



VOLUNTARY ACTION NETWORK INDIA (VANI)

Human Resource (Policy, Principles & Practices)

Revised Edition 2023

**Approved by
Governing Board of VANI on 19th May, 2023**

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HR Policy, Principles & Practices

Voluntary Action Network India (VANI)

1. PREAMBLE

VANI is a non-government, not-for-profit, apex body of voluntary organizations, playing a proactive role in India's development process.

VANI is India's premier voluntary sector association, with membership from almost all states of India, including networks, research, grass roots implementing organizations and Community Based Organisations.

VANI catalyses change by working closely with government, donors and other stakeholders on policy issues, enhancing participation, accountability and transparency and expanding engagement opportunities for voluntary sector through research, information dissemination, advocacy, public education and global linkages. It also provides a platform for sectorial consensus building and networking. Major emphasis is laid on projecting a positive contribution of voluntary organizations in socio-economic development and nation building

In relation to the vision and mission of VANI, the basic principles guiding Human Resource (HR) are professionalism, learning and growth opportunities. In the current environment with uncertain economic context, changing development scenario, shifting funding, VANI will be functioning largely as a project organization so that its HR can be deployed nationally and globally as project opportunities emerge. Therefore, HR functions will be orienting, training and motivating relevant to effective performance of such projects.

In essence, the HR Policy is based on long-standing commitment of VANI to human dignity, equity, justice and empowerment. The core of VANI is people – its people – at all levels and in each task.

Creating a performance-based and learning-oriented work environment in VANI is our commitment. It has been pursued through a focus on its Human Resources – their commitment, competence, motivation, sustenance and growth.

It is these values and principles that inform and guide HR Policy of VANI for the coming period.

2. PURPOSE

This manual outline HR Policies, Principles and Practices of VANI covering all aspects of Human Resource VANI/Development and the guidelines for administering the same. This will be used as a guidebook by HR Department as well as by supervisors to ensure appropriate application of these policies.

3. APPLICABILITY

The policies and rules covered in this manual supersede all earlier service conditions contained in the Staff Service Rules and come into force with effect from 19 May 2023 and will be applicable to all employees of VANI as defined in Para 4 (definitions) below *unless specifically provided on case-to-case basis*.

4. DEFINITIONS

- a) **“VANI”** means Voluntary Action Network India, New Delhi, duly registered under the Societies Registration Act.
- b) **“Working Committee,”** means the supreme governing and administrative body of VANI, duly created under the Memorandum of Association of VANI.
- c) **“CEO”** means the Chief Executive Officer of VANI appointed as such under the by-laws of VANI; who is fully responsible for managing VANI, and is accountable administratively to the “Working Committee”. The CEO is the final executive authority in all matters concerning this Manual, and his interpretation of these provisions shall be final. CEO may, however, assign certain functions or delegate certain powers to other functionaries of VANI.
- d) **“Competent Authority”** means an authority authorized by the Chairperson / CEO, as empowered by the Working Committee to take final decisions on the specified matters as per delegation of power/ administrative orders.
- e) **“Field Office”** with whatever nomenclature it is called means a temporary office, set up outside Delhi for carrying out VANI’s programme activities.
- f) **“Employee”** or **“Staff”** means a person who is, for the time being, wholly employed either on regular or contract basis by VANI for monetary consideration, for and in connection with work undertaken by VANI; and who is not in the employment of any other employer either full-time or part-time, whether paid or unpaid, except with the written permission of the competent authority; but does **not** include:
 - i. Any person who is engaged as a learner, or apprentice or trainee or an Intern, with or without a stipend for the predominant purpose of learning or for being trained, whether for employment or not, for a short-specified period not exceeding two years.
 - ii. Any person who is engaged on an ad-hoc basis on contract, short-term assignment, project appointee to act as Consultant or Advisor to undertake specific assignment(s), on an as-and-when or intermittent basis.
 - iii. Any person who is employed on a day-to-day casual basis for work on an as-and-when or intermittent basis and includes a person engaged as a volunteer to carry out some specific work on an occasional basis.
 - iv. Any employee of a contractor, even though s/he may be working within the premises of any of the offices of VANI.
 - v. Any person who is on deputation from another organization or holds lien therein and is governed by the terms of such deputation or lien, or whose services are otherwise loaned to VANI on a temporary basis.

Note:

1. *In this manual use of “singular” shall include “plural” wherever relevant to the context, and vice versa.*
2. *In this manual use of “he” shall include “she” wherever relevant to the context, and vice versa.*

5. **INTERPRETATION / RELAXATION**

- a) If any doubt arises regarding the interpretation of any provisions in this manual, the matter shall be referred to HR Department, who shall decide the case in consultation and with the approval of the CEO.
- b) Where the CEO is satisfied that the operation of any provision causes undue hardship in any particular case, he may order, dispense with or relax the requirements of the rule or provision to such an extent and subject to such conditions as he may consider necessary with the case in just and equitable manner,

6. **REVISION OF THE POLICIES**

The policies, practices and guidelines contained in this manual will remain in effect except to the extent any changes/revisions/modifications as considered necessary, are notified.

7. **HR POLICY & APPROACH**

7.1. **OBJECTIVES**

- I. To acquire or sharpen capabilities required to perform various functions associated with present and future roles.
- II. To develop the capabilities as an individual and to discover the inner potential for organizational purposes.
- III. To develop an organizational culture in which teamwork contributes to professional and effective performance.
- IV. To deploy human resources effectively as per changing requirements and competencies.

7.2. **PHILOSOPHY & APPROACH**

i. ***Culture of Excellence:***

VANI reposes full trust, faith and confidence in its people. We aim at creating a culture of excellence where people work with a positive attitude and look upon problems and obstacles as learning opportunities and challenges.

ii. ***Employment:***

Our policy is to employ committed and competent people with the objective of meeting the organizational goals. Selection is based purely on merit.

We encourage women candidates to apply.

iii. Effective Interpersonal and Team Relations:

One of our major responsibilities is to build cohesive and effective teams both within the units in H.O. as well as at field locations. We value effective inter-personal relationships, teamwork and supportive leadership as much as individual skills and competence. Group leadership facilitates rather than controls.

iv. Information Sharing:

Sharing and free flow of opinion at all levels not only brings new ideas but also helps in creating a sense of participation and belongingness among the individuals and helps in growth of the team. It establishes a culture of participation.

v. Empowerment:

We believe in empowerment of people at different levels to enable them to take decision. Our belief is to shift from control to support as a basic paradigm of managing.

vi. Performance and Responsibility Growth:

- (a) A systematic performance review system guides professional growth in VANI. This comprises self-evaluation and feedback discussions between appraisee and appraiser. The process also helps in identifying training needs.
- (b) We believe in open and transparent review and an individual is encouraged to go through the assessments/comments/observations made by the supervisors/competent authority.
- (c) In VANI, we strive to provide learning environment and a development climate. We afford opportunity to all for self-development and encourage innovations.
- (d) We organize in-house Capacity Building Programs for VANI employees for developing competencies to perform well in the present job and equip them to perform future roles and responsibilities. We also depute our employees to attend program conducted by institutions of repute in India and abroad, to provide opportunity to gain wider professional knowledge and insights.

vii. Conducive Working Environment:

VANI promises an atmosphere of professionalism as well as warm and cordial relations among the employees. The organization ensures an open atmosphere, free of discrimination based on gender. The organization plays a proactive role in creating fora where an atmosphere of mutual trust, respect and sharing is developed.

viii. Culture of honesty and integrity:

VANI holds values of personal integrity and honesty in high esteem. Accountability and transparency in all areas of one's work and especially at the community level is encouraged and lauded.

ix. Self-Discipline:

VANI trusts that each individual is governed by self-discipline rather than through constant monitoring. What is right is more important than who is right. Value additions are always welcomed and are appreciated.

8. OUR MISSION

To act as a platform for research, advocacy, capacity building, sharing and learning on the issues related to voluntarism and voluntary agencies.

9. OUR VISION

Works towards building a society where voluntarism and voluntary organisations play dominant and constructive role in social cohesion, economic empowerment and Nation building.

10. CULTURE

VANI permeates a respectful culture. All VANI staff members like to be addressed respectfully by their colleagues. New incumbents are advised to address colleagues formally, until told otherwise. Problems may be discussed openly but the VANI expects the staff members to offer solutions as well.

11. ECONOMY IN EXPENDITURE

VANI is a charitable organization working for a cause and so it is the bounden duty of every VANI staff member to ensure that the money is used economically and effectively. Every staff member must be cost conscious. The real motivation is the opportunity to work for a great cause. Most of the official communication should be done through E-mail. Courier/speed post service should be used as appropriate. Economy is expected in purchases, use of electricity, stationery items, etc. Intermediate authorities must ensure correctness of claims before recommending it for approval.

12. GRADE STRUCTURE OF EMPLOYEES

12.1. For the purpose of categorization of posts/grade classification, grade structure, strength of employees in a particular grade, department/division and/or unit of the organization in accordance with the organizational needs and the VANI will have the prerogative to revise the same from time to time as and when deemed necessary and/or in the interest of the organization.

12.2. The grade structure would be applicable only to regular employees who have successfully completed their probation and have received a letter of confirmation in this regard. However, the VANI may in its sole discretion extend the benefits/schemes of grade classification to any employees falling under any category.

12.3. The VANI shall have the prerogative to create a new post, grades in the aforesaid grade structure and/or to alter/change the same or the pay scales attached to any post/or grade, as may be deemed necessary in the interest of the functioning of the organization.

- 12.4. However, nothing contained hereinabove shall be construed to mean that the VANI is required to have at all times employees working in all the grades/categories stated in the grade structure.
- 12.5. The grade structure that may be in vogue from time to time would not entitle any employee to be promoted to the post higher grade automatically on the basis of the length of service but on the other hand it will be decided on the basis of a combination of factors including and in particular the job demands in terms of knowledge, skill, experience and capability to handle responsibilities. The decision of the VANI shall be final and binding in this regard.

Provided, however, the conditions of service of any employee shall not be changed adversely except by way of a disciplinary action in accordance with these rules and principles of natural justice.

- 12.6. Present Grade Structure of VANI staff members are as under.

Level 5	-	Coordinator
Level 4	-	Senior Manager
Level 3	-	Middle Manager
Level 2	-	Officer
Level 1	-	Subordinate Staff

- 12.7 Progression Chart of staff shall be as under. However, relaxation in minimum desirable service and higher remuneration shall be considered according to work exemplary experience, performance and other qualities of the individual concerned. Also they may be considered for promotion to next level/category.

