# Samaj Pragati Sahayog

## Human Resource Policy

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# 1. About Samaj Pragati Sahayog

Samaj Pragati Sahayog (SPS) is a Voluntary Organization which, over the past 25 years has grown to be one of India's largest grass-roots initiatives for water and livelihood security, working with its partners on a million acres of land across 72 backward districts, mainly in the central Indian Adivasi belt. We take inspiration from the life and work of Baba Amte (our Pramukh Sahayogi) who rejected charity and successfully empowered even the most challenged. SPS is headquartered in a drought-prone, tribal area in the Dewas district of Madhya Pradesh, which typifies the most difficult problems facing the country. We concentrate all our direct interventions in about 260 villages and towns of this area. This work is not so much a model as a living laboratory of learning for others to adapt to their own areas. To facilitate this mutual learning, in 1998 we set up the Baba Amte Centre for People's Empowerment in tribal village Neemkheda, where our watershed work began in the early 1990s.

SPS believes that location-specific watershed development combined with low-cost, low-risk agriculture, other nature-based livelihoods and women-led, institution-centred microfinance, can result in sustained higher incomes and empowered communities. This approach arrests distress migration towards the metros and liberates the rural poor from the clutches of usurious moneylender-traders. Our central mandate is the empowerment of India's most disadvantaged people - women, Adivasis, Dalits and the poor, which we believe contributes to strengthening our fragile democracy at the grass-roots.

## 1.1 Organisational Design and Philosophy

- In organizational design, we take inspiration from the words of Dee Hock, Founder and CEO Emeritus, Visa International, one of the world's largest commercial enterprises, which he describes as a "complex, self-organizing, non-linear, self-governing, adaptive system" (Durrance, 1997). We may not have reached there yet but this best expresses our aspiration.

- At SPS, we believe that the inherent and fundamental limitation of bureaucracy derives from its foundation in the specification of offices: people are responsible only for their own jobs.

- We have, on the other hand, sought to move towards an organization whose master concept is that, "everyone contributes their best for the success of the whole". This is a deeply interactive, consultative organization where consensus is created not merely through acquiescence to authority or rules (as in a bureaucracy) but through institutionalized dialogue (Habermas, 1991).

- Dialogue is defined by the use of influence rather than the exercise of power. The

ability to persuade matters more than the position of power (Parsons, 1969).

- The ability to persuade depends on a number of factors -- knowledge of the issue, commitment to shared goals and proven past effectiveness. Not official position per se. We are inspired here by examples of highly creative corporate giants like 3M, where new recruits are taught to challenge supervisors and are told to learn from tales of innovations that happened in the process (Tetenbaum, 1998).

- This is not, thereby, an egalitarian system. There is a hierarchy but not one embedded in permanent offices. It is, rather, based on the consent and perceptions of other members of the organization.

- Employees at the junior-most (1-3) levels have direct, unmediated access to those at the senior-most levels (5-6).

- We follow the new management ideal that sees the maintenance of "tension within healthy bounds" as the key to any creative and dynamic system (Tetenbaum, 1998).

- Greater emphasis is placed on principles rather than rules, which are the hallmark of a bureaucracy. This encourages flexibility and creativity in response to challenges.

- This does not mean absence of rules but can still create the danger of intentional or unintentional abuse of flexibility. This demands periodic and rigorous reviews and discussions of the principles to be certain that they accurately capture what is needed and have indeed been truly understood and internalized at all levels.

- This can be seen a very specific raison d'etre for the Core Team level, whose primary responsibility it is to initiate reviews and ensure continual dialogue across the organization.

- The regular interface of people across teams also acts as a corrective to possible abuse of flexibility.

- The fluidity of such an organizational structure also demands that decision-making processes must be frequently reconstructed -- they cannot simply be "read" from an organogram. The answer to the question "who to go to?" is decided more by the nature of the problem, less by positions of power. Deciding how to decide or what may be termed "meta-decision-making mechanisms", are evolved through cross-divisional and cross-level committees (inspired by the example of a Shell-Sarnia plant in Canada).

- The functioning of an organization like SPS is summed up in one much-abused word: process. Carefully defined and understood, this has stood the test of time for us, as for so many corporate giants across the world. Our process has 3 essential elements:
  - o Bringing together stakeholders

- o Creating a dialogue

- o Achieving consensus on a path forward

- Each of these is an extremely challenging task but this is what characterizes all of SPS work, internal, as well as external, such as the one followed in our watershed (water use agreements) or SHG work (forming federations), or in the networking with our NGO partners (SVO)

- An effective process ensures the ability to make binding decisions without authority being vested in permanent offices. Rather than evoking the authority of a fixed office or position, it brings together those with knowledge and interest (stake) in a problem, to work out an agreement on the way forward.

- The ultimate decision is one that has high legitimacy and is characterized by great trust and understanding among those involved. The method may involve a committee or a sequence of steps etc. But what we achieve finally are decisions more effectively binding and more deeply internalized than those of a bureaucracy.

- Having practiced this for years, we are fully aware of the difficulties of implementing such a process. It takes a huge initial investment of time and energy. What we have also arrived at is a practical compromise: not every decision needs to go through the entire protocol. In general, it is the most difficult ones (where, for example, there are conflicts to be resolved or disciplinary action to be taken) that mandatorily require going through the full process. What is necessary though is that every decision be made according to the principles that have been developed through such a process. Stakeholders must be able to understand the values being evoked in each case of their immediate concern. Ensuring this is again a key core team role.

- It is also clear that not all people are suited to this kind of challenging work environment. Such employees generally tend to leave fairly rapidly as they desire a context where they can simply follow rules. On the other hand, SPS is an extremely attractive destination for young people seeking a challenging physical and socio-economic environment, as also an organizational structure that demands and enables great initiative from them.

## 1.2 Challenges of Working at SPS

The challenges posed by the context where we work and the unique goals we seek to achieve bear an intimate relationship with the organizational structure deployed by us. The following table explains the rationale for the organizational structure adopted by SPS in terms of the differentia specifications of our context and endeavor.

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| Challenges of SPS Context and Endeavour |
| --- |
| Extremely tough conditions of work. |
| India's most disadvantaged have suffered for long. |
| Enormity of the challenge. |
| Complexity of the challenge requiring diverse knowledges. |
| Rapidly changing context (e.g. globalization) |
| Deep interconnections between different aspects of the challenge. |

| Imperative for Organizational Structure and Employee Attitude and Behavior |
| --- |
| Passionate commitment to the cause and great endurance |
| Ability to innovate new ideas and design creative solutions for an old problem |
| Recognizing the need for partnerships both within and beyond SPS (including other NGOs, government, academics etc). One cannot go it alone. |
| Need to use the knowledge of all employees, irrespective of position in hierarchy (TQM). Overcoming waste of intelligence in bureaucracies. In the words of management guru Tom Davenport, "knowledge is information combined with experience, context, interpretation, and reflection" (Gates, 2005). |
| Non-dogmatic, nimble-footed ability to continuously adapt to fresh challenges. |
| Need for team-work based on an understanding of the various ramifications of this interconnectedness |

Only the kind of post-bureaucratic structure described above would allow all this to become possible. In our context, where all elements of our work (watersheds, SHGs, livelihood programs, right to food, MGNREGA) are so closely interlinked with each other (both in economic and institutional terms), there is no other option for employees across divisions to work in tandem, synergizing respective strengths, all directed to achieving organizational goals. This is especially because our educated professionals from the metros, local educated professionals and village professionals all have such unique insights that they

can greatly benefit by being open to learning from the other, quite irrespective of position in the hierarchy. This also implies that the divisional organograms described earlier must not be seen as watertight silos. Primary responsibilities are specified but work informed by a cross-cutting perspective (of "externalities") across divisions is encouraged and rewarded.

## 1.3 Core Values

- *Compassion*: the central motivation for doing hard work in fairly difficult circumstances

- *Forgiveness*: the key attitude towards those who choose to stand against us in our attempted movement towards greater social (gender, caste, region) and economic equity

- *Humility*: the enduring sense of wonder of an enlightened scientist, always a student, ever-learning, working as a team, building partnerships within SPS and beyond

- *Balance*: the aspiration for greater balance in nature and society and in our own striving

## 1.4 Rationale for this Manual

As SPS grows in terms of the number of people it employs, the number of geographic locations it expands its work in and the number of voluntary organizations it engages with, there has been an increasing need to systematize its human resource management practices. This manual is an attempt to lay the ground rules while chalk things out in black and white, while embracing the greys i.e. to put processes and systems in place without increasing levels of bureaucratization within the organization. The Manual on Human Resources Management is an attempt to maintain a fine balance between rigidity and flexibility, the old and the new, while keeping the core values of SPS as its guiding principles.

In pursuit of its core values of compassion, forgiveness, humility and balance, SPS is committed to maintaining sound systems of human resource management across the organization, with high standards of governance, transparency, accountability, performance management and employee welfare. A step forward in this direction, is the standardization of policies and procedures for reporting, recruitment, induction programmes, internal checks and control, capacity building, performance appraisal, statutory compliances and adherence to labour laws. While some of these policies and practices are already in place, some need to be formalized and effectively disseminated, to ensure their universal implementation. In order to attain excellence in all aspects of human resource management, it is essential that employers and employees at all levels and across locations adhere to the Human Resources Manual in theory and in practice and strive to make it a guiding and evolving document.

In order to meet the organization's evolving structure and growth needs, systems and

processes need to be reviewed and improvised at regular intervals. It is therefore proposed to review and update the Human Resource Manual once in every two years, to ensure that it is a relevant document and is updated keeping in mind the organization's needs from time to time.

# 2. Governance Structure of SPS

## 2.1. Introduction

Samaj Pragati Sahayog (SPS) is a Non-Government Organization registered under the Societies Registration Act, XXI of 1860 at Delhi, vide registration no. S-20730 dated 1st February 1990. It draws inspiration from the life and work of Baba Amte, who is the Pramukh Sahayogi of Samaj Pragati Sahayog.

## 2.2. General Body (GB)

The General Body of SPS comprises all members of SPS. The Memorandum and Association (MoA) and Rules and Regulations (R&R) of specify rules relating to induction and removal of members.

### 2.2.1 Main Responsibilities of the GB

The GB is mandated to discharge the following major responsibilities

1. Approval of annual report and audited accounts

2. Appointment of statutory auditors of SPS

3. Election of the Executive Committee members if their tenure is over or in case of vacancies in the EC

4. Election of President and Treasurer of SPS.

    The tenure of the members, President and Treasurer is for two years and may be renewed by the GB.

### 2.2.2. Powers and Duties of the President

i. The President is the head of SPS. The President has such powers as may be conferred upon her by the Executive Committee.

ii. The President may call or cause the Secretary to call a meeting of the Executive Committee at any time.

iii. Every meeting of the Executive Committee and the General Body shall be presided over by the President and in her absence by the Vice-President, if any and in the absence of either by a chairperson chosen by the members present from among themselves.

### 2.2.3.Powers and Duties of the Treasurer

The Treasurer is responsible for providing financial oversight to SPS. Her mandate is to ensure that proper accounts and other relevant records and annual statements of accounts are

prepared in such form as prescribed by law.

## 2.3 Executive Committee (EC)

Executive Committee of SPS is elected by the General Body from among its members. It should consists of a minimum of 5 and a maximum of 11 members.

The Executive Committee of SPS elects the Secretary of SPS.

### 2.3.1 Powers, Duties and Functions of the EC

The Executive Committee is mandated to carry out the objects of the Association as set forth in the Memorandum of Association of the Society. The EC has control with regard to all matters relating to the management and organization of all the affairs and funds of the Society.

All Office Bearers of the Society except the Secretary derive powers from the conferment of the same on them by the Executive Committee.

The powers of the Executive Committee may be summarized as follows:

1. To make, vary, amend or repeal rules and regulations

2. To pay all expenses incurred in carrying out the objects of the Society

3. To acquire for the Society any property, rights or privileges

4. To invest and deal with monies of the Society

5. To enter into and secure the fulfilment of any contracts or engagements on behalf of the Society

6. and to institute or otherwise take part in any legal proceedings by or against the Society

7. To appoint a Secretary

8. To accept grants or money from the Government and other public bodies, corporations

## 2.4 Powers and Duties of the Secretary

The Secretary of the Society is the Principal of Chief Executive Officer of the Society and exercises all powers of the Executive Committee between meetings of the Executive Committee. In other words the will of the EC is executed through the Secretary of SPS. The Secretary is to report back to the EC on the work done by her.

Thus the Secretary may be seen as a link between the governance and the executive arm of SPS.

