey.
- i. TA bills should contain date, time, place and purpose of journey beside the expenses made for the same. All relevant and supporting documents / receipts should be submitted in original with the authentication of the employee, along with the bill. The bills should be submitted through the respective supervisor of the employee.
- j. TA bills are to be recommended by the supervisor of the employee.
- k. The Supervisor will recommend a bill of traveling allowance only when the journey was undertaken with prior permission.

### **3. Transfer TA –**

- a. An employee will get Transfer TA as & when the employee will be transferred from one place to another causing change of H.Q. The employee will get the actual expenses of transport cost only of the employee's grade for joining to

the new place of posting, where the transfer does not involve change of residence.

- b. Where change of residence is made in effect of the transfer the employee will also be entitled to get a consolidated Transfer Grant amounting to Rs. 500/- or 10% of the employee's consolidated pay, whichever is more.
- c. In cases where change of residence of the employee will be necessary for such transfer, he will also be entitled to get actual expenses of shifting domestic goods.
- d. In cases where the employee on being transferred moves to the new place of posting with his family, there will be an entitlement of getting actual transport cost of the employee's grade for the entire family and actual expense for shifting domestic goods.

#### **4. Advance TA –**

- a. In cases of tours involving a considerable large amount and transfer with change of residence, advance TA can be sanctioned. The employee will have to apply for it well in advance stating the place, date, purpose and probable expenditure (in details) of the journey.
- b. Adjustment of all such advances should be submitted to the respective office within seven days from the date of return from the tour or reaching new place of posting in case of Transfer TA.  
Bills for such adjustment along with supporting documents in original duly authenticated by the employee concerned, in details, with due recommendation of the supervisor of the employee, should be submitted as per procedure of the office.

#### **5. Payment of T.A. Bill**

- a. A T.A. Bill submitted by an employee should be checked properly at the bill passing office and paid as soon as possible.
- b. An employee should submit adjustment of the Advance T.A. taken by the employee immediately after return from tour or arriving new place of posting as the case may be.  
The advance disbursing office should remind him adequately if the advance is not adjusted within the stipulated period.
- c. The pay disbursing office of the employee will be authorized to deduct the advance amount from the pay of the employee if the advance not adjusted inspite of the reminder.

## 6. Grades of Management and Employees for T.A. admissibility:

The management and employees of the organization at different level will get T.A. etc. at different scales. To determine the admissibility at different levels they are divided into 4 grades as follows. The admissibility of any person not covered by the table below will be determined by the region / unit head:

### FOUR GRADES

- Grade A: Governing Body Members, Director, Additional Director, Consultants & Guests
- Grade B: Deputy Director, Regional Manager, Doctor, Programme Manager, Additional Programme Manager, Finance Controller, Assistant Finance Controller, Sr. Finance Coordinator
- Grade C: Assistant Programme Manager, Project Coordinator, Assistant Project Coordinator, Supervisor, Accountant, Cashier, Clerk, Technicians, Nurse, Community Mobilizer
- Grade D: Facilitator, Driver, Peon, Cleaner, Cook, Helper, Van Puller

## 7. TA admissibility

The TA admissibility of different grades as shown in Para (6) above will be as follows:

Grades	For Food		Allowance on Tour		Admissible of Transport
	One Meal	One Tiffin	For more than 6 hrs only	For one night halt	Actual expense for Up & Down journey
A	Rs. 100	Rs. 30	Rs. 50	Rs. 100	Air/Rail AC 2T/AC Bus / Launch / Taxi / Rickshaw / Reserved Auto / Reserved Van / Office Vehicle
B	Rs. 75	Rs. 25	Rs. 40	Rs. 75	Rail AC 3T/ Taxi if needed / AC Bus / Bus / Minibus / Reserved Auto / Reserved Van / Launch / Boat / Rickshaw / Office Vehicle
C	Rs. 50	Rs. 20	Rs. 30	Rs. 50	Rail AC 3T (if the entire train is AC) / sleeper / Bus / Minibus / shared Auto / shared van / Motorbike / Boat / Cycle
D	Rs. 50	Rs. 20	Rs. 20	Rs. 35	Rail AC 3T (if the entire train is AC) / sleeper / Bus / Minibus / shared Auto / shared van / Motorbike / Boat / Cycle

**8. Hotel charges:**

- a. The employees should earnestly try to halt at unit offices of the organization, with advance information to that effect. The unit heads will look that such accommodation is made available to the employee on tour.
- b. Hotel charges for night halt will be allowed on production of original cash memo / bill of the hotel. However, there will be a restriction on the upper limit of cost of hotel accommodation as below:

<b>Grade</b>	<b>Other than Metro Cities</b>	<b>Metro Cities</b>
Grade – A	Rs. 1000	Rs. 1500
Grade – B	Rs. 800	Rs. 1000
Grade – C	Rs. 700	Rs. 800
Grade – D	Rs. 600	Rs. 800

- c. In very special cases, the Director is empowered to relax the upper limit of the charges mentioned in the table in Para 7 & 8.
9. The admissibility rates and grades mentioned in this rules maybe revised by the Director on behalf of the management from time to time, if found necessary. The Director may however take the views and approval of the Governing Body.