(a) **Progression Chart for Programme Professionals (Minimum Qualification - Post Graduation)**

Minimum desirable years of experience for listed positions	Designation	Compensation
0 - 5 years.	Assistant Program Officer	10,000 - 30,000
04 - 08 years	Program Officer	20,000 - 35,000
05 - 15 years.	Sr. Program Officer / Assistant Manager	20,000 - 55,000
12 - 20 years	Manager	35,000 - 65,000
15 - 24 years	Sr. Manager	50,000 - 80,000
22 - 35 years	Coordinator	65,000 - 1,25,000

(b) Progression Chart for Support Functionaries

Minimum desirable years of experience for listed positions (not necessarily linked with progression in hierarchy in all cases)	Designation	Compensation
0 - 10 years.	Office Assistant / Attendant/ Driver	7,000 - 20,000
0 - 10 years.	Secretary/ Assistant	9,000 - 25,000
05 - 15 years	Jr. Executive/ Accountant/ Sr. Secretary/ Executive Secretary/ Sr. Assistant	10,000 - 40,000
07 - 17 years.	Executive / Assistant Manager	25,000 - 50,000
12 - 20 years	Manager/ Sr. Executive	30,000 - 60,000
16 - 24 years	Deputy General Manager/ Sr. Manager	40,000 - 70,000
22 - 35 years	General Manager	50,000 - 1,00,000

II. CODE OF CONDUCT

1. Core Values

- 1.1. VANI staff is expected to be honest, committed to her/his work, maintain absolute integrity and loyal to VANI and not do anything to bring VANI to disrepute.
- 1.2. All staff must work as a team inters and intra dependent.
- 1.3. VANI staff must maintain cordial and dignified relations with colleagues, donors, supporters and clients and members of VANI.

2. Equitability

- 2.1. Each VANI staff member is entitled to a fair and even-handed treatment based on his or her merits irrespective of the caste, sex, religion, colour, financial standing, HIV status etc.
- 2.2. All staff members are to be addressed respectfully.

3. Confidentiality

Each VANI staff member shall keep all information confidential unless authorized by the head of the department to be released. Discussion of internal matters relating to VANI's business or operations with any external agency or individual shall be treated as serious offence.

Any enquiry received from outside should be referred to the appropriate department or person within the organization.

4. **Use of Assets/Equipment**

- 4.1. All assets and facilities including office stationery, telephone, Fax machine, Computer, Printer, Photocopier, Internet, communication systems etc. are not to be misused for personal purposes. These are to be used with adequate professional care.
- 4.2. Proper authorization must be obtained before removing any property of the organization from the workplace.
- 4.3. All books, records, papers and articles belonging to the organization shall remain in the office premises and shall ensure that these are safely kept and maintained in their proper places.

5. **Conflict of Interest**

- 5.1. VANI staff shall not act in a manner or participate in any transaction, relationship or situation which conflicts with or may appear to conflict with the best interest of the organization.
- 5.2. VANI staff shall not directly or indirectly be engaged or financially involved in any enterprise or project to which VANI is providing assistance.

6. **Misrepresentation**

Misrepresenting the organization to anyone is unethical behaviour. If there is misunderstanding, the situation should be clarified immediately.

7. **Exclusive service**

- 7.1. VANI staff shall not set up part time business or take up part time jobs or engage in any other trade or business activity for financial consideration either during or after office hours.
- 7.2. However, VANI staff can accept a position in an honorary capacity outside and/or set up part time business or take up part time jobs or engage in any other trade or business activity for financial consideration with prior permission of the CEO, provided there is no conflict of interest in holding such positions and it does not interfere with their work in VANI. In case of the CEO, sanctioning authority shall be the Chairperson

8. **Safety**

A first-aid box is maintained in office with the Administration Department where medicines for all common ailments, bandages etc. which prescription of a doctor is not required are available. VANI staff is however advised to consult a doctor before taking self-medication.

9. **Sexual Harassment**

VANI is committed towards providing a working environment which supports an individual's safety, dignity and respect. Any act detrimental to an individual's dignity will be dealt with sternly.

10. Workplace Security

VANI staff shall report any unusual happening or suspicious characters or situations immediately to the VANI.

11. Client Relations

VANI staff shall not solicit or accept direct or indirect favours from clients. Gifts may be accepted on festivals so long as they are not of a significantly high value. In no circumstances a gift is to be accepted which has an element of reciprocity or “Pay Back”. Similarly, shall not enter into monetary dealings with her/his colleagues, subordinates or clients, nor shall s/he accept any presents from them also.

12. Professionalism

- 12.1. VANI staff shall be punctual for work, appointments and meetings.
- 12.2. Work must be accurate, well planned and timely without compromising on quality and quantity. It must be prioritized and presented effectively.
- 12.3. Efforts should be made to achieve targets in given time schedules.

13. Dress Code

All VANI staff is required to be decently dressed according to their assignment and status.

14. **NORMS OF DISCIPLINE/CODE OF CONDUCT**

- 14.1. Every employee of the VANI shall at all times maintain absolute integrity and devotion to duty.
- 14.2. Every employee shall conform and abide by these and / or any other Rules of the VANI that may adopt from time-to-time.
- 14.3. Every employee shall observe and comply with and obey all lawful orders and directions which may from time-to-time be given to him in the course of his official duties by any person under whose jurisdiction or control he may be working at the time and/or any person who may be authorized by the VANI to issue such directions, orders from time to time.
- 14.4. Every employee shall make her/his utmost endeavour to promote interests of VANI and serve at such places and in such capacities as may be required from time to time.
- 14.5. Every employee shall discharge his duties with utmost integrity, loyalty and promptitude and shall not take up any violation / occupation either on a regular or an honorary basis.
- 14.6. No employee shall indulge in physical violence of any kind or use abusive language with any VANI employee.

- 14.7. Every employee shall observe courtesy and politeness; and refrain from any riotous or disorderly behaviour or any behaviour not conducive to smooth functioning of VANI, not only while dealing with office colleagues but also while representing VANI in any forum, or with any external agency.
- 14.8. No employee shall consume liquor / drug within the office premises or while on duty or in a public place in a manner that brings disrepute to VANI. No employee shall smoke in the premises of VANI, except in places where smoking is expressly permitted.
- 14.9. No employee shall publish or cause to be published any article or statement bearing on the affairs or reputation of the institution in any journal, book or research papers without permission of VANI.
- 14.10. No employee shall join or continue to be a member of an Association, the objects or activities of which are prejudicial to the interests of the Organization as also of the sovereignty and integrity of India, public order or morality.
- 14.11. Except to his direct superior authorities, no employee shall divulge any secret and/or any matters pertaining to the affairs of the VANI and/or any of its clients which may come to his knowledge during the course of his employment with the VANI which would also include any details/information with regard to the technical knowhow, software, hardware information/data pertaining to the client and the equipment and machines used, profile of clients, profile of employees and/or any other organizational, administrative and/or financial details/information of the VANI..
- 14.12. All the equipments/machines, software, data, stores, books, records, papers, articles etc, belonging to VANI shall remain in the office/premises of the VANI and every employee shall ensure that these are safely kept and maintained at the proper place. No employee shall make any copy of the aforesaid software, data, books, records, papers, articles etc. in any form whatsoever without having been authorized in writing by the VANI.
- 14.13. No employee shall be entitled to receive any copy and/or claim any copy right in relation to any software/programme developed/created and/or any work performed/rendered by him during the course of his employment with the VANI.
- 14.14. No employee shall remove, even temporarily any equipment/machine any other apparatus, software, data, information pertaining to any client, stores, books, records, papers, articles etc, from the place/machine where it is for the time being placed and/or from the premises of the VANI to any other place without the previous written permission of the VANI.
- 14.15. No employee shall, unless previously authorised in writing by the VANI in this behalf, either receive or pay whether in cash or by any other method any money or sign any document/communication on behalf of the VANI.
- 14.16. Every employee will keep the VANI informed of any change in his bio-data including any degrees/qualifications acquired, marital status, details of dependants, postal address, telephone number, etc.
- 14.17. Any employee taking money in advance from the VANI for any official work and/or any expenses that he may be required to incur on behalf of the VANI shall render account for the same within a day of making such payment. In the event any balance amount is retained by him for a longer period the same should be accounted for at

least once every week or as prescribed in the accounting manual in force from time to time.

- 14.18. No employee shall, except with the prior consent of the VANI, have recourse to any court or to the press for vindication of any official act which has been the subject of adverse criticism or any object of defamatory character. Provided that nothing in this rule shall be deemed to preclude an employee from vindicating a private/personal matter and/or any act done by him in his private/personal capacity.
- 14.19. Every employee shall be liable to appear and to cooperate in any enquiry that may be ordered by the VANI in accordance with these rules if summoned by the Enquiry Officer.
- 14.20. Any employee found disregarding any of the provisions of these rules shall render himself liable to disciplinary action in addition to such other legal action as the VANI may deem fit and proper.

NOTE: The above instances of misconduct are illustrative in nature and not exhaustive.

15. MISCONDUCT

- 15.1. In particular and without prejudice to the generality of the term misconduct, the following acts of omission and commission shall be treated as misconduct.
- 15.2. Theft, fraud or dishonesty in connection with the business or property of the VANI or property of another person within the premises of the VANI.
- 15.3. Taking or giving bribes or any illegal gratification.
- 15.4. Withholding or furnishing of false information regarding name, age, father's name, qualification, address, previous service or any other matter germane to the employment at the time of taking employment or change in such information during the course of employment and/or any other misrepresentation while communicating to VANI and/or responding to any communication of the VANI.
- 15.5. Acting in a manner prejudicial to the interests of the VANI.
- 15.6. Wilful insubordination or disobedience, whether or not in combination with others, of any lawful orders of a superior.
- 15.7. Absence without leave or overstaying beyond the sanctioned leave without sufficient cause.
- 15.8. Absence from the appointed place of work/project site and/or Camp where he may be required to work, and/or be deputed, stationed and/or retained in connection with any work, assignment, etc., without permission or sufficient cause.
- 15.9. Commission of any act which amounts to a criminal offence involving moral turpitude.
- 15.10. Damaging any property of the VANI.

- 15.11. Habitual late or irregular attendance.
- 15.12. Neglect or work or negligence in the performance of duties including malingering or allowing down of work.
- 15.13. Riotous or disorderly or indecent behaviour whether within the premises of the VANI or outside the said premises, where such behaviour is related to or connected with the employment.
- 15.14. Making representations to persons or bodies outside the VANI, whether official or otherwise, on matters connected with the affairs of the VANI or personal grievances against the VANI.
- 15.15. Making representation or sending grievances, objections, etc., to the VANI except through the prescribed proper channel.
- 15.16. Not keeping the VANI informed regarding any criminal proceeding launched against her/him.
- 15.17. Not informing the VANI regarding detention in police or judicial custody or whatsoever duration and on whatsoever grounds.
- 15.18. Striking work singly or along with others in contravention of the Service Rules for the time being in force or inciting or forcing any employee of the VANI to strike.
- 15.19. Commission of any act subversive of discipline within the premises of the VANI or outside the premises which affects the discipline of the VANI.
- 15.20. Refusal to do shift duties.
- 15.21. Refusal to accept any transfer from one place to another anywhere in India and/or from one Department to another and/or from one project to another whether existing or which may be set up by the VANI in future subject to the condition that the emoluments are not adversely affected.
- 15.22. Engaging in private work or trade engaging in any other employment while still in the service of the VANI without the prior written permission of the VANI.
- 15.23. Gross neglect of work, gross negligence, loitering, idling or wasting time of work hours.
- 15.24. Not taking reasonable precautions necessary to ensure, the timely and effective execution of the job/assignment/responsibility entrusted by the VANI and/or safeguarding the interest of the clients of the VANI.
- 15.25. Not taking reasonable precautions to safeguard the VANI's interests/property including the „software“, „data information“ to prevent any accident, to it and/or any unauthorised use of the same.
- 15.26. Organising, holding or conducting any meeting within the VANI's premises without the prior sanction in writing of the VANI.