Below is a diagrammatic representation of this governance structure.
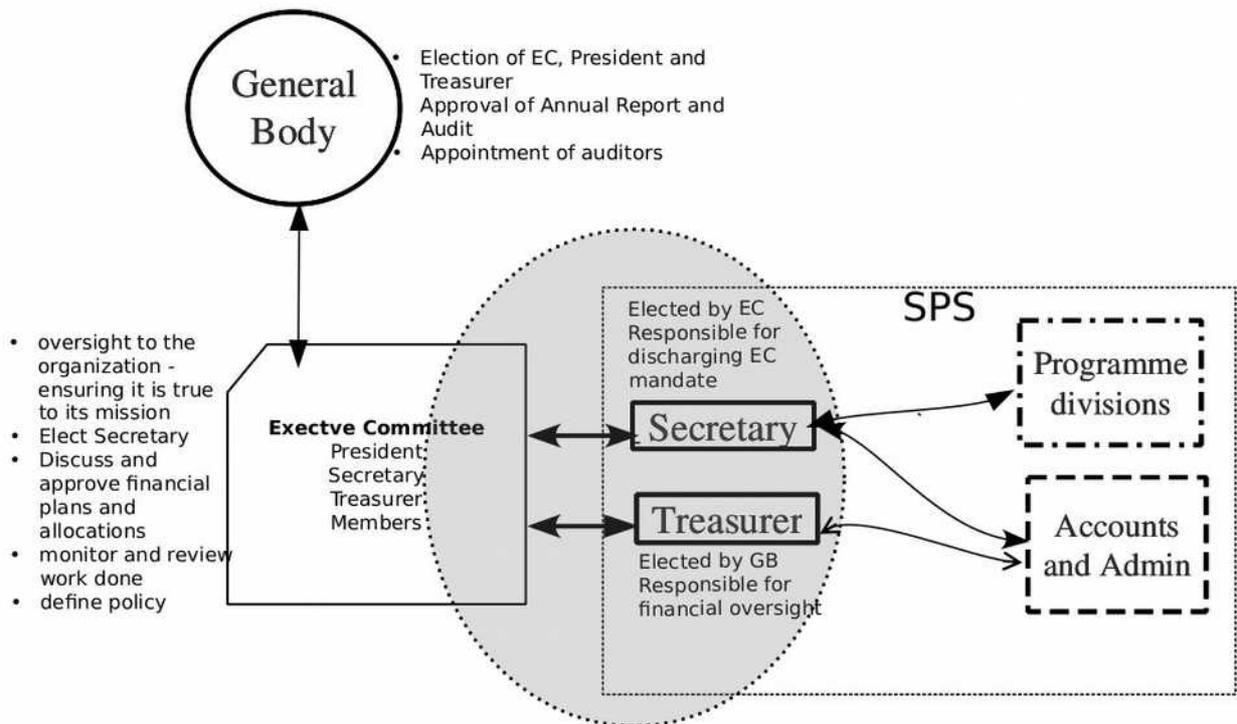


Governance Structure of SPS

# 3. Selection, Recruitment and Termination

## 3.1 Job Openings

Samaj Pragati Sahayog will make all efforts to get the best persons avaialable for the job. The "best" here refers to not only skills but also aptitude, attitude and assessed capability for team work, and the ability to stand true to the vision of SPS as outlined in Chapter 1. This is amongst the most important considerations in defining HR policy for SPS

Job openings will broadly be created through the following channels but could encompass more methods as well, as decided by the Core Team of SPS guided by the Executive Committee:

- advertisement on job sites on the internet for the development sector

- advertisements in newspapers, journals and other print media

- announcements on the SPS website

- announcements through email to email groups or contacts

- campus placement participation

- announcements in the local area for certain posts, where local personnel are to be given preference

- candidates may, regardless of announced jobs, contact SPS expressing their interest to work via email or through the "Contact Us" link at the SPS website

- in certain circumstances, applications for certain posts may also be considered through reference as well. However, in this case too the normal recruitment process described below will need to be followed

## 3.2 Job Announcements

Job postings or announcements, wherever put up, must contain the following *minimum* information:

- exact job title

- job description, stating:

  - the HR level for which the job posting applies

  - the programme division that SPS expects the candidate to work in,

  - the location the candidate is likely to be posted in,

- the minimum educational qualifications expected for the job,

- the nature of work candidate is expected to handle

- benefits, including likely monetary remuneration to be received by candidate

- how to apply (by email/ post etc.)

- documents to be attached (CV, photo, any other testimonials etc.)

- who to apply to

- who to contact on status of interview/employment (after selection process is over)

- cut-off date for receipt of applications. In case sufficient number of applications are not received, or sufficient number of good quality applications are not received, it may be decided by the core team to extend the cut-off date

Applications need to be addressed to the Secretary, SPS. Each job announcement could carry one or more than one job opening if necessary.

## 3.3 Selection Process

1. SPS will form, for each set of job announcements, a recruitment committee, comprising senior core team members and Programmes-in-charge, which will take responsibility for:

- organizing, sorting and filing of applications

- scrutiny and short listing of candidates

- decide on convenient dates for interview/selection tests

- take responsibility for writing to the short listed candidates, inviting them for tests/interview

- carrying out an internet/social media background check on all candidates who have applied as part of due diligence to ascertain whether there is anything which particularly disqualifies the candidate from working at SPS; or for otherwise informing the interview panel on how to structure the interview

- formation of committees for conducting the actual tests and interviews

- making arrangements for the smooth execution of the same

- compiling the final results of the selection process

- preparation of contracts for selected candidates

- intimation to the selected candidates about their selection and the expected date of

joining SPS

- respond to queries from candidates regarding their application status

2. SPS will normally carry out the selection in the following stages:

- screening of candidates, based on the C-Vs, including assessing the fit for the job on the basis of marks, writing ability etc. and any other information which may be gleaned from the application

- Call the candidates for an interview/and or test. This should be done through a formal communication by email or letter, explaining in detail how to reach the test/interview venue

- written/practical tests (technical in case the job opening is of a technical nature; language or computer tests)

- conduct interview

Other methods of assessing candidates may be added as and when the need arises. Each selection committee member will assign marks to each candidate and alternatively provide a short assessment of the candidate in an assessment sheet which will need to be signed by the member of the committee. The assessment sheets will be pooled together obtaining the final grade.

Canidates must provide names of at least two referees who can be contacted, in case necessary for reference on the candidate

## 3.4 Offer of Employment

Once the candidates are selected, the recruitment committee must verify references given by the candidate and if possible, get a written reference on the candiate for the record.

Intimation by way of an Offer of Employment (OOE), will be provided to the candidate of her selection or rejection within a maximum period of 15 days from the interview by email. Each OOE will be accompanied with a contract from SPS, detailing:

- the designation and position for which the candidate has been selected

- the remuneration, including all monetary benefits (specifying base pay, allowances and deductions if any, and the take-home salary)

- details of duties to be undertaken by the candidate

- date from which the contract is effective

The OOE must also specify the date by which the signed copy of the contract must be signed and sent back by the candidate. Failure to send back the contract within the stipulated time

period should be taken as a indication of non-interest in employment and the offer must then be made to the next best candidate. Extensions to this date may only be provided in special circumstances upon request by candidate(s), if judged to be necessary.

## 3.5. Joining

The joining date mentioned in the OOE must be honoured. In case an alternative joining date is requested by the candidate, this may be agreed upon if the grounds for such a request are justified. The same may be communicated to the candidate.

Upon joining, the candidate should present herself to the main Administrative Office at Jatashankar HQ for completion of the following formalities:

1. filling up of bank account opening forms for deposit of salary

2. submission of needed passport size photographs

3. submission of copies of original certificates, marksheets and testimonials

4. addition of email ID of recruit to the SPS google groups for email

## 3.6 Probation and Orientation

SPS will follows a policy of probation for fresh recruits for a period of 3 months. In case the need arises, the period may be extended or otherwise modified. During the probation period, the pay package of the employee will be a lumpsum take-home amount deposited in her bank account every month.

In this probation period, SPS will provide to the fresh recruit an induction training comprising, *inter alia*, of the following topics:

1. SPS vision, objectives

2. SPS values and expectations from new team members

3. Introduction to SPS programmes, with field visits included. For the field visits, the new recruit will be attached to a senior programme team member

4. "SPS Adabnama", or code of conduct for SPS team members

5. SPS policy on Sexual Harassment at the workplace, including contact details of all members of the SH Committee of SPS

6. non-negotiables for SPS which warrant immediate disciplinary action against the concerned employee

7. SPS finance rules and policy

8. SPS leave rules

9. SPS performance assessment methodology

10. SPS locations and SPS programmes, and the concept of location-in-charge (LIC) and Programme-in-charge (PIC)

11. rules for stay at SPS premises (in case the recruit is posted in one of SPS), use of SPS assets

12. rules for Employee Medical Fund, Staff Welfare Fund and Emergency Fund

In case the new employee or SPS or both decide, the contract may be terminated after this period of probation. At SPS, there will be a review of each new recruit's performance, which will inform this decision.

## 3.7 Confirmation

In case the recruit is confirmed after this period of probation, she will be inducted into the professional team.

At the request of the new recruit (especially in case of female employees or recruits), after confirmation, SPS may make provisions for stay of visiting parents at its facilities so as to give desirous parents a chance to see for themselves the living and working conditions of their children

## 3.8 Salary after Confirmation

Upon confirmation, the employee will be entitled to Provident Fund, Gratuity, Boarding and Lodging Allowance, mobility and communications allowance. The salary will be calculated according to the level at which the employee is confirmed and the details of the package will be communicated to the employee. These are explained in greater detail in Chapter 5, Section 5.1.

## 3.9 Termination

Termination of employment may happen due to several factors:

1. the employee herself may wish to change jobs due to a variety of personal reasons.

2. SPS and the employee may both mutually feel that separation is the best course forward, given conditions of work and the employee's track record.

3. Termination of employee's contract may happen as a result of disciplinary action triggered by a reepeated violations of SPS rules and work culture.

4. Termination may take place due to grave misconduct.

In normal cases of separation or termination, a standard one month notice from either side is to be given. This is explicitly mentioned in the SPS work contract. This termination

procedure would normally apply to situations where separation is taking place because of reasons 1 to 3 above

However, cases where grave misconduct is the cause of separation, SPS has the right to summary termination without notice, once an inquiry is conducted. This will be explicitly stated in the work contract signed by the employee at the time of joining.

**Grave misconduct** may be defined as conduct for which SPS has a **zero-tolerance policy**, including but not limited to the following:

1. Financial impropriety, fraud, bribery, misappropriation, embezzlement of funds

2. Sexual harassment, as defined in the SPS Sexual Harassment policy. Such misconduct will be looked into by the Sexual Harassment Complaints Committee of SPS and the decision of the Committee will be binding on SPS

3. Misconduct wherein violence, aggression, rowdyism is indulged in, leading to wilful damage to people of property, whether in SPS or outside

4. Leave without intimation or extending of leave without intimation

5. Any other, which may be added to this list in the future

For misconduct of a lower order, SPS will give a sufficient chance for its team member to improve. SPS will repeatedly counsel the person concerned through an appropriate formal mechanizm if the need arises, to mend his ways. SPS will also involve other team members who are personally close to the person in question or who, in a professional capacity, work closely with him, in the process of changing his attitude.

However, if the misconduct continues, SPS may decide to move towards termination. In this case, one month's notice will be sufficient for termination.

The process for termination will be as follows:

1. For grave misconduct, an inquiry committee will be constituted by the Secretary, in consultation with other Core Team members, with a clear deadline that the committee submits its report within a stipulated time frame. In case of cases of Sexual Harassment, as defined by the SPS Sexual Harassment policy, the matter will be referred to the SH Complaints Committee automatically by theSecretary.

2. The committee will do its work, including background check and giving a chance to representation to the person accused of the grave misconduct

3. SPS, through the Secretary, will act immediately on the report of the committee, in case the committee recommends termination or even stricter action (such as escalating the matter to the polic). In this case, the Secretary will issue a termination notice which will be effective from the date of issue and no notice period is mandated

4. For complaints of a less grave nature, the Secretary will cause a committee to be constituted which will deliberate on the course of action to be followed (described below). This committee too will be expected to submit its report within a stipulated time frame. The committee after verifying the issues, may decide to lay down specific conditions which need to be followed by the person who is facing charges of misconduct, violation of which may lead to termination of contract. The committee may also, under the guidance of the Core Team, act as a mentor to the person concerned, trying to ensure that the person concerned changes.

### 3.9.1 Reporting Serious Misconduct, Fraud, Corruption etc.

SPS is designed to be a flat, non—hierarchical organization. As such, disincentives to reporting of misconduct, fraud due to bureaucratic reporting rigidities, hierarchies etc. are minimized.