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## **Sabuj Sangha** **HR Policy – PART III**

### **Policy on Placement of Staff on deputation for implementation of projects of short duration**

In accordance with the decision made by the Governing Body of Sabuj Sangha in its meeting no. 44 dated 19.06.2011, a policy on placement of staff on deputation for implementation of projects of short duration is adopted by the organization.

1. It is being observed from some time past that the organization is getting offer for implementing projects of which some are of short duration. The implementation naturally requires experienced staff and all other infrastructure as needed in other projects. It is more important as no time can be allowed for training of new staff or for their learning through experience.
2. It is also felt that sometime projects are sanctioned late leaving no time to appoint staff after observing prescribed formalities. At the same time in case of projects with very short duration, suitable candidates do not agree to make them available for a short period.
3. The organization also feels that the responsibility of successful implementation of projects is on the organization as a whole with whatever resources it already has and can mobilize.
4. The organization is also of the opinion to take up and implement such projects in the interest of the overall development of the area or/and our target group people.
5. After due consideration of all aspects, keeping in view the interest of proper functioning of the organization, as well as smooth and timely implementation of projects of short duration, it is decided that henceforward following measures will be taken, which will mitigate the problem.
  - a. Assessment to be made regarding the implementing time, number and type of staff required for the project
  - b. Selection of person/s who can be spared temporarily for the above period and purpose, without hampering the work of present assignment
  - c. Person/s mentioned in Para 2 will be placed on deputation to the new project with a new designation and place of posting
  - d. The placement on deputation will not in any way negatively affect the pay, allowance and other benefits, if there is any, as the person was enjoying in the existing post.
  - e. The person so deputed will be placed back to the original posting (or for a better position) immediately on completion of the project where the person was deputed to.
  - f. The arrangement should be implemented by issuing necessary office orders and the concerned administrative and cash sections should be informed accordingly.

- g. Selection of person/s to be made who will cover up the function of the staff so withdrawn and necessary orders with proper instruction to the person should be issued accordingly.
- h. The fund allotted for the purpose of payment of remuneration to such staff should be transferred to the general fund of the organization and disbursed to them from there, which will ensure that their pay is not minimized in any way and are paid in time without depending on the availability of fund from the respective project.
- i. The staff so deputed from the existing projects or specially recruited for the short term project will be governed by all the policies, rules, regulations, orders, circulars in force issued by the organization.
- j. The policy will be treated as a part of the HR policy of the organization and all concerned should take note and act accordingly.

END

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## **Sabuj Sangha** **HR Policy – Part IV**

### **Policy for engagement of outside consultants by Sabuj Sangha**

1. Sabuj Sangha is engaged in holistic development of the rural and semi-urban areas with multi-dimensional activities. For the purpose of taking up certain activities, the available manpower with Sabuj Sangha and their expertise do not always match the requirement. To tide over such situations, Sabuj Sangha often requires the services of outside consultants / professionals for accomplishment of certain specific jobs.
2. It is not possible for Sabuj Sangha to call for global tenders, or all-India tenders or even all West Bengal tenders for the purpose of engagement of outside consultants as the consultants will have to stay and work in a remote village devoid of many modern facilities of life. Moreover, such consultants should not only have to be competent and sound in their technical knowledge but should also be acquainted with extension work in rural areas and conversant with NGO culture and their activity procedure.
3. In view of the above, it is decided by the Governing Body of Sabuj Sangha that whenever any need for any consultant will arise, the Core Management Team (or any other team/committee in some other name doing the job) will, at the initial stage, discuss and decide in their meeting on the following points.
  - a) Whether the job can be done with existing personnel of the organization or service of a consultant is absolutely necessary;
  - b) The particular job in hand to be entrusted to the consultant;
  - c) The need for technical expertise;
  - d) The possible time needed for the job;
  - e) The possible amount of fees that can be spared, the budget provision in the project or possible source of fund
  - f) Shortlisting names of certain firms / persons who can be engaged for the purpose

4. On the basis of the above short-list, Sabuj Sangha Core Team (or any other team or committee in some other name doing the job) will negotiate with the short-listed firms/persons and finalise the terms of reference (TOR) and recommend the names of proposed consultants in order of priority.
5. The authority will consider the above recommendation along with other relevant points as will be found necessary and appoint a consultant.
6. An agreement to the above effect to be executed or appointment letter to be issued and kept in the office along with a note of acceptance by the appointee. All aspects of the work, time, remuneration and mode of payment, etc. should be incorporated in the above document.
7. In the event of extension or renewal of agreement / appointment of consultants, the past performance, quality of work and fulfilment of requirement of the organization should be taken into account.
8. The authority if so feels necessary and decide to extend / renew the agreement / appointment can do so on the terms and conditions mutually agreed upon.
9. The organization or the consultant, either of the party can terminate the agreement / appointment with prior notice of one month.
10. Dispute if any arises, anytime can be settled mutually over discussion failing which the decision of the Governing Body of Sabuj Sangha will be final and binding on all.

\_\_\_\_\_END\_\_\_\_\_