- 15.27. Any wilful or irresponsible action resulting in damage to the property and/or reputation of the VANI.
 - 15.28. Unauthorised collection of records and papers, any unauthorized extraction of data, information and/or interfering with, tampering, altering and/or fabrication of records including the „software“, „data information“, etc. of the VANI in any manner whatsoever.
 - 15.29. Refusal to accept a charge-sheet or any other communication from the VANI.
 - 15.30. Unauthorised possession of any lethal weapon within the premises of the VANI or during the course of employment with the VANI.
 - 15.31. Writing anonymous letter or criticizing senior officers of the VANI.
 - 15.32. Consumption of any intoxicants or drugs during the course of duties.
 - 15.33. Soliciting or accepting any gift or grant from any person having official business with the VANI.
 - 15.34. Violation of any safety procedure/precaution, confidentiality and/or any other regulation prescribed by the VANI in relation to any job/work/assignment and/or any other data information/software, etc.
 - 15.35. Refusal to appear or to cooperate in any enquiry ordered by the VANI in accordance with these rules when summoned by the Enquiry Officer.
 - 15.36. Sticking or pasting papers/bills/pamphlets/posters, etc., on the walls of the VANI's premises whether inside or outside and/or on the walls of the residential premises of any of its officers.
 - 15.37. Distribution within the premises of the VANI of hand-bills/papers/ pamphlets/ posters, etc., without the prior permission in writing of the VANI.
 - 15.38. Surrounding or picketing the premises of the VANI or residential premises of any of its Officers with the object of detaining any officer or employee of the VANI.
 - 15.39. Threatening or intimidating any employee within the premises of the VANI or elsewhere if it is related to the work of the VANI.
 - 15.40. Failure to inform the VANI of the occurrence in their house/family of any notifiable diseases such as cholera, small pox, diphtheria, plague, yellow fever, mums, jaundice, etc.
 - 15.41. Soliciting or accepting any gift from any person having official dealings with the VANI or any subordinate staff of the VANI without the prior permission in writing of the VANI.
 - 15.42. Commission of any act not in keeping with the Norms **of Discipline/Code of Conduct.**
 - 15.43. Abetment or attempt at abetment of any act which amounts to misconduct.
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15.44. Any other matter that may be prescribed.

NOTE: The above instances of misconduct are illustrative in nature and not exhaustive.

16. ABSENCE AND VOLUNTARY ABANDONMENT

16.1. If an employee is absent from work for 10 consecutive days or remains so absent after the expiry of leave as originally granted or as subsequently extended it will be open to the VANI to presume that he has abandoned his employment. Provided that the VANI in its sole discretion, may take back in its employment any person who is presumed to have to abandoned his job either with continuity or service or on a fresh appointment.

16.2. Provided further that in case any such employee is taken back in the employment of the VANI, it shall be open to the VANI to take disciplinary action against such employment in accordance with these Rules.

17. Disciplinary Action for Misconduct

Disciplinary action will be taken against an employee, who commits any misconduct, or otherwise acts in violation of the norms of discipline and code of conduct stated above by following the principles of natural justice or the law applicable to VANI in this respect for the time being.

18. SUSPENSION

18.0. The VANI may place any employee under suspension in any of the following circumstances:

18.1. Where disciplinary proceedings against them are contemplated or are pending.

18.2. Where an enquiry into complaints against them is pending or is contemplated.

18.3. Where a case against them in respect of any criminal offence is under investigation or trial.

18.4. An order of suspension may be revoked by the authority which has made the order or which is deemed to have made the order by any authority to which that authority is subordinate.

EXPLANATION – I

An employee who is detained in custody on criminal charges for a period exceeding 48 hours shall be deemed to have been suspended with effect from the date of detention by an order of the Appointing Authority and shall remain under suspension until further orders.

EXPLANATION – II

When a penalty of dismissal or removal which was imposed upon an employee under suspension is set aside on appeal or under the rules and the case is remitted for further enquiry or action with other directions, the order of suspension shall be deemed to have been made by the Appointing Authority and to have been in force on and from the date of the original order of dismissal or removal and shall remain in force until further orders.

19. SUBSISTENCE ALLOWANCE

- 19.1. Where any employee is suspended by the VANI pending investigation or enquiry into the complaints or charges of misconduct against them, they shall be paid subsistence allowance at the rate of 50% of the wages of which he was entitled immediately preceding the date of such suspension.
- 19.2. The payment of subsistence allowance under these rules shall be subject to the employee concerned not taking any employment during the period of suspension and they can be required to give an affidavit to that effect at any time before disbursement of the subsistence allowance is made to them and before every such subsequent disbursement. The VANI may require an employee to mark his attendance as and when required during his suspension period. The failure to mark such attendance during his suspension period dis-entitles the employee from getting the subsistence allowance for the days he fails to do so.

20. PENALTIES

- 20.0. The following are the penalties which can be imposed on an employee guilty of misconduct or for any other good and sufficient reasons.

20.1. Minor Penalties

- (a) Warning;
- (b) Censure;
- (c) Fine;
- (d) Stoppage of increment;
- (e) Stoppage of promotion;
- (f) Suspension without pay up to one week; and
- (g) Recovery from pay or such other amount as may be due to them of the whole or part of any pecuniary loss caused to the VANI by the negligence of the employee.

20.2 Major Penalties

- (a) Reduction to a lower post with or without reduction in salary
 - (b) Discharge; and
 - (c) Dismissal.
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EXPLANATION:

The following shall not amount to a penalty within the meaning of these Rules:

(a) **Termination of service:**

(i) of an employee appointed on probation in accordance with the terms of their appointment;

(ii) of an employee appointed in a temporary capacity, otherwise than under a contract or agreement on the expiry of the period for which they were appointed, or earlier, in accordance with the terms of their appointment;

(iii) of an employee appointed under a contract or agreement on the expiry of the period or agreement or in accordance with the terms of such contract or agreement; and

(iv) of an employee on reduction of establishment.

21. PROCEDURE FOR IMPOSING MINOR PENALTIES

21.1. Where it is proposed to impose any of the minor penalties specified in Clause (a) to

(g) of Rule 20.1, the employee concerned shall be informed in writing of the imputations of misconduct against them and given an opportunity to submit their written statement of defence within a specified period not less than two days. The defence statement if any submitted by the employee shall be taken into consideration by the disciplinary authority before passing appropriate orders.

21.2. The record of the proceedings shall include:

- (a) a copy of the statement of misconduct delivered to the employee;
- (b) their defence statement, if any; and
- (c) the order of the disciplinary authority together with reasons therefore.

22. PROCEDURE FOR IMPOSING MAJOR PENALTIES

22.1. The penalties imposed in Clause (a) to (c) of Rule 20.2 shall only be imposed after the employee concerned has had adequate opportunity to explain their conduct.

22.2. Before any penalty as enumerated in these Clauses is imposed, a charge-sheet containing allegations in detail shall be served on the employee who shall be given an opportunity to submit their written statement of defence within a specified period not less than seven days.

22.3. If, after taking into consideration the written statement of defence, if any submitted by the employee, the disciplinary authority is of the opinion that there are grounds for inquiry into the truth of any of the imputations of misconduct against the employee, it may appoint an Enquiry officer to enquire to present the case in respect of allegations against the employee.

- 22.4. An employee would normally not be allowed to resign or to retire from the services of the VANI while pending of any such disciplinary proceedings. However, the VANI, entirely in the discretion, may allow any such employee to resign or retire from their services on such terms and conditions as the VANI deems fit depending upon then facts and circumstances of the case.
- 22.5. In the enquiry only those charges would be enquired into which are specifically denied. Charges which are not specifically denied would be deemed to have been admitted.
- 22.6. In the enquiry, the employee concerned shall be entitled to be heard in person or to be defended by any other co-employee of his choice. The charge-sheeted employee, if he so requests shall be permitted to lead evidence, both documentary and in the form of witnesses, in their defence, if the Enquiry Officer is satisfied that such evidence has material barring on the issues involved. He would also be permitted to cross examine any witness on whose evidence the charges are sought to be proved. It will be for such party to ensure that presence of their witness before the Enquiry Officer and both the parties will be entitled to cross-examine any witness produced by the opposite party. The Enquiry Officer shall have the power to summon any employee of the VANI to appear as a witness in the enquiry. The charge-sheeted employee and the Presenting Officer would be entitled to make a written application for summoning any employee of the VANI as a witness to the enquiry and the Enquiry Officer, on being satisfied that their evidence of such employee has material bearing on the issues, involved shall summon such employee who would be liable to depose truthfully on the issues involved.
- 22.7. The entire proceedings of the enquiry shall be duly recorded and the employee concerned will be given a copy of the same if so requested.
- 22.8. The enquiry proceedings should be conducted in English in view of the nature of business of the VANI. However, on request a Hindi translation of the proceedings can be provided to the charge-sheeted employee.
- 22.9. Upon the conclusion of the enquiry, the Enquiry Officer will submit their report as expeditiously as possible to the Disciplinary Authority.
- 22.10. The Disciplinary Authority shall, as soon as practicable give their proposed decision on the findings of the Enquiry Officer. Thereafter a copy of the enquiry report along with the show cause may be sent to the charge-sheeted employee giving him an opportunity to represent against the same before the final decision is taken.
- 22.11. Thereafter the punishment/penalty may be imposed and the same be duly communicated to the charge-sheeted employee. The communication of the above said decision vide registered AD post on the last known address will be deemed to be compliance of the communication.

III. RECRUITMENT AND SELECTION

1. ***Policy***

VANI recognizes that human resources play a determinant role in the achievement of its goal. It, therefore, strives to employ the people having right profile, skills and competencies.

In order to provide upward mobility and career growth opportunities to the existing employees, attempts are made to fill up the positions through internal circulation of vacancies wherever possible and recruitment is resorted to at the lowest possible level unless essential.

2. ***Recruitment***

In case of a staffing requirement (replacement or new), the Line Manager shall fill a **Manpower Requisition Form (Annexure 1)** and forward to the CEO.

3. ***Source of Recruitment***

The applications can be sourced through advertisement in the press/internet; Human Resource Consultants; Organization's resource (Existing staff member reference); the databank maintained by VANI created from the applications received directly from candidates who apply for a job in VANI from time to time; campus recruitment from premier academic institutes in the country; popular job placement agencies in the country or walk in interviews as may be appropriate. The advertisement material shall have to be sanctioned and approved by the CEO.

4. ***Process of Selection***

All resumes shall be screened by the concerned department; short list the resumes find eligible to call for interview and subsequently called for an interview by the Line Manager and then the CEO. HR Department shall send an **Interview Assessment Form (Annexure 2) to the short-listed applicants** to fill in the details therein and return before the date of interview. HR Department will verify the details furnished by the applicant and intimate them the date and time of interview in consultation with the Line Manager and CEO.