However, in order to make it smooth for a complainant to blow the whistle, it is proposed to set up a system for reporting of such misconduct. The whistleblower should submit a written complaint to the Secretary. The Secretary will within 24 hours of receipt of the complaint set up a committee whose members are as follows:

1. one Co-founder

2. One Programme in-charge

3 . One or more location in-charges

The committee must keep the complaint confidential to ensure maximum security to the complainant. It should go into the alleged misconduct and if necessary make visits to the site where the misconduct is supposed to have taken place, talk to other stakeholders and to the person(s) accused of the misconduct as well. It should submit its report to the Secretary within a stipulated time frame (not exceeding 90 days since the receipt of the complaint). The Committee can submit its actionable recommendations prior to submitting the full report. These recommendations need to be acted upon within a fixed time period by the Secretary, not exceeding 7 days.

A sample complaint form is annexed to this document.

## 3.10 Code of Conduct

SPS has worked out a code of conduct for its team members, which is applicable to all team members, regardless of designation or position in the organization. This code, called the *Adabnama*, encompasses different aspects of life in SPS including, though not limited to the following:

1. fundamental values which SPS would like team members to have

2. working with other team members – communication, sharing of information, politeness

3. working with women team members, attending to and understand their needs, ensuring their safety, ensuring their effective participation

4. adabnama for meetings

5. punctuality and regularity at work

6. cleanliness and taking care of belongings, personal and organizational

7. internet and computer usage

The Adabnama is given as Annexure 1 of this document.

## 3.11 Conflict of Interest

Conflict of interest may be defined as a situation wherein someone associated with SPS (whether in the form of an SPS team member or as a member of its governance structure, whether part-time of full-time) is in a perceived or real conflict involving material or non-material gain and wherein the person's interest is in conflict with the interest of the organization.

It is expeced that such situations are brought to the notice of the SPS senior team members immediately so that preventive action may be taken to resolve the conflict. This may normally take the form of recusing from meetings or assignments by SPS team/board members where a decision involving the conflict of interest is likely to occur. In case such a conflict of interest is not pro-actively reported, Secretary, SPS may like to ascertain why this was the case. Appropriate action, if any, may be taken after going into the issue.

Examples where Conflict of Interest may arise are:

- a team member is interviewing candidates for posts at SPS and one of the candidates is a family member

- a team member goes for evaluation of another organization and is a part of the board of that organization, or has a family member in a decision-making capacity in the organization

- a board member recommends a senior consultant for some task and happens to be associated with the consultancy firm in some way.

As stated above, the exact nature of the resolution will depend on the circumstances of the specific case and will therefor vary from case to case. However, SPS team members are expected to proactively declare such situations of conflict or potential conflict so that appropriate resolutions may be found.

## 3.12 Grievance Redress

Grievance may be broadly described as a situation where stress is experienced by a team members in the course of working for SPS leading to a sense of dissatisfaction or disaffection. Such grievance could arise from:

- issues relating to work (timings at work, work profile, resposibilities etc.)

- facilities at work or at place of stay

- interpersonal difficulties relating to other team members

- security, especially in relation to women members

- sexual harrassment

- other issues

It needs to be emphasised here though that grievances related to sexual harassment at the work place form a whole section by themselves and are to be looked at by the Sexual Harassment Complaints Committee. Other grievances are

SPS is committed to providing a means to resolve these issues so that a fulfilling work atmosphere is created for all. For the genuinely committed team member SPS will ensure that all feasible support is provided in order to make for a good work environment. In this context, it is important to remember that grievance reddress delayed is grievance redress denied. Hence SPS remains committed to time bound resolution of such issues.

For the purposes of finding resolutions to grievances of its team members, SPS will set up a Grievance Redress Committee at the organizational level. This committee will comprise of:

1. One Founding Member

2. Two Programme In-charges

3. One Location in-charge

4. One Village Professional

More members should be coopted as necessary. This committee should also have requisite representation of women.

The Grievance Redress committee will look into specific work-related or other issues, grievances and work out a plan of resolution. This plan will be communicated to all stakeholders and will have to be complied with. The Committee will monitor the rollout of the plan.

# 4. Organizational Structure

## 4.1 Programmes and Thematic Areas

SPS work is structured around several distinct but closely related thematic areas. These thematic areas are referred to as programmes. Programmes are aligned with the vision and objectives of SPS. Their implementation details are worked out by Team SPS and ratified by the EC and GB of SPS.

Presently, the following programme divisions exist:

1. Watershed Development

2. Dryland Agriculture

3. SHG and Bank Linkage

4. SHG-based livelihoods

5. Kumbaya

6. Media

7. Right to Food

8. Training, Support and Partnerships

9. Infrastructure Development and Maintenance

To support the above programmes there is Administration and Accounts Division. The administrative headquarters of SPS is located at Jatashankar village, Bagli Tehsil, District Dewas, Madhya Pradesh

## 4.2 Locations

SPS programmes are carried out in "Locations". There are several locations where SPS programmes are being executed. Each location is characterized by a location office and personnel responsible for  carrying out the programmes in that location.

Locations are the locus of (though not all locations comply with this definition) facilitation and development by SPS of SHG-based, women-led people's institutions, which are expected to take the lead in the development of their area.

Programmes are expected to be run in convergent mode in locations. Rather than operating in self-contained silos, programme teams are expected to come together in each location and also across locations so that programmes can be properly planned and executed. It is precisely to discourage departmentalization that the concept of "location" becomes important. Otherwise it would be sufficient to talk of programmes being run in different physical areas.

The following are the major locations of SPS at present:

1. Hatpipliya

2. Bagli

3. Punjapura

4. Kantaphod

5. Kannod

6. Khategaon

7. Dewas

8. Barwah

9. Maheshwar

8. Bhikangaon

10. Udainagar

11. Melghat, Maharashtra

12. Baba Amte Centre for People's Empowerment, Neemkheda

13. Pandutalab

14. Jatashankar

## 4.3 Programmes and Locations

Each programme is headed by a Programme Director, who is a very senior SPS Co-Founder. Each programme further has a Programme in-Charge, whose responsibility it is to oversee the work of the programme across all locations. At each location there is a team comprising senior and junior level professionals and community resource persons.

Exactly how many team members are placed in a location depend on the number and scale of programmes being implemented there. Some locations have a representation of all programmes while others may have only a few. Newly established locations may have only one programme running.

In order to facilitate convergence, each location has a Location in-charge, whose responsibility it is to bring programmes together. Locations in-charge work in close coordination with Progammes in-charge to achieve the goals of SPS interventions.

The Location in-charge is not a post, in the sense of designation, level and career path, but a responsibility which a person is assigned to look after a particular location. However, the person designated to be in-charge of a location must have the requisite seniority and

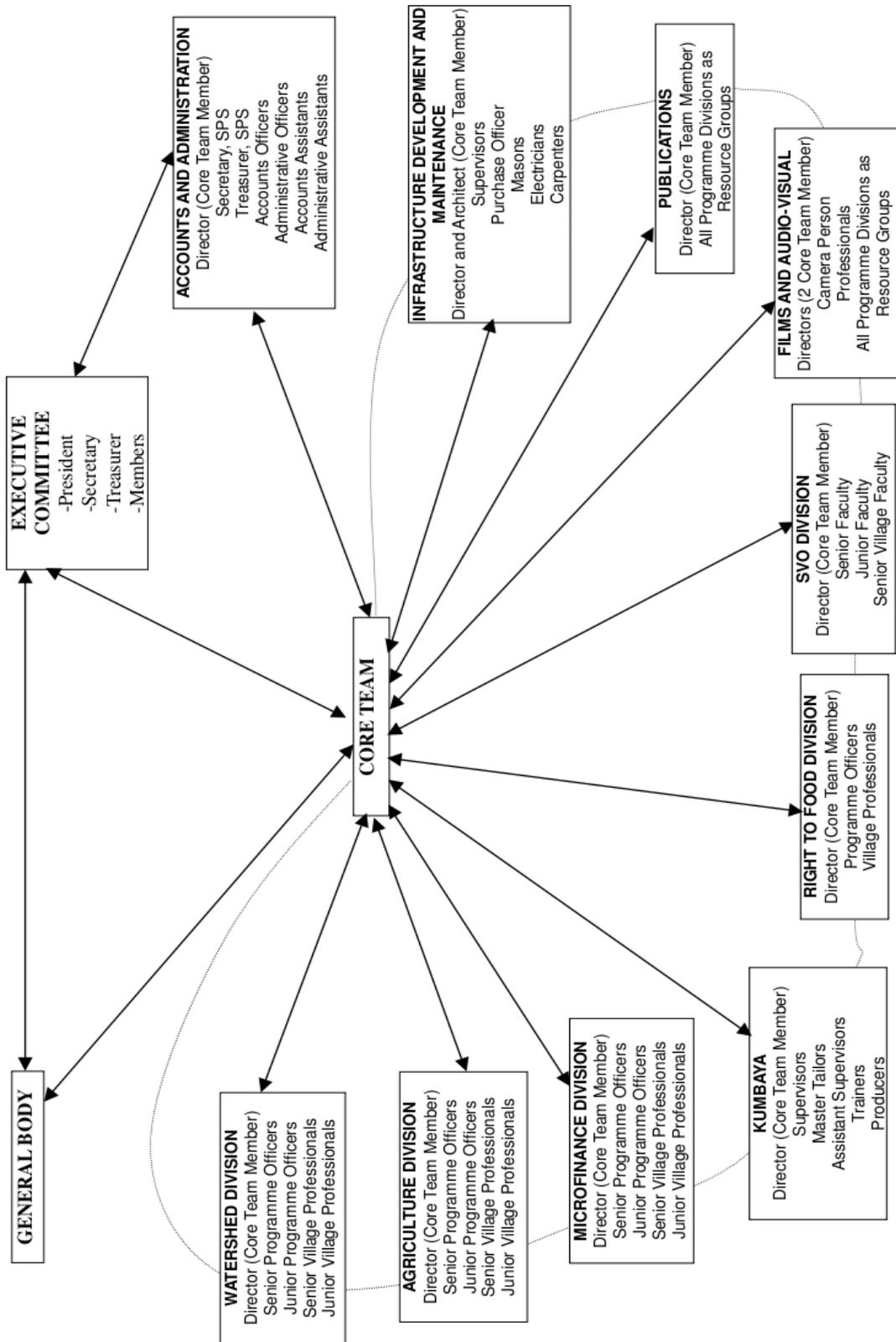capability to lead a location and to give it the necessary

## 4.4 Levels and Reporting Structure

SPS team may be classified into the following levels:

| Level | Description | Appointed by | Reporting To |
|---|---|---|---|
| 1 | Secretary; Programme Directors | Secretary appointed by EC Programme Directors appointed by Secretary as appointing authority | EC, Core Team |
| 2 | Programme in-Charge (PIC) | SPS/ Secretary as appointing authority | Programme Director (PD), Core Team |
| 3 | Senior Program Officer | SPS/ Secretary as appointing authority | PIC, PD |
| 4 | Program Officer | SPS/ Secretary as appointing authority | SPO, PIC, PD |
| 5 | Sr. Community Resource Person | Programme Director and Programme in-Charge | SPO, PIC, PD |
| 6 | Community Resource Person | Programme Director and Programme in-Charge | SPO, PIC, PD |

While the above table indicates "levels" in alignment with standard HR practice, it is important to note that in reality the organizational structure of SPS is flat and non-hierarchical. Hence, the reporting lines are not defined in linear, hierarchical terms. However, there is a delineation of responsibility levels and it would be true to say that the higher the level, the greater is the responsibility towards maintaining the core values and high standards of SPS work and functioning.

The diagram below shows the organizational structure of SPS.

**GENERAL BODY**

**EXECUTIVE COMMITTEE**
-President
-Secretary
-Treasurer
-Members

**CORE TEAM**

**ACCOUNTS AND ADMINISTRATION**
Director (Core Team Member)
Secretary, SPS
Treasurer, SPS
Accounts Officers
Administrative Officers
Accounts Assistants
Administrative Assistants

**INFRASTRUCTURE DEVELOPMENT AND MAINTENANCE**
Director and Architect (Core Team Member)
Supervisors
Purchase Officer
Masons
Electricians
Carpenters

**PUBLICATIONS**
Director (Core Team Member)
All Programme Divisions as Resource Groups

**FILMS AND AUDIO-VISUAL**
Directors (2 Core Team Member)
Camera Person
Professionals
All Programme Divisions as Resource Groups

**SVO DIVISION**
Director (Core Team Member)
Senior Faculty
Junior Faculty
Senior Village Faculty

**RIGHT TO FOOD DIVISION**
Director (Core Team Member)
Programme Officers
Village Professionals

**KUMBAYA**
Director (Core Team Member)
Supervisors
Master Tailors
Assistant Supervisors
Trainers
Producers

**MICROFINANCE DIVISION**
Director (Core Team Member)
Senior Programme Officers
Junior Programme Officers
Senior Village Professionals
Junior Village Professionals

**AGRICULTURE DIVISION**
Director (Core Team Member)
Senior Programme Officers
Junior Programme Officers
Senior Village Professionals
Junior Village Professionals

**WATERSHED DIVISION**
Director (Core Team Member)
Senior Programme Officers
Junior Programme Officers
Senior Village Professionals
Junior Village Professionals

# 4.5 Risk Assessment and Management

There are risks involved in SPS work and these have to be dealt with by its Team. The growth of SPS work carries concomitantly greater risks. The strength of our approach derives from the fact that it builds on the power of partnerships. It achieves scale more rapidly than other approaches and does so without compromising on quality that tends to happen when large bureaucracies attempt work on a large scale. But by the same token there are risks because work is being carried out at a series of levels that involve implementing agencies with varying capabilities and orientation. SPS works with village communities, PRIs, Government, Financial Institutions and so on.

| Risks | Likelihood | Severity | Prevention/Mitigation Strategy |
|---|---|---|---|
| **External** | | | |
| Resistance from vested interests opposed to any change that empowers women/disadvantaged sections such as aboriginal communities, who are the chief beneficiaries of our work. | High | High | 1.The very work of SPS takes care of this problem. As the strength of the people grows, through setting up of strong women-led people's institutions, the threat subsides in the face of the massive popular support the work generates. 2. We have many years of experience handling precisely this kind of dynamic and have invariably seen it to a happy conclusion |
| Resistance from vested interests opposed to the fact that corruption will become more difficult, thanks to the transparent procedures put into place as a direct consequence of our work. | High | High | 1.The very work of SPS takes care of this problem. As the strength of the people grows, through setting up of strong women-led people's institutions, the threat subsides in the face of the massive popular support the work generates. 2. The central and state governments are palpably committed to making NREGA a success and are already supporting and are likely to continue to strongly support our work |
| In the past the major risk factor was the uncertainty of being able to get a commitment from the government | Medium | Medium | 1. The most risk-mitigating new circumstance that completely changes the upcoming scenario for the present project in a favourable manner, is the fact that the commitment to supporting programs generated by the NREGA is now mandated by law and cannot be withdrawn by the government without re-amending the Constitution itself. This is an unprecedented commitment towards the poor in the annals of |

| | | | Indian history. This is the reason why we have hitched the SVO model on to NREGA. This can be regarded as the key element of our risk-management plan<br>2. Strong people's institutions are the only answer which can make government functioning more transparent and accountable. We are setting these up<br>3. We have already built deep relationships with the government (in the training material we have produced and through the work of our national consortium that is very well known, appreciated and has even been financially supported by government) |
|---|---|---|---|
| **Organizational** | | | |
| Problems in recruitment of requisite quality staff | Low | Low | 1.We have received enthusiastic response to our recruitment drive<br>2. SPS clearly appears an attractive destination for professionals in India's development sector as its work and exciting work environment become better known |
| Misconduct, value erosion, financial fraud etc. | Low | Low | The solution to these problems lies in:<br>1. being a vibrant institution which still believes in its core non-negotiables which SPS is<br>2. working closely with the community which keeps an eye on the organization<br>3. strong audit systems which we have developed<br>4. a proper HR framework which values performance and the right attitudes and disincentivises corruption, laziness etc. |
| Leadership fatigue | Low | Low | 1.Careful nurturing and grooming of next leadership tier<br>2. Redefinition of core team roles to focus more on guidance, less on hands-on work over the last 3 years |
| Capacity to handle scale-up | Low | Low | 1.Hiring of requisite professional, administrative and accounts staff<br>2.Opening of offices in more locations are required<br>3. Setting up tighter systems of M&E |

| Implementation | | | |
|---|---|---|---|
| Non-cooperative attitude of PRIs | Medium | Medium | 1.We can mitigate this risk by building strong institutions of the poor which we are doing |

# 5. Emoluments and Benefits

SPS strives to make it worhwhile for its team members to stay in the organization. Apart from offering a professionally rich and rewarding work experience, it also strives to meet the material needs of its team members. However, persons wishing to work with SPS, should seek greater value in non-monetary rewards, since the nature of the employment is not primarily about material gain but about deeper professional satisfaction drawn from service and dedication, in an atmosphere which is full of challenges and where the going is tough. Especially, team members who see themselves as part of SPS in the long run need to go far beyond the normal call of duty in order and to be a repository of SPS core values in order to find themselves in positions of successively higher levels of responsibility.

The monetary benefits to be received received by SPS team members are decided after a comprehensive transparent and 360 degree, participatory evaluation process. The process of evaluation has been arrived at after consultation with SPS team members.

## 5.1 Salary Structure

The table below spells out the components of total salary of an SPS employee once confirmed:

|   | Receipts | Deductions |
|---|----------|------------|
| 1 | Basic Pay | |
| 2 | Board and Lodge Allowance | • Deductions made on the basis of current rates as fixed by SPS for employees staying at SPS premises<br>• No deductions made for employees staying outside of SPS premises |
| 3 | Employees matching contribution to PPF (please also see below) | Employees matching contribution to PPF |
| 4 | Arrears of salary if any | |
| 5 | Contributions to Employees Medical Fund (EMF) | Deductions for the EMF |
| 6 | | Deduction on account of Income Tax, if any |
| 7 | | Deduction on account of Professional Tax, if any |

In addition, it needs to be noted that:

- Employers' contribution to Public Provident Fund will be directly deposited in the employees PPF account is not reflected in the salary slip of the employee

- Employee will be made part of the Group Gratuity Scheme of SPS to be availed of as per rules of SPS

For purposes of deposit of PPF, the employee will be expected to fill up a form at SPS administrative office. Similary for other formalities, the employee will be expected to contact the administrative office. It is the duty of SPS to get the PPF account opened for the employee. Further, SPS will assist the employee in getting the bank account opened for the deposit of salary.

SPS will also enroll the employee as a member of the EMF – a contributory fund managed by SPS employees for grant of partial or full assistance to SPS employees in need for medical exigencies.

The table below gives the salary bands at different levels

| Level | Description | CTC Band |
|-------|-------------|----------|
| 1 | Secretary;<br>Programme Directors | Rs.48,000 and above |
| 2 | Programme in-Charge (PIC) | Rs.35,000 to Rs.46,000 |
| 3 | Senior Program Officer | Rs.25,000 to Rs.35,000 |
| 4 | Program Officer | Rs.15,000 to Rs.25,000 |
| 5 | Sr. Community Resource Person | Rs.10,000 to Rs.15,000 |
| 6 | Community Resource Person | Rs.5,000 to Rs.10,000 |

Note: CTC = Cost to Company

The benefits available for SPS team members who have been confirmed after their initial probation period are described in greater detail below:

1. **Basic Salary**: he current base salary of the level at which the employee is recruited

2. **Board and Lodge Allowance**: given by SPS to all its team members. For team members residing in any of SPS premises and availing of food and hospitality therein, there is a deduction made on account of board and lodge as well. However, for team members not staying in SPS premises, there is no such deduction

3. **Public Provident Fund**: each employee on confirmation, will be helped to open a post office account for the deposit of PPF. 12% of the basic salary of the team member is deposited directly by SPS into this account every month. This is over and above the salary package of the team member. Another 12% of the basic salary is part of the salary package of the employee and is deducted every month as employees' contribution to PPF. A total of 24% of the basic salary of the employee is thus deposited every month into her PPF account.

4. **Group Gratuity Scheme** SPS has an Employee Group Gratuity Scheme with the Life

Insurance Coporation of India. All team members who have been confirmed are automatically made part of this scheme. An annual deposit to this scheme is made by SPS into the Gratuity Account as per calculations made by the LIC. Withdrawals from the Gratuity fund can be made by employees when they leave SPS. However, only those employees who leave SPS after at least 5 years of service can withdraw their gratuity. Those who have worked for less are not entitled to withdraw their gratuity. At the time of withdrawal of gratuity, the amount is calculated roughly as (50% of last drawn gross monthly salary X No. Of years of service at SPS).

5. **Medical Insurance**: All SPS employees are part of medical insurance, which covers for hospitalization and medical emergencies. Funds collected through the Employees Medical Fund (which is a part of the salary package of an employee) are used for this purpose. Persons employed with SPS are made part of this insurance scheme along with their spouse, with the proviso that the children will be insured by the parents. Single persons employed with SPS are insured through SPS contribution. Families working with SPS are enrolled together also encouraged to be part of the insurance scheme

6. **Employees Medical Fund**: In addition to the above, SPS also has a medical fund which is managed by its employees to cater for medical exigencies for those employees who are needy. As a matter of principle, founders of SPS have never drawn upon this fund since its inception more than 10 years ago. The fund is disbursed as a loan to those who are in need. An EMF The decision is taken by a committee called the EMF Committee, made up of SPS team members in its meeting. The Committee deliberates on the various claims that it has received and disburses assistance to the extent that funds are available and in accordance with what in its considered view is needy of assistance.

7. **Mobile Allowance**: Team members are given an allowance for mobile phone expenses while at work. These are as per montly slabs, depending on the nature of work of the particular team member concerned.

8. **Travel:** Travel for work within the area or outside is compensated for by SPS. For travel within the local area, the employee is expected to maintain a log book of the number of kilometres that the vehicle (typicall motorcycle) is driven. On a monthly basis, this is verified and the O&M and petrol/diesel expenses are paid by SPS. For travel outside the normal area of work, actual expenses of travel to the destination and back are provided. An allowance of upto Rs.200 per day for food (covering breakfast and lunch) is permissible for travel in local area (such as Indore, Dewas etc.)

For long distance travel, SPS team members are entitled to travel by train (AC 3 tier). In case they are being invited as resource persons by another institution, and the inviting institution is willing to pay for their air fare, they may travel by air. For board and lodge, team members are paid on actuals.

In case 3rd AC seats are not available, they may take 2nd AC train berths. In case this too is not

available, in special cases, they may be permitted to take $1^{st}$ AC or Air passage. However, this needs approval from the Programme in-Charge and the Program Director.

For board and lodge on outstation travel, the Executive Committee of SPS has, in its meeting of

|  | Class A | Class B | Class C |
|---|---|---|---|
| Lodge | 2000 | 1500 | 1000 |
| Board | 500 | 350 | 250 |

The above are upper limits and payments are to be made on actuals, subject to submission of all necessary documents as specified in the Finance Manual and by the Accounts and Administration Department from time to time.

In the spirit of working for SPS, it is expected that most team members will strive to find the most reasonable accommodation possible in any geographical zone.

Relaxations on the above limits are allowed only on the express approval of the PIC and PD, provided sufficient justification

## 5.2 Increments

Increments at SPS are broken into two:

1. An annual 5% increment over the previous year's basic salary. This happens across the board for all team members

2. An increment of upto 5% based on annual performance appraisal. The annual performance appraisal is carried out for all levels according to a standard procedure (discussed in detail below)

## 5.3 Performance Appraisal

Performance appraisal at SPS follows a two-pronged and 360 degree method. A format (performance appraisal format is annexed as Annexure 2) for performance appraisal has been collectively prepared at SPS after due deliberation and inputs from all team members.

The format has two parts:

1. Self-appraisal format

2. Peer appraisal format

The self appraisal format has questions which the person to be evaluated has to fill up himself. The peer format is to be filled up by a 3 member committee, comprising:

1. a person senior to the person being evaluated

2. a person junior to the person being evaluated

3. location in-charge. If the location in-charge is of the same programme, then another programme coordinator may be called in to the committee.

- The self-appraisal format is to be filled up on a 6-monthly basis. In addition, each person also has to fill up a monthly report which spells out work achieved in the current month and that planned for the coming month.

- The peer appraisal committee looks at both the filled up self-appraisal form and the monthly report when it assesses a team member.

- The appraisal results in a score which determines seeks to give a quantitative measure of the performance of the team member concerned.

- The appraisal process has both quantitative and qualitative parameters against which the person is assessed.

- The formats are programme-specific.

- The objective criteria listed out in the format should normally be self-explanatory and serve as transparent criteria for a particular assessment. The 360 degree peer review process further ensures that there is a collective responsibilty in the evaluation. If there is still a grievance about the particular evaluation result, the person may approach the Programme in-charge or the Programme Director.

## 5.4 Upper Limit to Salary

In order to remain rooted to the ideals with which SPS has been established, while at the same time understanding the need for its team members to have a decent livelihood support for walking the path less traversed, it is proposed that salary increments have an upper cap, beyond which they will not increase. Such a cap will also help other team members to receive a greater benefit and will also lead the organization to a greater equity via convergence of gross emoluments. It is our belief that very wide inequities in emoluments between different levels is unhealthy.