The process of selection may comprise anyone and/or combination of the following:

- a. Preliminary interview
- b. Written test
- c. Skill / Competency test
- d. Group discussion / Presentations
- e. Personal Interview

5. **Interview Panel**

The panel for preliminary interview will comprise representative of concerned Programme/ functional area and HR-in-charge. It is mandatory to associate a female employee in the interview panel.

The panel will record evaluation of each interviewee on the prescribed "Interview Assessment Form" and handover to HR Dept. for further processing.

The candidates considered suitable by the panel for employment will have final interview with the CEO.

The interview assessment forms will be treated as **Confidential** and kept in a separate folder.

6. **Post-Selection**

- a. After the selection process is over, salary fixation of the selected candidates will be done by the HR Department, based on individual's qualification, relevant experience and merit.

While doing so, internal parity will also be taken into consideration.

- b. A letter of intent giving brief details of the contract employment, salary package and other benefits she/he will get if willing to join VANI will be sent to the selected candidate. The date she/he is required to be joined will also be mentioned in the letter of intent.
- c. A letter of appointment shall be issued only after a satisfactory medical and reference check (verbal/written) has been conducted as per the *Reference Check Questionnaire (Annexure 3)* to the new incumbent on joining.
- d. An offer letter shall be issued to the candidate for his/her acceptance (**Annexure 4**).
- e. The candidates, who are not selected or short-listed for consideration against future requirement, will be sent a letter informing them of their status within seven days of completing the process.

IV. JOINING PROCEDURE AND ORIENTATION

1. **Appointing authority**

- a. The CEO is the final appointing authority for every new appointment at VANI.
- b. CEO has the right to involve experts/ consultants, part time staff for different projects, as per requirement. The terms and conditions may vary on case-to-case basis.

2. **Contract**

- a. All VANI staff shall be employed on a contract for a stipulated period of time, for a specific project, either full time or part time, on the lapse of which the staff ceases to be in service. The contract may be renewed with mutual consent either on the same or different terms.
- b. All new VANI staff members shall be issued a **Letter of Appointment (Annexure 5)** and a detailed job description. A copy of the appointment letter duly signed and accepted by the staff member should be returned to VANI within the stipulated period.
- c. An appointment may be withdrawn in the event of finding that the personal details furnished by the individual are false i.e., false declarations of qualifications, experience etc. and general misrepresentation of facts.
- d. During the probation period employees are entitled for 1 day leave per month.

3. **Joining formalities**

- a. All selected candidates are required to fill in the latest and correct information and submit a **Personal Data Form (Annexure 6)** along with photocopies of educational certificates, experience certificates, release letter from previous employer (if in service), last certificate, tax deduction certificates, PAN Card, proof of residence or any other documents required and two recent photographs before joining VANI
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- b. Any changes in personal particulars, at any point in time must be notified in writing to the Admin Department at the earliest.
- c. The selected candidate shall join on the date that he has confirmed to join and give a **Joining Report (Annexure 7)**. A general nomination and bio-data form shall also be filled in.
- d. All new VANI staff shall be given this manual . They are requested to study all the rules and regulations at the earliest in order to adjust to the working environment of the organization quickly.

4. **Orientation**

- a. HR Dept. will acquaint new employee with organizational aspects such as VANI's vision, mission, strategies, core values, historical background, organizational structure, location of field offices, programs, work process, systems, procedures, objective & function of Committee on Gender Awareness and Mainstreaming in VANI (CGAMP), services/facilities available in office etc. She/he will also be handed over HR Policy and Induction Booklet for reading and return. HR Dept. shall provide clarifications that new entrant may seek. She/he will then be introduced to the Head of Dept. of posting and the other staff members of the organization and will be briefed on all the departments by the HR Department.
- b. HR Dept. will send email to all employees in H.O. and State/District offices introducing the new employee.
- c. HR Dept. shall organize orientation programs for the new employees preferably on their day of joining on issues related to support functions of VANI such as HR, Admin, Finance & Accounts, and Project Monitoring System (PMS) etc. They will be oriented on policies, systems, processes and „Gender Awareness and Mainstreaming in VANI“.
- d. With the aim of helping the new employee to understand VANI in the right perspective, remove her/his anxieties, address her/his concerns and help her/him to fit into new environment and culture quickly, it will be compulsory for the new entrants to have a mentor at least for the initial period of three/six months. HR Dept. will explain the mentoring scheme and assign mentors
- e. The new VANI staff member shall be shown his area of work and workstation by the Administrative Department.
- f. The new VANI staff member shall be oriented in detail about his job responsibilities by his/her Line Manager, ensuring that he/she clearly understands all aspects of the job.

5. **Probation and Confirmation**

- a. All new VANI employees will be on probation for a period of three/six months.
- b. Initial Performance review of the new employee will be carried out immediately of completion of her/his three months of service with VANI. HR Department will provide the performance form to the new employee 10 days before completion of her/his three-month probation period.

- c. During the probation period, it will be the responsibility of the supervisor to closely observe and monitor employee's performance, conduct, work habits, attitude, potential, suitability etc. and she/he will be given feedback from time to time by the Line Manager supervisor and in charge-HR Dept. If employee's work habits, attitude, performance and conduct have been found to be satisfactory, the contract will continue as scheduled, otherwise it may be terminated without assigning any reason, without notice or payment in lieu of notice, at any time during the probation period.
- d. A monthly review on the work plan shall be carried out regularly by the Line Manager / supervisor and in charge-HR. At the end of three months, a final review shall be carried out on the basis of monthly reviews. The Line Manager / supervisor and in charge-HR Dept shall maintain proper written record of the discussions held between the employee and ensure that the assessment report/ recommendation is submitted to the appointing authority at least fifteen days before the completion of three/six months for a decision on whether to clear the initial review period and allow her/him to continue till the expiry of the stipulated contract period. HR Dept. is responsible for follow up with the concerned Line Manager/supervisor to complete the process in time.
- e. The staff member's services shall be confirmed only if performance is up to the expectations of VANI through a **Confirmation Letter (Annexure 8)**.
- f. In exceptional circumstances the probation may be extended for such further period by the appointing authority depending on the indications of likely improvement of the employee. If, however, after this period the performance is still not considered satisfactory, employment will be terminated.
- g. After confirmation of the employment of the new employee, probation period would be counted as a part of the total service for all purposes.

V. SERVICE RULES

1. Working hours

- (a) The official working hours of the organization:

Monday to Friday	0900 hrs to 1700 hrs
Lunch Break	1300 hrs to 1330 hrs

- (b) Each staff member is expected to put in thirty-seven and half an hours of work per week excluding lunch break.
- (c) All employees shall be required to attend any emergency or other urgent duties outside their regular hours of work including weekly off days/holidays, as and when required.
- (d) During any period of stock taking or making of accounts or for any other purpose, any VANI staff member may be required to sit for a period longer than the normal working hours and no overtime shall be paid.
- (e) Any employee reaching office within half an hour of their stipulated time with prior permission will be required to compensate by working late for the duration they were

late on the same day. However, the employee not compensating, for the time they were late, on that very same day, it would be treated as non-compliance of the rule and half-day leave would be deducted accordingly.

(f) Habitual late arrivals and early departure will be treated as misbehaviour and the same will be treated as leave without salary or dealt with disciplinary action.

(g) That the provision of Compensatory leave should discontinue.

2. Attendance

(a) Attendance and movement of all VANI staff will be recorded electronically on the designated computer. Each employee will be given a user id and password for login and logout. All type of in/out of each staff to/from office including availing short leave/leaving the office on official duty/tour etc. except for lunch break will be logged in/logged out in electronic attendance system.

(b) VANI staff is expected to be punctual and regular in office.

(c) VANI staff in the event of being late to office on any day must inform the receptionist on official phone for passing of the information to the CEO and HR department. Warning will be given to regular latecomers and disciplinary action would be taken against them.

(d) Any staff member coming to office half an hour late without any information will be marked half day absent.

(e) Staff coming for less than 4 hrs a day will be marked half day absent.

(f) HR Department will prepare a consolidated statement of attendance of each staff on monthly basis and submit the same to the CEO indicating details of the leave adjusted, if any.

3. Movement

All VANI staff moving out of office during working hours on official work shall enter the movement details in the in the electronic attendance system besides informing their Line Manager and receptionist.

4. Transfer

(a) VANI staff may be asked to travel to any part of the country or world at any point in time. VANI reserves the right to transfer its staff members from one department to another or any new establishment in the same place or elsewhere provided such transfer does not entail reduction in total emoluments.

(b) VANI may depute any staff member for outstation duty in connection with the work of the organization.

5. Visiting Cards and Identification Cards

Visiting Cards and Identification Cards shall be issued within the first month of joining. These shall have to be surrendered at the time of leaving the organization. Any misuse of the same shall call for disciplinary action.

6. **Handing over**

Any staff member leaving the services of the organization or being transferred to another department or proceeding on long leave is required to prepare a detailed handing over note and give it to the Line Manager and a copy to the person taking over his/her duties.

The following points are to be noted in this regard:

- a) Prepare a detailed note including job responsibilities, work done, work pending and work in progress.
- b) List out priorities.
- c) List out problem areas.
- d) Prepare a list of files, papers and documents to be handed over in soft and hard versions.
- e) Give guidelines to handle the current and future assignments.
- f) Prepare a brief on finances i.e. budget allocation, expenses made so far and future plans.

7. **Monthly Time Report**

HR-in-Charge will takeout printout records of attendance of each VANI staff from the electronic attendance system, prepare a **Monthly Time Report (Annexure 9)** in respect of each staff with remarks of absent, late arrivals/early departure etc by 5th day of succeeding month and forward the same to the CEO for his perusal and further orders.

8. **Other Service Conditions**

8.1 **Transfer/Change of Job Assignment**

- a. Every employee shall be liable to be transferred from one place to another and from one department to another; whether created at the same place or elsewhere; whether at the same station or anywhere in India, against an existing or a new post created after the employee joins VANI. Refusal by a contract employee to accept transfer will mean violation, and therefore, termination of contract without any benefit or notice pay/salary in lieu thereof.
 - b. VANI may also decide to place any employee on deputation with her/his consent to VANI's partner organizations or any other organization on mutually agreed terms and conditions. The period for the deputation will depend on the need. Any employee so deputed will continue to be the employee of VANI but will be entitled to receive her/his mutually agreed salary and other allowances from the borrowing organization until the expiry of tenure with the organization. After the deputation is served, the deputed employee will revert to VANI unless s/he is absorbed by the borrowing organization with the
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approval of the competent authority and consent of the employee. The employee so absorbed will be required to resign from VANI.

- c. In the overall interest of VANI, all employees are required at any time to accept any change of job assignment to meet the needs of VANI.

8.2 Changes in Personal Data

- d. Employees have a personal responsibility and an obligation towards herself/himself and the VANI in providing accurate information on Personal Data. Any change in Personal Data relating to name, marital status, children, address, awards, distinctions or professional qualifications should be correctly and promptly communicated to HR Department for records.
- f. Absence of information can lead to an inconvenience and a handicap in administration of benefits which are sometimes time bound and may get time barred. Utmost care should be taken to pass on such information on time.