This cap is proposed at Rs.75,000 per month (gross). Persons reaching this emolument figure will agree to forsake further increments.

Further, this cap will remain effective for a period of ten (10) years from this date, when the present HR manual comes into effect.

## 5.5 Retirement

In order to give fresh talent a chance, and also in order to facilitate induction and growth of

other team members, it is also necessary to fix a retirement age for SPS team members. This retirement age is fixed at 65 years.

However, given that age and exprience are also important for carrying out the programmes that SPS is engaged in, in exceptional circumstances, persons above the age of 65 years, may be enaged as consultants or advisors to SPS. In such cases, SPS will pay these persons on a lumpsum basis, and the emoluments will not be broken down into different components (such as PF, boarding and lodging etc.). The benefits accruing to such persons may be decided on:

- the nature of the assignment

- the current market rates for such assignments

- level of seniority and experience of the person concerned

## 5.6 Facilities

All SPS offices and work locations are equipped with internet connections, computers, printers and other necessary equipment. Where feasible, broadband connections are made available, even though the physical terrain is forbidding and sometimes, it has been extremely difficult, if not altogether impossible, to extend such facilities. Team members are expected to use the internet facilities for making their time spent at work more productive. SPS campuses are equipped with furntiture and fixtures, generators, electricity connections, water heaters for use in the winter, coolers, fans etc. Use of all facilities is subject to the code of conduct as specified in the *Adabnama*.

## 5.7 Women Team Members

SPS would like to encourage female members of its team to stay with the organization and have a fulfilling work environment. One of the ways of achieving this is to actively look for female workers to be part of the team. In addition, SPS has a policy of Sexual Harassment at Workplace (See Annexure 3) and a committee in place to look into complaints of sexual harassment and to enable women team members to feel more confident. It is also in the process of institutionalizing a system wherein in any of its locations, at least two women team members are posted, i.e., no woman team member is posted in a location alone. Efforts are also made to sensitize male members towards their female colleagues in order to create a better working environment.

## 5.8 Staff Welfare Fund

The Staff Welfare Fund (SWF) has been set up by SPS for those senior staff members who have dedicated years of their lives to the growth of SPS and sacrificed career opportunities. They have, in doing so, had to choose commitment to the organization many times over the well-being of their families. The purpose of the Staff Welfare Fund is to

provide financial support to such team members at critical times so that they can fulfill their responsibilities towards their families.

The primary purpose of the SWF is to provide loans towards the educational advancement of the children of senior staff members. By opting to work in a backward area, staff members face the dilemma of disadvantaging their children by depriving them of a chance to study in good schools. Since the quality and standard of education in our area is poor, team members have to consider sending them to schools in urban areas. The situation confronting them is either unaffordable expense or a change of career. The SWF will provide loans to enable staff members to seek admission for their children in good schools with residential facilities.

The SWF shall also be used for providing immediate interest free loans in the case of medical emergencies of staff members, their spouse, children and parents (if they are dependent on the staff member). SPS already provides medical insurance cover to its staff.

Staff members should have a minimum of 7 years of service to avail of loans from the SWF.

As a matter of policy, Co-Founders of Samaj Pragati Sahayog namely,  Mridula Banerji, Debashis Banerji, Mihir Shah, Pramathesh Ambasta, Jyotsna Jain, P.S. Vijayshankar, Rangu Rao, Nivedita Banerji, Pinky Brahma Choudhury and Shobhit Jain, will not take any benefit from the SWF.

A Staff Welfare Fund Committee will be set up to deliberate on applications for use of funds from the SWF and to decide whether to sanction the benefit or not on a case by case basis.

Details of the SWF are placed at **Annexure 4**

# 6. Leave Policy

For 25 years, SPS has been governed by the idea that people will work 24*7 365 days a year dedicated to the work of SPS and SPS will, in turn, always adjust to the requirements of its team in taking leave from work. The system worked very well for many years. However, as the team size has grown, instances have come to notice, where some members have misused this open, flexible system. It has also been observed that some senior members of SPS do not take any leave at all, thereby neglecting their personal well-being and their family life

Hence a new leave policy is now in effect:
1. All SPS team members will be entitled to 90 days leave every year. Everyone has to take 75 days leave
2. This will be inclusive of Sundays and all gazetted holidays
3. Leave on all days, other than Sundays and gazetted holidays, can be taken only with the permission of the program-in-charge (PIC) and with due intimation to the location-in-charge (LIC). While seeking leave, every effort needs to be made to ensure that SPS work does not suffer and other team members are duly making up for your absence. Leave will be granted only when this is done/is possible and work does not suffer through absence
4. A written application for leave will need to be made to the PIC at least one week in advance and the PICs need to convey their written permission/rejection within 3 days, with intimation to the LIC. All of this is preferably done over email

5. PICs will try, as far as feasible, to specially accommodate the needs of women for leave on at least one weekend (Saturday-Sunday) per month. These leaves will be included in the overall count of 90
6. At a stretch, not more than 30 days leave will be given

7. In the first 6 months of working at SPS, not more than 30 days leave can be taken
8. All Sundays and gazetted holidays will be regarded as holidays. Exceptions can, however, be made. This can be either done by the PIC or the person who wishes to work on the Sunday or gazetted holiday, who will need to state the reasons why s/he needs to do so. There are many situations in SPS work that this can happen: a Kumbaya exhibition deadline, a watershed transect walk fixed on a Sunday, an SHG meeting fixed on a Sunday as it suits the village people/women, Gram Sabha meeting on 26th January etc. The Sundays and/or gazetted holidays on which a person works will be added to the number of leaves the person is eligible to in a year.
9. Every LIC will need to keep track of leaves taken by each Team SPS member in the location. The Attendance Register will double up as a Leave Register. But 'L' will be marked in the Register only when leave has been taken after due process. 'P' will be marked in the Register on Sundays/ gazetted holidays only when permission to work has been taken after due process.

10. To sum up:

- If a team members wants to take leave on days other than Sundays or gazetted holidays, she will have to apply for leave so as to ensure this fact is duly recorded in the Attendance/ Leave Register

- If the team members wants to work on Sundays or gazetted holidays, she will need to apply for permission to work so as to ensure this fact is duly recorded in the Attendance/ Leave Register

11. Leave taken or attendance recorded without due process will be viewed with concern, will not be paid for and repeated offence will lead to the issue of a show-cause notice that could even culminate in termination of service of either the employee/LIC/PIC
12. In addition to the above, leave will be given by the PIC in case of emergencies. This includes medical leave for personal or medical needs of immediate family. Such leaves will be marked 'E' in the register

13. PICs will apply for leave to Programme Directors

14. There is no concept of leave without pay

15. The attendance/leave register will have entries marked

- P (Present in office or field or on tour for SPS work),

- L (authorized leave),

- E (emergency leave) or

- A (unauthorised leave).

The last entry will be a matter of grave concern and liable to action as specified in point 11 above

16. LICs will ensure that a copy of the register is scanned and sent on email every month to SPS HQ and also kept in the google drive folder in their locations

17. Maternity/paternity leave rules need to be separately formulated

18. Study leave rules need to be separately formulated

# Annexure 1: Adabnama

This adabnama is a collection of thoughts to guide us in creating an atmosphere of trust and caring through our behavior. Adab refers to humaneness, courtesy, etiquette, reverence, respect, ethics, dignity, appropriateness by our actions, attitude, and words.

The fundamental values and principles of SPS - Integrity, Commitment, Hard Work, Humility, Compassion, Forgiveness, Mindfulness, and Non Discrimination seek to illumine the path of Adab, particularly in the challenging context in which SPS works.

In this endeavor it is important to help each other practice these universal principles.

The Adabnama is as follows, without any order because there is no sequence in goodness, and can be added to infinitely:

1. Honor our diversity and celebrate our interconnectedness by respecting and valuing each others uniqueness, distinctiveness, specialness - of culture, religion, gender, ability, colour, background
2. Greet happily, acknowledging every one's presence - especially in a gathering (sometimes women, village people, senior citizens, juniors, shy people get neglected). Smile at people and greet.
3. Introduce all members warmly, especially members of the village community, women, senior citizens, new recruits etc, to visitors, or to each other even amongst ourselves, for those who may not have met each other before, in a proper manner. Say their name, what do they do, who they are (maybe designation or reference to the seniority or newness). Introducing people is an art and an opportunity to express your regard for the other.
4. Be the first one to reach out by being loving, caring, friendly, kind, forgiving or nice towards everyone, regardless of who they are
5. Be warm, polite and helpful towards people who visit from outside so that they do not feel unwelcome and we inadvertently do not insult them in any way
6. Be nice to people for no reason at all

7. Be aware, alert and mindful of others around us, to their presence and their needs. In practice this can mean, for example, remembering to offer chairs to others, hold the door open, give a hand when someone is carrying heavy loads, offer water, food, show the rest room, make physical space (in a crowded room or while sitting in a car), notice their emotional and physical state; leave the office, or table, or utensil, or bathroom clean for the next person, try not to block entrances with shoes for people to trip over, park vehicles to one side, switch lights & fans on or off as required, do not disturb others by speaking loudly, refrain from being inattentive or disrespectful by answering mobiles and sms's during a conversation or meeting, excuse yourself from a conversation or meeting if it is unavoidable, and so on.

8. Speak in a common language so that every one can understand and participate

9. Do not interrupt others or finish their sentences – this tendency (particularly common in everyone) encourages both parties to speed up their speech and their thinking. This in turn, makes both people nervous, irritable and annoyed. It is also the cause of many arguments because if there is one thing almost everyone resents it is someone who doesn't listen to what they are saying. And how can one listen to what someone is saying when you are speaking for that person. Interrupting others is usually an innocent habit, that has become invisible to us. People feel much more relaxed when they feel they are listened to and everyone then can enjoy the conversation.

10. Facilitate discussion rather than dominating it by making one's view prevail, give others a chance to speak.

11. Have an enabling environment so that even those who are diffident can put forward their views – we need to think from before about how to do this – it could be by referring to something we know they experience or feel, or by asking them to prepare points they would like discussed, or by helping them articulate their points and so on. Also by simply dropping one's own intimidating or combative behavior.

12. Try not to undermine or alienate others by cliquish behavior or speech - for instance, exchanging glances and laughing when someone is speaking in a gathering, excluding or offending people in other ways – by making faces or annoying gestures, private jokes and comments, or by addressing only a few people in meetings, or by not paying attention when others are speaking

13. Share information and knowledge, about achievements and disappointments,

situations, events, conflicts – so as to include others, inviting their participation, advice, support, well wishes, wisdom

14. Be consultative - for problem sharing and problem solving. Being consultative is an act that embraces others, deepens togetherness, is inclusive and should be practiced because more minds are better than one

15. Respond in time to a request, sms, email, missed call etc, even if it is just to apologize and just to say that it will take you time to respond

16. Giving work to others should be in the manner of a request rather than an order

17. Being aware of one's body language – for example, sitting posture in public should be attentive, and courteous. Many people are unaware of what they communicate by their body language. Sometimes the way we sit or stand or fidget could communicate casualness, overconfidence, hostility, disinterest, resentment, exclusion, blocking out

18. Be attentive to what is happening now – in meetings or conversations or when visitors come or when working or eating with others. Try to be focused in the moment rather than being preoccupied or distracted. The greatest gift you could give to another is the warmth of your attention

19. It may not be possible to agree with people all the time but it important to respect what they are saying and trying

20. Listen to the other first, deeply and genuinely

21. Seek first to understand, then to be understood

22. Understand separate realities

23. Search for a grain of truth in others opinions

24. Confront gently with the intention of helping, solving, arriving at a consensus

25. Recover quickly from a disagreement, argument, unpleasant interaction आज जो हुआ उसे भूलकर आगे की सोचो और आगे बड़ो. कल ek नया din है. जब मिलो तो लगे कल कुछ भी नही हुआ tha

26. Be aware of your moods so as not to impose them on others and practice ignoring your negative thoughts

27. Walk into a situation with an open mind

28. Put your mind in neutral

29. Let others have the glory

30. Neki kar kuen mey daal

31. Remember to say thank you

32. Remembering to express appreciation

33. Punctuality – coming for meetings, appointments, and work on time

34. Don't talk about people behind their backs – it leads to a low trust environment. Try to talk one on one.

35. Don't blame others

36. Spend 10 minutes a day reflecting on what could have been done by you better

37. Be aware of what you don't know and what you are not good at so as to learn and become more capable and competent

38. Take care of and brighten up common spaces – offices, desks, chairs, bookshelves, almirahs, filing cabinets, storage spaces, equipment, staircases, books, grounds, sports equipment – cleaning, tidying, organizing, securing, repairing - because all these belong to you and everyone else and because one should be grateful for these facilities that help us work

39. When in doubt about who should do this job, go ahead and do it yourself

40. Be grateful when you are feeling good, feel graceful when feeling bad

41. Drive carefully, non aggressively, safely with awareness of the passengers with you

42. Don't blow things out of proportion, don't take yourself too seriously, lighten up

43. Remember that you become what you practice the most

44. Don't take things personally – a problem, criticism, or failure. Before becoming defensive take note of what is being said

45. When speaking, consciously try to choose words that are enabling rather than negative, that inspire positivity. Avoid words that are hurtful. Words can change your brain and the right words spoken in the right way can generate mutual rapport with others. The right words can enable co-operation while the wrong words can generate conflict in less than a second.

46. Marvel at and be grateful for how often things go right

47. Make the effort to build relationships

48. Do not discredit yourself by expressing things when you are stressed, angry, or very tense. Wait for a time when you are confident of being reasonable.

49. Do not use abusive language – swearing, angry, insulting, violent, unkind words

50. Do not indulge in substance abuse

51. Our behavior towards others should be what we would expect from others for ourselves

52. Become trustworthy. A person on whom people can rely upon or have faith in - both in the personal and professional sense. Trustworthiness is born out of personal integrity and competence. It means to be reliable, dependable, responsible, and competent (good at doing things) with the requisite skills and knowledge to accomplish any task, goal, or objective. People should be able to feel reassured that you will be able to do the job or get it done well.

53. Contribute towards an atmosphere of oneness and solidarity. Check divisive behavior from creeping in unknowingly. Like making comparisons, talking about field versus office, technical versus general, rural versus urban, senior versus junior, men versus women, one prgramme  versus the other – these fragment reality and create unnecessary partitions and anatgonism.

54. जब भी हम किसी से बात करे तो ध्यान रखे की उसको कितना समझ में आ रहा है

55. किसी की गलती को भी अगर सही तरीके से बताया जाये तो अगली बार गलती का या विरोध की गुंजाइस कम होगी ।

56. हर समय कोई भी काम करे तो पूरी ईमानदारी, निष्ठां और जूनून के साथ करे चाहे परिवार हो, नौकरी, सामाजिक गतिविधि, धार्मिक गतिविधि हो क्योकि पुरे मन से किया गया काम कम समय और सरल, सुंदर स्पष्ट होता है

57. अपने सहयोगी के जीवन की हर गतिविधि में ध्यान रखना, की वह क्या सही कर रहा है और क्या उसके लिए गलत है क्या हमारी एक सलाह से उसके जीवन में या काम पर प्रभाव हो सकते है

58. और यदि सहकर्मी नहीं चाहता है कि आप उसकी निजी ज़िन्दगी में हस्तक्षेप करें तो कुछ बातो में हमें नहीं करना चाहिए

59. अपनी गलती बताने पर स्वीकारना की हमसे यह गलती हुई है. और इस का सही उपाय बताने वाले को धन्यवाद कहना, जिससे की आगे भी वो व्यक्ति आपके सुधर में आपके लिए हमेशा आपका साथ दे.

60. आप अगर किसी ko समझाईस दे रहे हो तब आपके चेहरे के भाव अन्य व्यक्ति को सरल लगे. तो यह प्रयास आपके लिए और सामने वाले व्यक्ति के लिए भी उपयुक्त हो सकते है. अन्यथा गलत प्रभाव भी हो सकते है

*Adabnama towards Senior Citizens*

Be respectful, seek their blessings, serve them, attend to their needs, be caring. Being observant about their little little needs and helping out without having to be asked. For

example, receiving them with respect on their arrival, helping them get in and out of a vehicle, holding a door open, negotiating stairs or difficult terrain, offering water, getting a chair, noticing their vulnerabilities without having to be told.

*Adabnama in Meetings*

Have an agenda, be on time, prepare your points from before, allow others to speak, take notes, be solution oriented, keep the meeting within the time limits

*Adabnama on Gender*

Being aware of the needs of women, at work and also during field visits and travel - ensure safety, convenience, hospitality, behave responsibly and with dignity, be caring about the need for privacy, be responsive, aware and concerned about their special needs, and enable mobility

**महिला कार्यकर्ताओं का ध्यान रखना**– यदि हो सके तो फिल्ड में महिला कार्यकर्ताओं के लिए सुविधाजनक व्यवस्था बनाए रखना। साथी महिला कार्यकर्ताओं के साथ सम्मान और सहयोग की भावना बनाए रखना चाहिए। उन्हे एक स्वस्थ वातावरण कार्यालय में दिया जाना चाहिए। हमे छोटी–छोटी बातो का कार्यलय में ध्यान रखना चाहिए जैसे– संस्था के किसी भी कार्यलय में कोई भी व्यक्ति विशेषकर महिलाए आती हैं तो उनको सम्मान पूर्वक बैठाना चाहिए, पानी को पूछना चाहिए उसके बाद वे किस कार्यकर्ता से मिलने किस काम के लिए आई हैं जानकारी ले कर उनकी मदद करनी चाहिए। महिलाओं के सामने हमारा बैठने का तरिका सही होना चहिए।

*Adabnama of Cleanliness*

Cleanliness is an expression of caring and gratitude - towards people and material things, both have been gifted to us. From personal hygiene, to the way we cook, use common areas and articles, discard things we have to be conscious of it's impact on others. For example, we should be particular about leaving bathrooms clean, with water stored if required, with soap and a waste basket; especially when a large number of people are going to be using it, the bathroom should be cleaned frequently; to prevent infections from spreading wash hands frequently, cover you mouth and nose while coughing or sneezing, use spoons and ladles while serving food, do not go bare feet into the bathroom, a separate pair of slippers should be kept outside all bathrooms, and so on.

*Adabnama towards Newcomers*

Welcome them, take care of them, empower them, help them, devolve responsibility, enable learning, transfer skills to them, remember to introduce them to everyone in the organization either personally, or by email, build their capabilities and their confidence. Be open to learning from them as well

*Adabnama of Emails*

Try to write clearly, correctly, briefly, politely. Remember to copy to relevant colleagues, remember to do 'reply all' when others are copied onto an email, remember to forward pertinent emails to concerned people. Learn to use BCC effectively. Respond in time to emails. Refrain from personal attacks and airing conflict or unnecessary discord on group emails.

*Adabnama on Competence*

Competence is a set of skills that are required to do a job effectively and well. This is a constant responsibility as well as a continuous learning process. It means to improve our capabilities, acquire new skills, enhance our knowledge. For example, communicating well, learning to speak lucidly and get over our nervousness when speaking publicly, practicing writing skills in Hindi and English, acquiring better computer skills (particularly to reduce cognitive strain - formating documents, checking for errors, how to use and present excel sheets or tables, report writing etc, using printers economically), handling equipment, communicating well to facilitate a close working relationship between people or organizations

*Adabnama during Emergencies*

Consult and act quickly, but without losing your head. Conserve energies for the long haul by rotating duties, eating frequently to keep glucose levels up. Do not hesitate to ask for help. Plan properly, involve others, keep the team informed, designate a point person, have a system of follow-up, keep track of the well being of your team members

*Adabnama on Differently Abled* – to be written

*Adabnama towards the Bureaucracy and People's Representatives* – will be discussed in class

*Adabnama for Internet*

1. Net facilities at SPS are provided mainly for aiding and improving the work of our organization. As such misuse of internet time and bandwidth for personal/social purposes should not take place (remember that in several organizations and companies, such usage is totally not permitted)

2. Never visit any site which has objectionable content. This means:
   61. pornographic sites or sites with explicit content
   62. gender-biased or abusive sites
   63. sectarian sites spreading disharmony against particular religions, race, caste, community, etc.
   64. sites which pander to extremism and spreading/upholding hatred or violence against other communities, social groups, countries, governments

3. If you are present on Facebook, Google Plus, Twitter or other social networking sites, please remember that you are a part of SPS. As such never take part in circles or discussions which can be called "objectionable" in the sense of Section 2 above

4. Please remember that while associated with SPS, taking part in party-politics or discussions on it in social networking sites is not allowed. Please refrain from "liking" contemporary political parties or leaders, or being part of their following or commenting on parties and debating on them.

(what about signature campaigns, petitions etc.?)

5. Always also remember that what you say on these sites is also a reflection on SPS. So for instance are you stating something which is gender-insensitive (for example). Or are you expressing yourself in ways which are hurtful to the very principles on which SPS stands?

6. Obviously, internet sites are not places for airing your views, grievances on SPS or its internal matters, functioning etc. These are for internal discussions in appropriate fora within SPS so that resolutions may be found

7. On email, please remember the following:
   • always use email to share professional information with other colleagues and ensure that your team members are not left out of the loop w.r.t any important professional matter which involves them.
   • Only use one-to-one correspondence in case a pressing matter needs to be discussed in a smaller group out of respect to other people's feeling
   • do not use impolite, sharp, abusive or inflammatory language which is disrespectful to your colleagues, especially women colleagues
   • do not use language which is disrespectful to communities, castes, religions, races, ethnic groups, gender etc.
   • Try to write clearly, making separate points for readability and clarity
   • do not keep flooding mailing groups or colleague's email boxes with a spate of emails.
   • In general, remember that email is about finding solutions rather than airing

complaints against the "system" or other "wrongdoers" in your midst

# Annexure 2: Performance Appraisal Formats

## मूल्यांकन हेतु दिशा निर्देश:

1. यह मूल्यांकन सारे प्रोफेशनल, सीनियर प्रोफेशनल, सीनियर मितान व्यक्तियों के लिए ही होगा.
2. सारे प्रोफेश्नल अपने रिपोर्टिंग ऑफिसर/ लोकेशन प्रभारी को *हर महीने रिपोर्ट* देंगे जिसके आधार पर मूल्यांकन फॉर्मेट भरा जाएगा.
3. मूल्यांकन की प्रक्रिया *हर 6 महीने में* की जाएगी व फॉर्मेट भी हर 6 महीने में भरा जाएगा.
4. मूल्यांकन निम्न व्यक्तियों द्वारा किया जाएगा:
   a. स्वयं
   b. मूल्यांकन समिति
      i. जिसे आप मूल्यांकित करते हैं
      ii. जिसको आप रिपोर्ट करते हैं
      iii. लोकेशन प्रभारी
      iv. यदि लोकेशन प्रभारी आपके ही कार्यक्रम के हैं, तो अन्य कार्यक्रम संयोजक
5. स्वयं के व मूल्यांकन समिति द्वारा दिए गए अंकों का औसत मूल्यांकित व्यक्ति का अंतिम स्कोर माना जाएगा.
6. मूल्यांकन समिति में मूल्यांकित होने वाले व्यक्ति के पति/पत्नी/बॉयफ्रेंड/गर्लफ्रेंड/अन्य रिश्तेदार नहीं हो सकते हैं.
7. मूल्यांकन समिति में "*कम से कम*" एक महिला का होना अनिवार्य है.
8. जो व्यक्ति किसी लोकेशन में रह कर कार्य नहीं करते हैं (या कई लोकेशनों में कार्य करते हैं), उनका मूल्यांकन *अलग प्रक्रिया* से किया जाएगा.
9. कुल प्राप्तांक को *राउंड ऑफ* कर कलर कोडिंग की जाएगी उदाहरण के लिए 3.50 से 3.99 को 4 माना जाए एवं 3.01 से 3.49 को 3 माना जाए.
10. किसी भी व्यक्ति को 0 या 5 विशिष्ट परिस्थितियों में ही दिए जाएँ.
11. द्वितीय भाग के सभी बिन्दुओ को *विस्तृत रूप* में भरना है कोई शॉर्टकट न लगाया जाए.
12. द्वितीय भाग के मूल्यांकन के दौरान ये सुनिश्चित हो की मार्किंग के *पर्याप्त आधार* मूल्यांकन कर्ता टीम के पास उप्लब्ध हो.
13. द्वितीय भाग के सभी बिन्दुओ की मार्किंग मूल्यांकित व्यक्ति या मूल्यांकन कर्ता टीम के *आपसी विचार* एवं विवेक पर निर्भर करेगी.
14. मूल्यांकन पूर्ण होने के बाद संस्था के मूल्यों की अवमानना करने पर अथवा वित्तीय अनियमितता पाए जाने पर व्यक्ति को उक्त मूल्यांकन का लाभ नहीं प्राप्त होगा व *तत्काल प्रभाव* से अनुशासनात्मक कार्यवाही की जाएगी.
15. यह फॉर्मेट भरे जाने के बाद मूल्यांकित व्यक्ति व मूल्यांकन समिति साथ में बैठ कर मूल्यांकन के परिणामों पर चर्चा करेंगे ताकि आपसी व कार्य सम्बन्धी मुद्दों को सुलझाया जा सके व बेहतर वातावरण का निर्माण किया जा सके.