VI. LEAVE ENTITLEMENT

1. General Rules

- a. Leave is not a right but a privilege.
- b. All leave applications shall be made in the prescribed **Leave Application Form (Annexure 10)**, signed by the applicant, vetted by the HR-in-Charge and approved by the CEO.
- c. Ordinarily no VANI staff member shall absent himself from work unless prior sanction of leave has been obtained.
- d. An employee must have a written confirmation before proceeding on leave.
- e. If the leave on credit over and above the limit authorized to accumulation is availed or en-cashed before the end of the financial year shall lapse automatically.
- f. Staff shall give their tentative leave plan in the beginning of the month. For leave more than one week, the application shall be submitted for approval at least one month in advance.
- g. Leave should be planned in such a manner that the work requirements are taken care of.
- h. For upto 2 days Privilege Leave, application is to be submitted at least 3 days prior to the date from which the person plans to proceed on leave.
- i. For 3 to 5 days Privilege Leave, application is to be submitted at least 5 days prior to the date from which the person plans to proceed on leave.
- j. For more than 5 days, application is to be submitted at least 10 days prior to the date from which the person plans to proceed on leave.

2. Privilege leave (PL)

- a) All confirmed staff members shall be entitled to 3 (three) days of privilege leave for each completed month of service provided that if in a month she/he has not remained on duty for 16 days or more, no leave will accrue for that month.
- b) New staff members joining VANI in the middle of a year shall be given PL proportionately.
- c) PL cannot be availed in advance.
- d) VANI staff members on probation can avail PL only after confirmation that too on a pro-rata basis calculated from April to March Financial Year.
- e) All types of leave must be availed of only with prior sanction of the Competent Authority. Where it is not possible to obtain prior sanction due to any casualty or unexpected reasons, intimation will be given to the office on the official phone numbers during the immediate working hours for information of the CEO, HR Department and the Line Manager, with reason for inability to obtain prior sanction. In the first day of rejoining from leave without prior sanction, the employee concerned shall get ex-post-facto sanction for leave of absence from the Competent Authority otherwise the absent will be treated as leave without salary.
- f) Leave a Privilege Leave vailing is not a matter of right. The Competent Authority has the discretion to refuse, postpone or curtail leave according to the exigencies of service and the situation.
- g) Any unauthorized absence will entail loss of pay. In addition, the employee shall be subjected to disciplinary action.
- h) VANI reserves the right to recall an employee on leave to meet exigencies of work. In such a case, if the employee is at a place other than her/his headquarter station, VANI will reimburse traveling expenses as per T.A. Rules.
- i) Whenever any employee proceeding outstation on leave, she/he will furnish her/his contact address, mobile phone number etc to the office.
- j) PL cannot be availed together with Short Leave.
- k) Long PL has to be planned well in advance and forwarded to the CEO after due discussion and sanction of the Line Manager.
- l) PL can be taken in multiples of half a day.
- m) Weekends, declared holidays falling within the PL period will be counted as a part of the PL, but those falling in the beginning or end shall not.
- n) VANI's focus is on promoting wellness of the staff. It encourages staff to avail leave to maintain work-life balance. Hence, the organisation does not promote leave encashment. Maximum up to 45 days leave can be accumulated. (Such leave can be of use at the time of illness, marriage, child rearing etc.) There is provision of one time leave encashment.
- o) Only 10 days per year accumulated up to the maximum limit of 60 days.

3. Short Leave

If any employee is desirous of availing short leave to attend to her/his personal work, she/he must get the leave sanctioned from the competent authority on Leave application form before proceeding on short leave. Short leave may be allowed twice in a month up to 2 hours duration each (**Annexure 11**). For any short leave in excess of 4 hours and up to 8 hours in a month, one-day leave will be adjusted. For any additional short leave beyond this, an individual will be considered on half a day's leave. In case there is no leave due to an individual, it will be treated as leave without pay, if such absence has approval of the sanctioning authority. This concession may not be misused.

3. Public Holidays

- (a) VANI offices will observe 8 festival holidays in addition to the three national holidays i.e. 26th January, 15th August and 2nd October each year. Festival holidays for H.O. and field offices other than the national holidays will be determined and announced by the competent authority at the beginning of the year. Where expedient, such holidays may vary for different locations to suit local conditions.
- (b) Holidays declared by the Government during the course of the year will be allowed at the discretion of VANI.

4. Maternity Leave

- (a) All female employees who have put in at least one year of continuous service shall be entitled to maternity leave for 6 Months with full pay as per the provisions of the Maternity Benefit Act. Additional unpaid leave to a maximum of one month can be taken with prior agreement at the discretion of the CEO.
- (b) Maternity leave is applicable for the first two surviving children only. If a female staff member has two surviving children at the time of joining VANI, she will not be entitled to any maternity benefits.
- (c) Leave up to 42 days can be granted in case of a miscarriage or medical termination of pregnancy (MPT) immediately following the date of miscarriage for a female employee. The application in this regard should be by a certificate of a registered medical practitioner.
- (d) These leave can be combined with PL, if supported by a medical certificate.
- (e) A certificate from a registered medical practitioner or a government hospital should support the application for maternity leave. If extension is required, a similar certificate should support the application.
- (f) If the duration of eligible maternity leave exceeds beyond the last date of contract, the same will be truncated accordingly

5. Leave without pay

- a) If an employee does not have any leave to her/his credit, and if such absence has approval of the sanctioning authority, the days of absence from duty will be treated as leave without pay.

- b) For compassionate reasons, to be recorded, special or extra-ordinary leave without pay can be sanctioned at the discretion of the CEO when no other leave is due to an employee. During such leave, both preceding and following weekly offs/holidays will be treated as leave without pay.

5.5. Study Leave. If staff for their betterment of career applies for leave with loss of pay up to six months for studies connected with the voluntary sector and beneficial to VANI, such applications may be considered with concurrence of the Chairperson. Prior to granting such leave, it may be ensured that day-to-day work of VANI shall not be affected during the absence of the staff that study leave is granted.

5.6. Sabbatical Leave. If any staff those who have seven years of continuous service with VANI applies for a period of not more than one year leave from work without pay for research or study in India or abroad shall be considered with concurrence of the Chairperson. Prior to granting such leave, it may be ensured that day-to-day work of VANI shall not be affected during the absence of the staff that study leave is granted. If necessary, additional staff may be recruited on temporary basis for the period of absence of the staff granted sabbatical leave.

6. Sanctioning Authority

- a) The CEO will be the competent authority to sanction leave without pay.
- b) Recommendation of the immediate supervisors will be necessary for sanctioning leave in respect of the employee working under them.

7. Maintenance of Leave Record

Leave record of all employees are maintained by HR Dept. For this purpose necessary attendance record, information about absence, on leave/tour etc. is forwarded by the field offices to HO on monthly basis.

Note: *Those on contract/short term assignment for a period of less than one year will be entitled to one day leave per month.*

VII. PERFORMANCE MANAGEMNT DEVELOPMENT

1. Assessment

- a) Assessment shall be done on a monthly basis during the probation period, at the end of which a final review shall be carried out on the basis of monthly reviews as per the **Probation Review Form (Annexure12)**. This would entail assessment by the Line Manager.
- b) The annual cyclical evaluation period will be from April to March (financial year).
- c) All appraisal forms shall be maintained by the HR Department, which shall be the central nodal point. The forms once completed at the end of the appraisal period shall be treated *confidential*.

2. Performance Monitoring & Development (PMD)

Performance Review

2.1 The Performance Review in VANI is a continuous developmental process and has the following objectives and purposes:

- a) Enable the employee to evaluate her/his performance against pre-discussed targets/ tasks/specific traits/abilities and explore reasons for shortfall (if any) in accomplishment of the task assigned and/or carried out during the period under review. Goals/targets will be discussed and agreed jointly between employee and her/his supervisor for each year. These will be reviewed jointly periodically and revised, if required.
- b) Enable the employees to explore their strengths and weaknesses and identify the areas that need improvement as well as conduct for the sake of their personal and professional growth.
- c) Provide critical feedback on the performance to enable the employee to improve the performance by providing necessary support, guidance and counseling.
- d) Identify attributes where her/his potential has not been tapped optimally. This may enable changes in the future role, responsibility, tasks and career planning.
- e) Identify development and training needs of the employee
- f) Facilitate discussions at the time of three/six months review clearance, grant of performance rewards, contract renewal and reclassification.
- g) A joint performance appraisal of each employee will be carried out before sanctioning increments and other benefits each year.

This entire exercise is divided into the following Sections (*Annexure 13*):

- A- Job mission
- B- Key Result Areas & Targets
- C- Accomplishments, C1- Self Assessment, C2- Line Manager's Assessment
- D- Skills Assessment
- E- Individual Development Plan
- F- Staff member & Line Manager Comments

2.2 Supervisor's Role:

- a) VANI considers the need for fair and objective performance review, as a responsibility of the Supervisors. In case any employee is not convinced with some comments/observations during joint discussion/feedback session, Supervisor will ensure that the employee concerned is given a patient hearing and looks into the logic of the reasons raised by the employee before recording final comments.
- b) The employee, if still not satisfied with the evaluation of her/his performance by the supervisor, the issue is discussed by the next higher authority jointly with the supervisor and individual at the time of final review.
- c) The review process in VANI is open and transparent. An individual is informed about the feedback/observations of the supervisors and provide necessary counsel to help her/him absorb the same with a positive attitude.

d) The review document is kept in individual's dossier.

3. **Training & Development**

- a) Training needs of staff are identified after the Appraisal process is completed. The training needs of each staff member shall be reviewed by the appraiser and the CEO.

- b) A training plan within the budgeted financial resource would then be developed for each function and approved by the CEO. This will be a joint effort of the immediate supervisor of the employee and HR Department. Training programs can either be in-house or outsourced depending on the programme and will essentially cover the following three dimensions:
 - i. Programme Specific Training (Skill / Knowledge)
 - ii. Training on Generic Behavior (Attitudinal Training)

 - iii. Training for future inputs required by the staff to undertake a new responsibility.

4. **Approach to HRD for career growth in VANI system:**

- a. Certain internal (VANI conducted) HRD programmes are "compulsory" for all employees; these typically include induction-orientation for new joiners, thematic inputs on current subject matters.

- b. Certain HRD programmes will be organized internally for groups of learners, based on needs identified in relation to roles played; such need identification is typically done through quarterly reviews, Annual Performance Reviews, etc. Such programmes will include themes related to managerial aspects, leadership and team functioning, time VANI, communication and presentation skills etc; it may also include certain thematic dimensions of our programmes to receive expert inputs.

- c. Based on Performance Reviews, quarterly review, supervisory discussions or new responsibility/roles assigned, individuals may be nominated by VANI to training programmes organized by other reputed institutions. This will be typically done based on mutual consultation with the employee concerned and her/his supervisor. Such opportunities may include participation in Conferences and events organized by others nationally and internationally.

- d. VANI regularly receives invitations to nominate its employee to learning events organized nationally/internationally. Many of these invitations focus on such learning themes, which can contribute to long-term professional development of individuals; while they do benefit VANI as well, this benefit is less direct and immediate. For availing such opportunities in a systematic manner, regular information will be circulated in the system. Individuals desirous of taking advantage of such learning opportunities will need to take own initiative and prepare a case for being nominated in the prescribed format. Since such opportunities are, strictly speaking, not immediately relevant for VANI, the individual applicant will have to use own time for preparing such submissions; time used during the learning event will be worked out on the basis of sharing principle between VANI and the person concerned.