| मूल्यांकन की दिनांक / / स्वयं / सहभागी | मूल्यांकित व्यक्ति: |
|---|---|
| | मूल्यांकन करने वाले व्यक्ति : 1.      2.      3. <br><br> कार्यक्रम: <br> पद : <br> मूल्यांकन की अवधि: जनवरी 2015 (महीना व साल) से जून 2015 (महीना व साल) तक |
| **5 उत्कृष्ट** <br> (हरा) | कार्य निरंतर रूप से उत्कृष्ट है व पद की ज़रूरतों से आगे है. (100% +) |
| **4 अच्छा** <br> (नीला) | कार्य द्वारा पद की ज़रूरतों को निरंतर स्वयं आसानी से पूर्ण किया जा रहा है. (80-99%) |
| **3 संतोषजनक** <br> (सफ़ेद) | कार्य द्वारा पद की ज़रूरतों को मुश्किल से पूर्ण किया जा रहा है, या दूसरों की मदद लेनी पड़ रही है. (60-79%) |
| **2 सुधार की गुंजाईश** <br> (पीला) | कार्य द्वारा कुछ ही जिम्मेदारियों की पूर्ति हो पा रही है. (40-59%) |
| **1 असंतोषजनक** <br> (काला) | पदानुसार कार्यों द्वारा न्यूनतम आवश्यकताओं की पूर्ति भी नहीं हो पा रही है; व्यक्ति के पास आवश्यक हुनर नहीं है अथवा वह आवश्यक हुनरों व संसाधनों का इस्तेमाल नहीं कर पा रहा/रही है. (20-39%) |
| **0 सेवानिवृत्त** <br> (लाल) | संस्था के आदर्शों या नियमों का पालन नहीं करने के कारण सेवानिवृत्ति के योग्य. (0-19%) |

= [      +      ] / 2

=

टिपण्णी:-

**1. Quantitative aspects of responsibilities** जिम्मेदारियों के कार्य सम्बन्धी पहलु

*मूल्यांकन अवधि के लिए जिम्मेदारियां हर व्यक्ति द्वारा पहले से भरी जाएगी.  मूल्यांकन अवधि के दौरान अन्य लक्ष्य जुड़ने पर स्वयं भरें.*

| जिम्मेदारियों का विवरण | लक्ष्य की प्राप्ति | कार्य की गुणवत्ता | औसत प्राप्त अंक |
|---|---|---|---|

**ज़िम्मेदारी 1 : समूह विकास की स्थिति**

| मानदंड | लक्ष्य/अपेक्षित | प्राप्त/टिपण्णी |
|---|---|---|
| समूह गठन | | |
| सदस्य संख्या | | |
| नियमित (कोरम सहित) समूह बैठक | | |
| नियमित (कोरम सहित) संकुल बैठक | | |
| सदस्यों के व्यक्तिगत बैंक बचत खाते | | |
| हस्ताक्षर करने वाले सदस्य | | |
| जीवन बीमा धारक सदस्य | | |
| स्वास्थ्य बीमा धारक सदस्य | | |

लक्ष्य की प्राप्ति: 5 4 3 2 1 0    कार्य की गुणवत्ता: 5 4 3 2 1 0

*सफलता का कारण/ किन चुनौतियों की वजह से विफलता :*

**ज़िम्मेदारी 2 : समूहों की वित्तीय स्थिति एवं वित्तीय प्रबंधन**

| मानदंड | लक्ष्य/अपेक्षित | प्राप्त/टिपण्णी |
|---|---|---|
| संकुल की छः मासिक बचत | सदस्य संख्या x 1250 = | |
| संकुल का बचत ऋण अनुपात | 1:3 | |
| पुनर्भुगतान दर | 90% + | |
| वित्तीय लिंकेज:<br>• PSDS<br>• 1st बैंक लिंकेज<br>• लिमिट में वृद्धि | | |
| बाह्य ऋणों (बैंक/PSDS) की नियमित वापसी | तय प्रतिशत के अनुसार | |
| समूहों की बैंक FD | समूह संख्या = <br> राशि रूपए में = | |
| समिति /संकुल में लागत पूर्ति की तय राशि समय पर आना | | |
| बचत खाता एवं नगद राशि प्रबंधन | | |

लक्ष्य की प्राप्ति: 5 4 3 2 1 0    कार्य की गुणवत्ता: 5 4 3 2 1 0

*सफलता का कारण/ किन चुनौतियों की वजह से विफलता :*

**1** में प्राप्त औसत अंक  =  कुल अंक / कुल श्रेणियाँ =

**भाग 2. Qualitative aspects of responsibilities** जिम्मेदारियों के आचार एवं व्यवहार सम्बन्धी पहलू

भाग 2 में प्राप्त औसत अंक= [2 (A) + 2 (B)] / 2 [ ]

*2. (A) What is your attitude towards work? Kindly answer through these question and give examples. Answer only for the term of this assessment. Mark on a scale of (0-5).*

*2. (A) आपका कार्य के प्रति कैसा रवय्या है? कृपया उदाहरणों की मदद से इन सवालों के उत्तर दें. मूल्यांकन की अवधि के लिए ही उत्तर दें. (0-5) के पैमाने पर मूल्यांकित करें.*

2 (A) में प्राप्त औसत अंक   = [2 (A) 1 + 2 (A) 2 + 2 (A) 3 + 2 (A) 4 + [ ] 5 =

=

| 2. (A). 1 | Have you helped others grow and empowered them in the process?<br>क्या आपने अपने साथियों को आगे बढ़ने में मदद की? क्या इस प्रक्रिया में आपने उनका क्षमता वर्धन या सशक्तिकरण किया? | | | | | | |
|---|---|---|---|---|---|---|---|
| 2. (A).2 | Have you communicated your problems in time and sought help?<br>क्या आपने अपनी परेशानियों के बारे में ससमय अपने साथियों को बताया या मदद मांगी? | 0 | 1 | 2 | 3 | 4 | 5 |
| 2. (A). 3 | Have you given constructive feedback to your colleagues?<br>क्या आपने अपने साथियों को सकारात्मक सलाह दी? | 0 | 1 | 2 | 3 | 4 | 5 |
| 2. (A). 4 | Have you prepared someone/people to do your job?<br>क्या आपने अपनी अनुपस्थिति में आपके कार्य करने के लिए अपने किसी साथी को तैयार किया है? | 0 | 1 | 2 | 3 | 4 | 5 |
| 2. (A). 5 | What have you learnt from others? What are the skills and knowledge acquired during work?<br>आपने अपने साथियों से क्या सीखा? कार्य के दौरान आपने कौन से हुनर सीखे? | 0 | 1 | 2 | 3 | 4 | 5 |

2 (A). 1 Have you helped others grow and empowered them in the process?

क्या आपने अपने साथियों को आगे बढ़ने में मदद की? क्या इस प्रक्रिया में आपने उनका क्षमता वर्धन या सशक्तिकरण किया?

2(A).2 Have you communicated your problems in time and sought help?

क्या आपने अपनी परेशानियों के बारे में ससमय अपने साथियों को बताया या मदद मांगी?

2 (A).3 Have you given constructive feedback to your colleagues?

क्या आपने अपने साथियों को सकारात्मक सलाह दी?

2 (A). 4    Have you prepared someone/people to do your job?

क्या आपने अपनी अनुपस्थिति में आपके कार्य करने के लिए अपने किसी साथी को तैयार किया है?

2. (A). 5     What have you learnt from others? What are the skills and knowledge acquired during work?

आपने अपने साथियों से क्या सीखा? कार्य के दौरान आपने कौन से हुनर सीखे?

**2. (B)** How is your behavior with your colleagues & members? Kindly answer these questions using examples. Answer only for the term of this assessment.

**2. (B)** आपका अपने साथियों व समुदाय के लोगों के साथ कैसा बर्ताव है? कृपया उदाहरणों की मदद से इन सवालों के उत्तर दें. मूल्यांकन की अवधि के लिए ही उत्तर दें.

**2 (B) में प्राप्त औसत अंक = [2 (B) 1 + 2 (B) 2 + 2 (B) 3 + 2 (B) 4 + 2 (B) 5] / 5 =**

= [　　　]

| | | 0 | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|---|
| 2. (B). 1 | What is the behavior with your colleagues in office premises & on field? (body language, use of words, style of speaking etc) <br> आपका अपने साथियों के साथ कार्यालय व फील्ड में कैसा बर्ताव है? (शारीरिक भाषा/हाव भाव, शब्दों का चुनाव, बोलने का लहजा, आदि) | | | | | | |
| 2. (B). 2 | How and to what extent have you demonstrated sensitivity towards women through your work or your behavior? <br> आपने अपने कार्य अथवा व्यवहार द्वारा महिलाओं के प्रति संवेदनशीलता कैसे या किस हद तक दर्शायी? | 0 | 1 | 2 | 3 | 4 | 5 |
| 2. (B). 3 | While taking operational decisions how often do you discuss with stakeholders like your teammates, SHG leaders? <br> आपके निर्णयों में आपके साथियों और समुदाय के लोगों की क्या/कितनी भागीदारी रही? | 0 | 1 | 2 | 3 | 4 | 5 |
| 2. (B). 4 | Do you proactively and openly express yourself in the organization like a positive critic? Also, do you attempt to create a cheerful atmosphere at workplace? <br> क्या आप संस्था में आगे रहकर एक सकारात्मक आलोचक की तरह खुल कर अपने विचार रखते हैं? साथ ही, क्या आप कार्यालय या फील्ड में खुशनुमा माहौल बनाने की कोशिश करते हैं? | 0 | 1 | 2 | 3 | 4 | 5 |
| 2. (B). 5 | Have you helped any of your colleague(s) or citizen(s) understand the values of the organization? Did you help them when they asked for it? <br> क्या आपने संस्था के किसी साथी/साथियों या अन्य नागरिक/नागरिकों को संस्था के आदर्शों के प्रति सजग होने | 0 | 1 | 2 | 3 | 4 | 5 |

| | में मदद की? क्या आपने उनके द्वारा मदद मांगने पर मदद की? | |
|---|---|---|

2. (B). 1    What is the behaviour with your colleagues in office premises & on field? (Body language, use of words, style of speaking etc)

आपका अपने साथियों के साथ कार्यालय व फील्ड में कैसा बर्ताव है? (शारीरिक भाषा/हाव भाव, शब्दों का चुनाव, बोलने का लहजा, आदि)

2. (B). 2    How and to what extent have you demonstrated sensitivity towards women through your work or your behavior?

आपने अपने कार्य अथवा व्यव्हार द्वारा महिलाओं के प्रति संवेदनशीलता कैसे या किस हद तक दर्शायी?

2. (B). 3     While taking operational decisions how often do you discuss with stakeholders like your teammates, SHG leaders?

आपके निर्णयों में आपके साथियों और समुदाय के लोगों की क्या/कितनी भागीदारी रही?

2. (B). 4    Do you proactively and openly express yourself in the organization like a positive critic? Also, do you attempt to create a cheerful atmosphere at workplace?

क्या आप संस्था में आगे रहकर एक सकारात्मक आलोचक की तरह खुल कर अपने विचार रखते हैं? साथ ही, क्या आप कार्यालय या फील्ड में खुशनुमा माहौल बनाने की कोशिश करते हैं?

2. (B). 5     Have you helped any of your colleague(s) or citizen(s) understand the values of the organization? Did you help them when they asked for it?

क्या आपने संस्था के किसी साथी/साथियों या अन्य नागरिक/नागरिकों को संस्था के आदर्शों के प्रति सजग होने में मदद की? क्या आपने उनके द्वारा मदद मांगने पर मदद की?