5. Feedback report and sharing learning experience:

- a. All employees are required to fill in the feedback report in the prescribed format immediately after attending the programme and send it to HR Dept. through supervisor. The HR Dept. puts up the same to the competent authority for perusal. The report includes usefulness of the programme and whether expectations from the programme have been achieved, benefit derived and suggestions about action plan, if any. The training material received is kept in the VANI library for reference by other employees.
- b. Employees having undergone training programmes or otherwise acquired competence through the VANI sponsored learning forums are expected to and provided opportunity to share their learning with other employees.

6. Training Bond

6.1 Nomination to External Programmes

The participation of the staff members can be broadly grouped under the following two categories:

- a. Attending specialized training/sponsored programmes in Premier Institutes in India and/or abroad on being nominated by VANI irrespective of the period of training and whether training/course fee, travel, other expenses etc. are borne by VANI or organizing agency. In such cases, staff members are required to execute a Service Agreement/ Indemnity Bond in the prescribed form to assure their services for a minimum specified period as decided depending on the period of training and estimated expenses etc.
- b. Participation in different types of workshops, conferences or seminars (within or outside country) on being nominated by VANI as a part of learning process irrespective of whether fee, travel, other expenses are borne by VANI or any organizing agency. In such cases, there is no requirement of any service agreement.

HR Dept. is responsible for coordinating, monitoring budget and maintaining proper record.

6.2 Participation as a Resource Person and Writing Articles / Reports

- a. VANI has been receiving requests from various Government/Non-Government agencies working in social development sector, institutes, academia etc. to:
 - i. Depute VANI employee to participate as resource persons/facilitators in training programmes, workshops, seminars, etc.
 - ii. Contribute professional articles for publication in various journals, magazines, newsletters, conferences etc.
- b. In the context of its national, international and social obligations to contribute towards training and development efforts in India and other developing countries, VANI acknowledges the need of an individual to derive satisfaction from such participation and experience self-

development, VANI will nominate a person with the necessary background to undertake such work.

- c. In the case of VANI's sponsorship, the travel expenses will be borne by VANI, if the same are not reimbursed by the host VANI.
- d. If any employee gets such a request directly, s/he will need to obtain competent authority's permission before undertaking the assignment by furnishing complete details.
- e. As regards the honorarium received from such one-off assignments, the individuals are permitted to retain the same. Income Tax if payable will be borne by the individuals.
- f. The individuals will furnish the particulars of the assignments of the above nature undertaken and honorarium received to F&A Department on completion of each assignment.

7. INCENTIVE PAYMENT

The VANI may on its sole discretion give an incentive payment to any employee who puts in extra performance for the organisation on the basis of the time and effort put in by the said employee.

VIII. SEPARATION

1. Types

Generally, there will be following types of separations:

- a) Resignation
- b) Termination and/or Expiry of Contract

2. Process

(a) Resignation

- i) All resignations giving one month's notice period shall be addressed to the CEO, to be received by the Line Manager. The resignation shall also mention definite recommendations about time of relieving, pending issues in hand, position of advance and suggested arrangement for replacement.
- ii) The staff member shall forgo one month's basic salary if he/she fails to give notice and wishes to leave the organization immediately, or has been asked to leave on disciplinary grounds.
- iii) Notice of resignation and leave of any kind cannot run concurrently.
- iv) VANI may waive off the notice period or change in the date of release if requested for on compassionate grounds.
- v) An employee on contract will not be required to give notice or notice salary during the initial review period of three/six months.

(b) Termination & Expiry of Contract:

- i) The services of the confirmed staff member may be terminated after giving one month's notice on either side. The exact date of release shall be decided mutually between the staff member and the Line Manager. In case of a conflict, the decision of the Line Manager shall prevail.
- ii) VANI will pay one month's basic salary to the staff member if VANI fails to give any notice to any staff member and wishes to terminate his/her services immediately other than on disciplinary grounds.
- iii) If a staff member is asked to leave due to disciplinary reasons, willful misconduct, disobedience or neglect of duty, it will always be on the close of working hours on the very same day.
- iv) No notice or salary in lieu of notice will be required in case of dismissal from service of the employee found guilty of any major misconduct.
- v) If an employee remains absent from duty for a period of 10 consecutive calendar days, or fails to resume duty within 10 days of the expiry of leave originally granted or subsequently extended, it will be presumed that s/he has abandoned her/his employment with VANI of her/his own accord and thereby lost lien on her/his employment. Her/his name will accordingly stand struck off the rolls and the employee will be informed at her/his last known address.
- vi) The contract will lapse at the end of the period of contract stipulated herein, and will thereby stand automatically terminated. No notice, or pay in lieu of notice, or any other payment whatsoever by way of compensation, will be required where this contract stands terminated as a result of non-renewal on its expiry.
- vii) Any office equipment/document like I-Card, Visiting Cards, Briefcase/Bag, Laptop, Keys, etc. with the staff member shall be withdrawn in all cases.

3. Final settlement of accounts

In all cases of separation, F&A Department should immediately be informed to stop salary/ calculate monetary dues payable / recoverable in respect of the separating employee as applicable in each case.

The HR Department shall initiate a final settlement clearance along with the Finance Department. All benefits forming a part of the pay packet shall be pro-rated as of closing hours of the last working day.

The Administration Manager shall administer the disbursement of cheque, final payment, Release Letter and Service Certificate, having satisfied that the finer details of handing over including a No Due Certificate have been done in terms of all assets and status of work in progress, etc.

Recoveries shall be affected on the following while calculating the final dues:

TDS as per law. Actual photocopies of investment/rebate claim to be shown.

No deductions to be given on undertakings.

Professional tax or any other legal deductions including social benefits.

All loans, advances, impress, etc.

No staff shall be relieved until and unless the handing over and full and final formalities are completed in a proper manner and a „No Dues Out“ obtained from all concerned and handed over to the HR Department.

4. **Exit Interview**

4.1 All staff leaving VANI shall undergo an exit interview with their Line Manager. This is essentially to understand the positive and negative aspects of the organization and shall under no circumstances be used against the staff member filling it at any point in time. A sample of the **Exit Interview Format** is attached as per (*Annexure14*)

4.2 Objective of exit interview are:

- a. To elicit information about the reasons, circumstances, difficulties etc that might be behind the employee to leave VANI.
- b. To seek feedback about issues related to organization's culture and working environment.
- c. To take possible remedial measures in any aspect of the organization's/ individual's functioning, if there is a need to do so.

4.3 **Process:**

It should be VANI's endeavour to complete the entire process of separation in such a manner that the employee leaves with a good feeling and happy memories about her/his association with VANI. S/he will be VANI's ambassador, wherever s/he goes.

- a. On acceptance of resignation by the competent authority, HR Dept. will arrange an "Exit Interview" on the prescribed format before the date of release. The form duly completed by the separating employee and the interviewer will then be forwarded to HR Dept. In-charge, HR Dept. will also interact with the separating employee and record her/his comments/ observations. Thereafter, this will be put up to the competent authority for her/his perusal.
- b. The contents of the form and interviewer's observation will be treated as „Confidential“. At the end of the year, a "Turnover Analysis" will be made to find out main reasons for leaving VANI and submitted to the Competent authority for perusal and future directions, if any.

IX. GRIEVANCE PROCEDURE AND APPEAL

1. **Procedure**

- a. This procedure aims at redressal of grievance of an employee in the shortest possible time and promotes harmonious relations between the VANI and its employees.

Any employee having a grievance arising out of employment should report to her/his immediate supervisor and seek redresses of the grievance.

If the grievance is not settled within 15 days or not satisfied with the decision of the supervisor, the aggrieved employee can report to the HOD concerned for redressal of the grievance.

If the HOD is also not able to sort out/redress the grievance in the next 15 days, the employee can report to the In-charge HR Dept. who will put across the grievance with all facts to the competent authority within the next 21 days of the complaint coming to it, for appropriate decision.

- b. Any complaint regarding sexual harassment shall be directly made to the Chairperson/any member of the Committee on Gender Awareness & Mainstreaming in VANI (CGAMP) for appropriate action.
- c. The appellate authority in this regard will be CEO whose decision will be final and binding.

2. **Appeal**

Appeal against any decision of the CEO in respect of H R Policy or any other service matter will be with the Working Committee.

3. **Grievance Redressal Committee.** The Working Committee of VANI may constitute a Grievance Redressal Committee to consider the case of the aggrieved in a proper and lawful manner and decide the petition.

X. SALARY & SOCIAL SECURITY BENEFITS

1. **Salary**

Salary shall be paid via cheque or electronic bank transfer to the bank account of each staff member on the last working day of each month. Each VANI staff member shall be personally responsible for the settlement of his Indian Income tax responsibilities. Tax would be deducted at source for a monthly salary that exceeds the taxable limit.

Salary would be divided into a combination of components given below depending on the grade of the staff member.

Basic

House Rent Allowance

Conveyance Allowance

Medical Reimbursement*

Other Allowances

2. **Medical Reimbursement***

Medical reimbursement to the extent of Rs 15,000/- per year (April – March) under section 17 (2) (v) if Income Tax Act, 1961 is exempted from income for assessment of TDS only if supported by proof i.e. original medical bills/prescription, of actual expenditure incurred by the staff member. Medical expenses can be claimed on a quarterly basis as per the **Medical Reimbursement Form (Annexure 15)** by 20th of June, September, December and March.

3. **Mobile Telephone Reimbursement**

VANI staff members who are entitled to a mobile telephone reimbursement, as per their letter of appointment shall, at the end of each month, submit their claim in the **Mobile**

Telephone Reimbursement Form (Annexure 16), duly signed, along with a photocopy of the original bill. The cell phone should be in the name of the using VANI staff member.

4. Conveyance Reimbursement

The entitlement for local conveyance for official work would be as under:

<u>Staff Category</u>	<u>Entitlement</u>
Senior VANI (Level 5)	Taxi fare
Senior VANI (Level 4)	Taxi fare
Middle VANI (Level 3)	Taxi fare
Officer (Level 2)	Auto rickshaw fare
Subordinate Staff (Level 1)	Bus fare**

** Auto rikshaw fare shall be allowed considering the nature of work and urgency under sole discretion of the CEO.

For the use of personal vehicles for official work, reimbursement shall be made on a per kilometer basis as under:

- i) Car - Rs 9.00 per kilometer.
- ii) Two wheelers - Rs 5.00 per kilometer.

Claim for Conveyance Reimbursement shall have to be submitted at the end of each month as per the **Local Conveyance Reimbursement Form (Annexure17)**.

5. Personal Accident Insurance

VANI pays the Insurance premium for its entire staff under the Individual Accident Insurance Policy for coverage of the Individual Personal Accident Insurance against accident, death or injury of staff while on duty within the country. The amount of coverage is as follows:

<u>Benefits</u>	<u>Coverage (Rs)</u>
Accidental Death	7,50,000.00
Temporary Total Disablement	5,00,000.00

In the event a VANI staff member meets with an accident, intimation is to be sent to the Admin Department immediately which in turn will inform the Insurance Company. A

claim form will have to be filled in by the member and the attending doctor and forwarded to the Admin Department for necessary action.