**मूल्यांकन करने वाले व्यक्ति(यों) के नाम व हस्ताक्षर:**

**1.** *Name & Signature*  नाम व हस्ताक्षर _____ & (_____)

**2.** *Name & Signature*  नाम व हस्ताक्षर _____ & (_____)

**3.** *Name & Signature*  नाम व हस्ताक्षर _____ & (_____)

**4.** *Name & Signature*  नाम व हस्ताक्षर _____ & (_____)

**5.** *Name & Signature*  नाम व हस्ताक्षर _____ & (_____)

**Monthly Reporting Format**

**25 दिसम्बर 2014 को अंत होने वाले माह हेतु रिपोर्ट (Report for the month ending 25th December 2014)**

व्यक्ति का नाम (Name of the person):

पद (Designation):

कार्यक्रम (Programme):

(कृपया पूर्ण किये गए कार्यों का बुलेट पॉइंट्स में विवरण दें, जितना हो सके तथ्यों का इस्तेमाल करें)
(Please mention the tasks accomplished in bullet points, use facts and figures wherever possible)

**भाग -1 इस माह में किये गए मुख्य कार्य (Tasks accomplished in the Month):**

- मुख्य/मूलभूत जिम्मेदारियों से सम्बंधित कार्यों का विवरण (Tasks pertaining to Basic or Main responsibilities accomplished in the month):

- 

- अतिरिक्त कार्यों का विवरण (Additional tasks fulfilled in the month):

दिसम्बर माह का विजिट चार्ट

| दिनांक | कहाँ विज़िट किया? | विज़िट का उद्देश्य |
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**आगामी (जनवरी) माह की मुख्य जिम्मेदारियां (बुलेट पॉइंट्स में लिखें):**

1. निरंतर कार्यों हेतु (Tasks pertaining to Basic or Main responsibilities to be fulfilled in the upcoming month):

2. अतिरिक्त कार्यों का विवरण **(Additional tasks to be fulfilled in the month):**

# Annexure 3: Policy on Sexual Harassment at the Workplace

**Background**

Samaj Pragati Sahayog (SPS) is committed to upholding the dignity of every employee and ensuring that the work environment at all our locations is fair, safe and congenial. SPS considers any sexually colored remarks or actions as a serious offense, and will take stringent action against the offenders when found guilty. This policy articulates a uniform procedure for dealing with any incidence of sexual harassment. The policy has been drafted as per the Supreme Court guidelines of the Vishakha judgement and the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. The policy is applicable to all employees (females and males) and also to third parties. Third parties include volunteers, interns, visitors etc. who are associated with SPS. Workplace includes any place where employees of the organization carry out tasks to further the organizational goals and objectives.

**Definition**

Sexual harassment includes such unwelcome sexually determined behaviour (whether directly or by implication) as:

a) Physical contact and advances;
b) A demand or request for sexual favours;
c) Sexually coloured remarks;
d) Showing pornography;
e) Any other unwelcome physical, verbal or non-verbal conduct of sexual nature

**Policy**

SPS is committed to providing a work environment that is free from sexual harassment. Any incident of sexual harassment will be viewed extremely seriously. A complaint or report will be investigated immediately and appropriate action will be taken against the offending employee (s). Such action will depend on the nature and seriousness of the offense and will include strict disciplinary action including termination of service.

**Preventive action**

Workshops will be conducted to orient SPS employees on the issue of sexual harassment at the workplace. The appointment letter of SPS employees will mandatorily include a clause making this sexual harassment policy binding on the employee

**Sexual Harassment Complaints Committee**

SPS has established a Sexual Harassment Complaints Committee (hereafter referred to as the "Complaints Committee" in short) for grievance redressal. The Committee consists of the following members:

|    | Name | Designation | Phone Number | Email Address |
|----|------|-------------|--------------|---------------|
| 1  | Jyotsna Jain | Founder Member | 09669260877 | jyojyojain@gmail.com |
| 2  | Shobhit Jain | Core Team Member | 09589882767 | shobhit68@gmail.com |
| 3  | Shubha Pande | | 09810368333 | slp_27@yahoo.com |
| 4  | Mekhala Krishnamurthy | Executive Committee Member | 09920379656 | mekhala.krishnamurthy@gmail.com |
| 5  | Anu Gupta | Social Worker (Eklavya) | | |
| 6  | Veena | Lawyer | | |
| 7  | Sini Jolly | Chief Accounts Officer | 08964834195 | sinijolly71@gmail.com |
| 8  | Rajkumar Chawda | Programme Officer | 09754361618 | prathviraj.chawda@gmail.com |
| 10 | Rehnuma | Mitaan | | |

The Committee may, at its discretion, co-opt any other person into the Committee who it deems fit and finds helpful to arrive at the right decision.

## Complaints Handling Process

SPS has established the following process to ensure that any incidence of sexual harassment is dealt with appropriately, sensitively and expeditiously.

65. Any employee who experiences sexual harassment can get in touch with any member of the Complaints Committee whose contact details are provided above for convenient and confidential access. All such complaints shall be in writing with full details of the incident (see form in Appendix).

66. On receipt of such a complaint, the Committee will immediately arrange to investigate fully all relevant details of the matter. It will do so with all possible care, sensitivity and discretion in protecting the confidentiality and sensibilities of the employee affected. Following the principles of natural justice, the employee(s) who have allegedly committed the offense, would be given all reasonable opportunity to be heard by the Committee.

67. The result of this investigation will be formally recorded and communicated to the Secretary, along with a recommendation for appropriate action.

68. The Committee will normally complete this process and make its formal recommendation as early as possible and not later than 90 days after receiving the complaint.

69. A team of two or more committee members will travel to the location in question as is required to ascertain the facts based on which the committee

would discuss and assess the complaint in question.

70. Necessary action will then be taken with regard to the offending employee or employees based on the circumstances and seriousness of the offense.

- Where such conduct amounts to a specific offence under the Indian Penal Code or under any other law, SPS shall initiate appropriate action in accordance with law by making a complaint with the appropriate authority. In particular, SPS will ensure that victims or witnesses are not victimized or discriminated against while dealing with complaints of sexual harassment. The victims of sexual harassment will also have the option to seek transfer of
the perpetrator or their own transfer.

- SPS will ensure that the career interests of the complainant are not adversely affected within the organization by virtue of the individual having drawn attention to such an offence. The complainant shall not be victimized for anything said or done in relation to any complaint(s). SPS will also make every effort to protect the career prospects of the complainant outside of SPS

- In order to ensure that the important issue of sexual harassment is not trivialized, any complaint, which, in the opinion of the Committee, is blatantly false or frivolous or has been motivated by reasons that are clearly unconnected with gender issues, would be viewed very seriously by SPS and appropriate action taken against such complainants.

- If the Committee receives an anonymous reference related to sexual harassment, it will draw the attention of Programme Heads/Location Incharges of the concerned location The matter will be examined fully by Programme Heads/Location Incharges and and if found genuine,. its conclusions and plans for necessary action will be communicated to the Committee. The Committee will then take action as per the steps outlined above

- Programme Heads, Location Incharges and all employees of SPS are expected to be sensitive to any circumstances or behaviour among their colleagues which appear to go against SPS's policy on sexual harassment at the workplace. In case they become aware of any such incident, they will immediately inform the Complaints Committee and take appropriate action as advised.
- a record of proceedings and decisions of the Complaints Committee will be

maintained in a separate register at SPS headquarters at Jatashankar, Tehsil Bagli, District Dewas, Madhya Pradesh. Under any circumstances, the confidentiality of the complainant in every case will always be maintained

## Appendix (Confidential)

**SAMAJ PRAGATI SAHAYOG**
**COMPLAINT FORM**
**(In case of sexual harassment)**

Name of the complainant: _____

Designation: _____

Location: _____

Complaint against: _____

Designation: _____

Date, Time of incident: _____

Date, Time of complaint: _____

**Narration of Incident**:




(**Please use extra sheet if needed**)

Signature of Complainant: _____

Name of Witnesses (if any): _____

Signature of Witnesses: _____

Date: _____          Place:_____

# Annexure 4: Staff Welfare Fund for SPS

**Objectives**

The Staff Welfare Fund (SWF) is for those senior staff members who have dedicated years of their lives to the growth of  Samaj Pragati Sahayog (SPS) and sacrificed career opportunities. They have, in doing so, had to choose commitment to the organization many times over the well-being of their families. The purpose of the Staff Welfare Fund is to provide financial support to them at critical times so that they can fulfill their responsibilities towards their families.

The primary purpose of the SWF is to provide loans towards the educational advancement of the children of Senior Staff members. By opting to work in a backward area, staff members face the dilemma of disadvantaging their children by depriving them of a chance to study in good schools. Since the quality and standard of education in our area is poor, staff members have to consider sending them to schools in urban areas. The situation confronting them is either unaffordable expense or a change of career. The SWF will provide loans to enable staff members to seek admission for their children in good schools with residential facilities.

The SWF shall also be used for providing immediate interest free loans in the case of medical emergencies of staff members, their spouse, children and parents (if they are dependent on the staff member). SPS already provides medical insurance cover to its staff.

The Staff Welfare Fund of Rs.10,00,000 (*rupees ten lakhs*) has been donated by Caring Friends on the 4th of May 2012. This has been deposited in a separate bank account in the State Bank of India, Bagli branch called Samaj Pragati Sahayog – SWF, a/c no 32488763301. The signatories to this account are Nivedita Banerji and P.S. Vijayshankar. In the initial phase, a sum of Rs. 5,00,000 (*rupees five lakhs*) has been put into a fixed deposit for a period of one year at an interest rate of 8.5% per annum which will reach a maturity value of Rs. 543874 (*rupees five lakh forty three thousand eight hundred and seventy four*) on 5th October 2013. Additionally, a sum of Rs. 3,00,000 (*rupees three lakhs*) had been put into a fixed deposit for a period of 95 days at an interest rate of 6.5% per annum. This will be automatically renewed for the same period and will reach a maturity value of Rs. 314400 (*rupees three lakh fourteen thousand four hundred only*) on the 17th of July 2013. The remaining amount of Rs. 2,00,000 (*rupees two lakhs*) has been retained in the savings account.

**Rules & Regulations**

- The founder members of Samaj Pragati Sahayog - Mridula Banerji, Debashis Banerji, Mihir Shah, Pramathesh Ambasta, Jyotsna Jain, P.S. Vijayshankar, Rangu Rao, Nivedita Banerji, Pinky Brahma Choudhury and Shobhit Jain will not use the Staff Welfare Fund ever. This is a conscious decision taken by the founders to support senior SPS staff who we believe have sacrificed much to make a long-term commitment to the organization. We believe their need is greater than ours.

- A Staff Welfare Fund Committee will manage the SWF. A committee of founder members along with senior staff members will be constituted to ensure transparency.

- The senior staff members on the SWF committee will be nominated by other senior staff members.

- The senior staff members on the SWF committee will be nominated for a period of two years during which they undertake in writing that they will not be availing of this facility during this period.

- Those wishing to avail of the facilities extended by the SWF will submit written applications well in advance to the SWF committee

- Applications will be reviewed by the SWF committee and loans will be approved with priority given to the most deserving cases.

- Meetings of the SWF Committee will be ordinarily held at least twice a year. If the Committee so wishes, it could call extraordinary meetings any time through the year as well.

**Eligibility**

- Staff members should have a minimum of 7 years of service to avail of loans from the SWF.

- Senior Staff members should have medical insurance in order to be eligible to avail of loans from the SWF.

- Senior Staff members married to each other or related to each other will be considered as a unit together to avail of loans for education and medical emergencies.


**Terms and Conditions**

- The maximum loan allowed from the fund will be twice the monthly gross salary of the Senior Staff member.

- Loans for the educational purpose of children will be provided at 6% interest per annum.

- Loans for emergency medical expenses of staff members and their dependents will be interest free.

- Emergency medical expenses are defined as hospitalization and surgery.

- The maximum repayment period for education & medical loans will be 12 months.

- If there is a delay in repayment without reasonable and adequate explanation Senior Staff members shall not be allowed the loan again.
- In case staff members decide to leave the organization before the full repayment of the loan, and in the opinion of the SWF Committee, there is no adequate or reasonable explanation for the non-repayment of the loan, the balance amount may be deducted from their salary, or theirclearance from the office may be withheld.
- Final decisions on providing the loan will be taken by the SWF Committee.
- Staff members availing the loan or any other monetary support from the SWF will be required to sign an agreement on notarized stamp paper specifying:
  - that they have taken a loan
  - the amount of the loan
  - the interest rate if any
  - the term of the loan and the expected repayment schedule
  - consent to recovery proceedings in case no adequate or reasonable explanation is provided by them for non-repayment and if they desire to leave service
- Records of minutes of each meeting of the SWF Committee will be maintained in a dedicated register for this purpose
- Decisions taken by the SWF Committee will be communicated by email to all SPS staff members who are eligible to use the facilities of the SWF.

**SAMAJ PRAGATI SAHAYOG**

**COMPLAINT FORM**
(**In case of fraud, corruption or grave misconduct not amounting to sexual harassment**)

Name of the complainant: _____

Designation: _____

Location: _____

Complaint against: _____

Designation: _____

Date, Time of incident: _____

Date, Time of complaint: _____

**Narration of Incident**:




(**Please use extra sheet if needed**)

Signature of Complainant: _____

Name of Witnesses (if any): _____

Signature of Witnesses: _____

Date: _____                    Place:_____