Annual Travel Insurance policy will be provided for Individual Personal Accident coverage during work trips abroad in respect of staff who are frequent. Travel insurance policy for the staff during work trips abroad who are not frequent shall be provided as and when required.

6. **Monetary dealings**

In case any VANI staff member require money in advance for the purchase of material or for any other purpose will inform Finance Department seven working days in advance as per the Payment **Authorisation Form (Annexure 18)**.

7. **Annual Salary Review**

The salary review as applicable shall take place at the beginning of the financial year.

IX. DOMESTIC TRAVEL

The following guidelines are applicable to official tours only.

All tours amounting to a night stay out of station of posting shall be deemed as tour. Any travel to and from a place of posting within a day would be treated as a day's work.

Travel plans must be approved by the Competent Authority in the **Travel Approval Form (Annexure 19)**.

1. **Mode of travel**

- a) All VANI staff (Level 3 & above) are entitled to economy class airfare for journey of more than 8 hrs, if budgeted in the project budget or in the VANI Core budget.
- b) All non-budgeted journey shall be
- c) Each staff member shall submit an **Air Ticket Request Slip (Annexure 20)** to the Competent Authority prior to undertaking an official tour.
- d) In case of air travel, all staff is advised to plan their travel in advance and use the apex fare or the lowest air fare.
- e) For short travel of less than 8 hours, VANI staff (Level 3 & above) shall be entitled to Second AC train fare.
- f) Officer level and support staff will be entitled to travel by Third AC by rail and Interstate roadways deluxe buses by road.
- g) Journey is to be made by the shortest possible route to the destination.

- h) Original tickets/travel documents shall have to be submitted to the Finance/
- i) Admin. Department.

2. **Hotel Accommodation**

- a) Reimbursements on account of boarding and lodging shall be supported by original bills.
- b) When the employees are on tour related to projects / programmes, the rates allowed for lodging and boarding shall be as per the approved project budget.
- c) Request for Hotel bookings shall be made through a **Hotel Booking Request Slip (Annexure 21)**.

3. **Travel advance**

- a) Requests for tour approval and travel advances shall be made on the **Travel Advance Form (Annexure 22)**.
- b) Tour expenses statement shall be submitted within three working days after the return along with the balance amount, if any. No fresh tour advances shall be allowed till outstanding advances are settled.

4. **Daily Allowance**

Staff members shall be entitled to a daily allowance, which would essentially cover expenses on food, laundry, tips and other miscellaneous expenses. The following table illustrates the Per Diems for different categories of staff members:

Classification of Tour Station	Per Diem Rate (per day) (Rs.)
State Capitals and all Cities	800.00
Other than Cities but not Villages and Blocks	350.00
Village and Blocks	250.00

- i) For the purpose of per diem rates a „day“ would mean a calendar day of 24 hours.
- ii) Per Diem allowance will be regulated as follows:

<u>Absence from Head Quarters</u>	<u>Per Diem Rate</u>
(a) Up to 6 hours	25% of normal rate
(b) 6 hours to 12 hours	50% of normal rate
(c) More than twelve hours or more	Full rate

Period for DA calculation shall be taken from the time of departure of Plane/ Train/ Bus from the base station to the time of arrival back at the Airport/ Station/ Bus Terminus of

Base Station. Staff members can claim Per Diem and Outstation travel expenses as per the **Outstation Travel and Per Diem Reimbursement Form (Annexure23)**.

5. **Tour Report**

Each staff member shall within three days of his return submit a tour report to the Line Manager containing details of the work completed during the tour and later attach the same with the **Travel and Per Diem Reimbursement Form (Annexure 24)** duly approved by the CEO and the Chairperson in case of CEO.

X. **STATIONARY**

1. Any requirement for stationary, calling cards, pens, pencils etc. has to be made through a **Consumables Requisition Slip (Annexure 25)**. This has to be duly signed and submitted to the Admin Department. Thriftiness should be encouraged in the use of these consumer products.
2. Requisition for Stationery including delegate kit bags for workshops / meetings / consultations, etc, will be submitted to the Purchase Committee duly indicating the details of events, date of event, venue, provider of funds for the event, budget allocation, date of the items required, etc and approved by the CEO minimum 15 days in advance for call for quotations and procurement by the Admin Department.

XI. **EXHIBITION OF NOTICES/RULES**

1. All notices notified under these HR Policy, Principles and Practices on the Notice Board of VANI shall be deemed to be sufficient notice to the concerned employee for the purpose.
 2. A copy of these HR Policy, Principles and Practices shall be placed on the notice board of VANI.
-

MANPOWER REQUISITION FORM
(Voluntary Action Net Work India)

Position Title _____

Position (New/Replacement/Other) _____

Estimated time frame for recruitment _____

Location _____

Level _____

Reporting to _____

Working with _____

CTC (Annual gross) _____

POSITION SUMMARY

RESPONSIBILITIES (please detail activities expected to be performed by position holder)

KEY COMPETENCY AREAS



SPECIFICATIONS

Experience :

Education (Essential) :

Education (Preferred) :

Proficiency :

ESSENTIAL BEHAVIOURAL SKILLS**REMARKS**

Requested by :

Department :

Signature & Date :

Interview Assessment Form

Name of the Candidate : _____

Current Organisation : _____

Current Designation : _____

Position interviewed for : _____

Name of the Interviewer(s) : _____

Date of the Interview : _____

Source (Advt., Databank, Employee, Consultant, Other):

5	Outstanding candidate; demonstrates an unusually high level of the listed competency.
4	Strong candidate; demonstrates a high level of the listed competency.
3	Good candidate; demonstrates an acceptable level of the listed competency.
2	Marginal candidate; demonstrates an average level of the listed competency (weaknesses were evident)

1 **Unacceptable** candidate; demonstrates a **below average** level of the listed competency (significant weaknesses were evident).

0 **Enough data not available.**

Assessment Factors:

S.No.	Assessment Factors	Interviewer Rating
1.	Physical Appearance & Disposition	
2.	Level of Confidence	
3.	Level of enthusiasm	
4.	Presentation Skills	
5.	Analytical skill	
6.	Hold on subjects related to development	
7.	Hold on subjects related to child rights	
8.	Perspective – development	
9.	Perspective – equity and gender	
10.	Understanding – Community dynamics	
11.	Understanding – participation	
12.	Understanding – sustainability	
13.	Hands-on / rural experience	

14.	Exposure	
15.	Creativity	
16.	Logical & Systematic	

17.	Assertive	
18.	Aggressiveness	
19.	Ability to influence	
20.	Ability to create Enthusiasm	
21.	Ability to lead a team	

22. Mobility

23. Ability to cope with rural environment

24. Ability to work in a team

Overall Rating

From the written test

S.No.	Assessment Factors	Interviewer Rating
1.	Language skill	
2.	Knowledge on the Subject	
3.	Financial Ability	
4.	Overall impression	

Overall Rating

Assessment Notes:

Candidate's knowledge & exposure to his functional areas

Rating:	0 1 2 3 4 5
----------------	---

Candidate's vision / suitability as a Leader / team player

Rating:	0	1	2	3	4	5
----------------	----------	----------	----------	----------	----------	----------

Candidate's Expectations from the new assignment and stability

--	--	--	--	--	--	--

Rating:	0	1	2	3	4	5
----------------	----------	----------	----------	----------	----------	----------

Candidate's suitability for the job

Rating:	0	1	2	3	4	5

Overall Comments:

--

Decision:

Please put your signatures after ticking off in front of the decision

Offer	
Hold	
Call Again	
Not Suitable	
Whom to meet	
Date	

Comments:

--

Comments:

Final Decision:

IF SELECTED:

Designation

.....

Grade

.....

Salary

.....

Department

.....

STAFF MEMBER REFERENCE QUESTIONNAIRE

Demographic Details: To be filled by VANI:	
Name:	Position considered for:
Date & Year of Birth: (dd/mm/yyyy):	
To be filled by the referee organization/individual:	
Educational Qualifications:	
Date of Joining:	
Date of Leaving:	
Designation at time of joining:	
Designation at time of leaving:	
Gross compensation: (please furnish the gross compensation per annum – CTO)	
Entry point: Rs.	P.a.
Exit point: Rs.	P.a.
Key Roles & Responsibilities: Last Job Position Held:	
Area/s of Considerable strength: (Including Technical competencies)	
Areas of Development – Inherent Strengths: needs attention	
1 2 3 4 5 6 7	
Please give an overall perspective on the individual's: Please use the Seven – point scale where in	
1 = Min, 7 = Max.:	

Discipline, initiative:

Demeanour, Professionalism:

Peer Respect, team player:

Dependability, Resourcefulness:

Networking & Representation:

Any other information you may like to share in this reference feedback:

Name:

Signature:

Designation:

Additional comments:

Date:.....

Name
Address

LETTER OF JOB OFFER FOR THE POST OF BASED IN
.....

Dear Mr. /Ms.

Welcome to Voluntary Action Net Work India Family!

Please refer to your discussion and interview withand the undersigned. I am pleased to offer you the position of, based at You will be on probation for

the first three months. During the probation period the contract may be terminated from either side by giving one week's notice. After confirmation either party may terminate the appointment by giving one month's notice in writing.

As, you will be paid a monthly salary of INR (amt. In words)

only, all-inclusive. In addition to this you shall also be paid a telephone/ mobile reimbursement of up to per month on production of a bill/ pre-paid card (to be used for official purpose). You are entitled to avail all facilities as applicable to the Grade

..... Details of service rules and other benefits, code of conduct to be followed have been elaborated in the Employment Contract that would be issued to you upon the acceptance of the above offer.

Kindly sign the duplicate copy of this letter as a token of acceptance of the above offer and you are advised to join the organization on or before

Yours sincerely,

I have read the above and I accept.

Signature:

Name:

Date:



Date: _____

Letter of Appointment

I am pleased to offer you the position of ----- with **Voluntary Action Net Work India**, with effect from -----.

As position ----- you will be given a monthly salary of INR -----only, all-inclusive. Details of service rules and other benefits, code to be followed and maintained have been elaborated in the contract signed with you. A separate document detailing out your job responsibilities is also attached to the contract.

I hope you will have a great learning experience working with Voluntary Action Net Work India and we in turn will benefit from your areas of expertise.

I wish you a pleasant and successful stay with Voluntary Action Net Work India.

With best regards,

Yours sincerely,

Address of the employee

PERSONAL DATA FORM

POSITION APPLIED FOR _____

A. PERSONAL DETAILS

Name

(Surname) (First Name) (Middle Name)

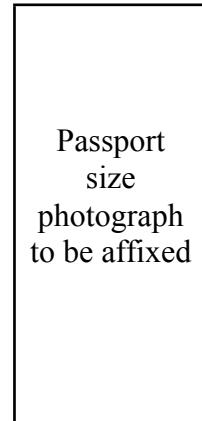
Father's / Husband's Name _____

Date of Birth: _____ Place of Birth: _____

Blood _____ Marital Status: _____

Group: _____

Present _____ Permanent _____



Address: _____ Address: _____

Telephone: _____ Telephone: _____

Email: _____

Family Details (include spouse, children, parents and dependants, if any):

Name	Age	Relationship	Occupation/ Prev. occupation, if retired.	Income Rs.p.a.*

* approximate income per annum, in case of earning members.

Languages Known: Speak Read: Write:
 :

Passport umber: _____ Date of Expiry: _____

B. EDUCATIONAL & PROFESSIONAL DETAILS

1. Academic details : (including Class X, XII, Graduation, PG, etc.)

From (Mon & Year)	To (Mon & Year)	College / Institution	Course/ Degree	Full/Part Time Correspondence	Major Subjects/ Specialisation	Class/ %

2. Details of extraordinary achievements in academics, if any: _____

3. Membership of any professional organisations: _____

C. CAREER HISTORY

1. EMPLOYMENT DETAILS (start with the most recent)

Duration		Organisation	Designation	Job Profile	Reason for change
From (Mon &Year)	To (Mon &Year)				

2. Organisation chart indicating reporting relationships: (current employer)

3. Present job responsibilities: (Please be brief, if required please attached a separate sheet)

4. Details of extraordinary achievements in job, if any: _____

5. Details of major training undergone or seminar participated in : (of more than 2 days duration)

Course Title	Duration	Institute, Location

6. Your strengths and areas of improvement:

Strengths	Areas of Improvement

7. Where do you see yourself in the next five years? What competencies will take you there?

D. OTHER DETAILS REQUIRED:

1. Interests & Hobbies

2. Particulars of material indebtedness (if any):

3. If you have been involved in criminal proceedings, give details:

4. **Do you know anyone working with the Voluntary Action
Net Work India/ Alliance partners?**

5. **Have you applied to any Voluntary Action Net Work India/ Alliance partners earlier? If yes, give details**

6. **Locational preference (if any):** _____

7. **References** (Do not mention relatives or friends. Please give three references including reference of your reporting authority in the previous organisation if possible. Freshers may give the Head of Department, Principal's reference):

Name and designation	Address	Current phone and email contact

E. **DECLARATION**

I declare that the information furnished by me is true. If, at any time, I am found to have concealed any information or having provided incomplete or false information my employment shall stand terminated.

Place: _____

Signature _____

Date : _____

Name _____

For Office Use only		
Event	Date	Outcome
Interviewer 1		
Interviewer 2		

(Refers Chapter IV, Para 3(e))

JOINING REPORT

To be filled by the Employee on the day he/she joins

Name :

Designation :

Date of Joining :

Location of Joining:

Employee's Signature

Reporting Manager's Signoff

Name:

Date:

Signature: _____



LETTER OF CONFIRMATION

Date :

Name :

Address :

Sub : Letter of Confirmation of contract

Dear (Name)

We are pleased to confirm your appointment with Voluntary Action Net Work India as based at ...,with effect from on satisfactorily completing your probation period.

1. **Contract length** : Your contract is confirmed for ___year from the date of your appointment i.e
2. **Salary and Benefits** : Your salary will be maintained at the same level and grade point as before.
3. **Notice period** : Following the completion of the probationary period, the notice period is one month for both parties.
4. **General:**
 - a) **You may not without the written consent of VANI:**
 - i) Engage in any other profession, trade or business causing conflict of interest to this contract.
 - ii) Accept any remuneration except that payable under this contract.
 - iii) Write any matter for the press or for publication or any broadcast except with the permission or at the request of VANI.
 - iv) Engage in any political or religious propaganda or similar activity which is contradictory to VANI mission.
 - v) Conduct any personal business, or any business on behalf of other person, outside VANI while you are on duty during the agreed hours.



b) You will observe the aims and ideals of VANI as those of a non political, non governmental, non sectarian organisation which is solely concerned with promoting and realising the

At times it may be necessary or expedient to assign you duties other than those originally outlined in the job description or to transfer you to another office, project or location. You hereby agree that you will accept such assignments and carryout your duties to the best of your ability in the interest of the work of VANI. The terms of contract also will apply at these times.

With best wishes,

Yours sincerely,

I have read the above and I accept.

Name :

Signature :

Date :



MONTHLY TIME REPORT

Employee: _____ Month: _____ Year: _____

Component / Working day (X): 30

Day	Training	Monitor	Privilege leave days	Short leave	Other	Mgmt and admin.	Travel destination/ details	Non- working days
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								
16								
17								
18								
19								
20								
21								
22								
23								
24								
25								
26								
27								
28								
29								
30								
31								
Tota								

Accompanying family members outside the country of the duty station		
Name	Days	Reason

Sign. _____

Voluntary Action Network India (VANI)

LEAVE APPLICATION FORM

Name: _____ Designation: _____
Leave applied from _____ to _____ No of days _____ and prefixing from _____ to _____ and suffixing from _____ to _____ being Saturday, Sundays & VANI approved holidays.
Reasons for Leave: _____
Nature of Leave: PL (with salary) / Compensatory Leave / Leave without pay (<i>strike out which ever is not applicable</i>)
Contact address and phone No. while on leave:
Date: _____ Signature of Employee _____
Recommendation of Line Manager:

FOR HR DEPARTMENT USE ONLY

	EL	Compensatory	Remarks
		Leave	
Leave in credit as on 1 Apr _____			
Leave accumulated from 1 Apr ____ to till date			
Total leave entitled till _____			

Leave taken from 1 Apr _____ till date

Balance of leave as on _____

Date: _____

Signature of HR In-charge

LEAVE SANCTIONED / NOT SANCTIONED

Chief Executive Officer

VANI

Voluntary Action Network India (VANI)
APPLICATION FOR SHORT LEAVE

Name: _____	Designation: _____
Short Leave applied from _____ hours to _____ hours on _____ (date)	
Reasons for Leave:	
Contact number while on short leave:	
Date: _____	Signature of Employee

FOR HR DEPARTMENT ONLY

	Date	Remarks
No of short leave availed during the month		
Balance short leave for the month		

Date: _____ Signature of HR In-charge



LEAVE SANCTIONED / NOT SANCTIONED

Chief Executive Officer
VANI



PROBATION REVIEW FORM

Probation Review Form to be completed by the line manager for confirmation.

NAME	DATE OF JOINING
DESIGNATION	DUE DATE OF CONFIRMATION
GRADE	DATE OF REVIEW
DEPARTMENT	APPRAISER
CONTRACT PERIOD	

RATING SCALE

- A: **Exceeds** expectation
- B: **Meets** expectation
- C: **Partially meets** expectation
- D: **Does not meet** expectation

Please comment on the following keeping the above rating scale in mind narrate critical events substantiating your rating/observation

Sl.No.	COMMENTS	A	B	C	D
1.	Task accomplishment				
2.	Quality of work				
3.	Job knowledge / skills depth				
4.	Timeliness of work				
5.	Thoroughness of work and attention to detail				
6.	Reliability / Dependability				
7.	Ability to get along with colleagues				
8.	Ability to get along with partner agencies / government / external agencies / partner agencies etc. Quality of interpersonal relations formed				

9. Understanding of commitment to
Rights & VANI principles

Do you recommend this employee for confirmation?

YES / NO / EXTEND PROBATION

.....
(Signature Appraiser)

.....
(Signature Department Head)

(Date)

(Date)

Action Taken:

CONFIRM / DO NOT CONFIRM / EXTEND PROBATION

.....

(Signature)

PERFORMANCE MONITORING & DEVELOPMENT

Job Mission	A
--------------------	----------

Summarize the purpose and function of your job (to be agreed upon between staff member and Line Manager):

•

Key Result Areas and Targets	B
-------------------------------------	----------

Key Result Areas are the goals and assignments that support the business objectives and policy deployment of your organization. Targets are the specific metrics you have established to know when you have successfully accomplished your Key Result Areas. To be jointly agreed upon between staff member and Line Manager.

Key Result Areas	Associated Targets <i>(goal & date)</i>
	•
	•
	•
	•

Accomplishments Staff member Self-Assessment	C1
---	-----------

List your accomplishments against Key Result Areas.

"S" = Strong/Excellent. "I" = Improvement needed.

Key Result Area	Target	Accomplishment	S/I
	•	•	
	•	•	
	•	•	



OVERALL RATING	.	.	
TOP 3 ACCOMPLISHMENTS			
TOP 3 DISAPPOINTMENTS / LEARNINGS			

Accomplishments beyond KRA	S/I

Accomplishments Appraiser's assessment	C2
---	-----------

* "S" = Strong/Excellent. "I" = Improvement needed.

Your Appraiser's view of your accomplishments during the past year.	S/I*

Accomplishments Summary (Appraiser only)

Skills Assessment	D
--------------------------	----------

Supervisor's review and summary of staff member's key skills and development opportunities that address job requirements.

Scale: Outstanding, Strong, Good, Marginal, Unacceptable.

BASIC COMPETENCIES	STAFF MEMBER'S REMARKS	APPRAISER'S REMARKS	AREA FOR DEVELOPMENT
Goal Setting			
Job knowledge			
Acceptance of responsibilities			
Ability to plan & organize			
Judgement & decision making			
Control of operations			
Ability & initiative to improve methods			
Quality assurance			
Ability to cooperate with other's activities			
Leadership			
Team work			
Time consciousness			
Driving change			
Result orientation			
Building & sustaining relationships			
Motivating & enabling others			
Communicating information			
Demonstrating adaptability			
Financial acumen			
Professional knowledge updation			
Attitude to details			
Maintain timely & methodical documentation			
Time consciousness			
Dependability			

Individual Development Plan	E
------------------------------------	----------

Strengths/Organization Priorities
--

Strengths	Action Plan*	Involvement of Others	Target Dates**
Learning Objective(s):			
Learning Objective(s):			



***Action Plan:** - Coaching, Education, Special Projects, Job Rotation, Assignments, On the job External Training, Any other Training,

****Time Frame:-** Now - 6 months, 6 months – 1 year, 1 year – 2 years.

Staff member and Appraiser Comments	F
--	----------

Career Update

How and when to address career topics should be agreed upon between staff member and supervisor

Staff member's Career Goals and Comments
Appraiser's Suggestions for Staff member's Career Goals

Summary

Staff member's Summary
Supervisor's Summary

PMD meetings schedule

	1	2	3	4
Dates				

	Staff member	Line Manager
Name		

Date

Signature

EXIT INTERVIEW FORMAT

What are the most important things learnt as a result of your experience with VANI?

Did you experience growth in terms of level and responsibility?

Was the job challenging and satisfying? Did it add value to you?

What were the positive elements you saw in the organization?

What are the major areas for improvement for the organization?

Suggest ways of providing better organizational and VANI support for your position.

Medical Reimbursement Claim Form

„Certified that I have spent Rs. as medical expense on self, spouse, children and dependent parents during the period.....“. Supporting bills attached.

Name:

Designation:

Signature:



Telephone Reimbursement Form

Name:

Designation:

Mobile No.

S.No	Claim Period	Authority / Supporting document	Amount
	Total		

Signature:

VOLUNTARY ACTION NETWORK INDIA (VANI)

LOCAL CONVEYANCE CLAIM FORM

Name of Applicant : _____

Deptt.: _____

Expenditure Claim for the Month of : _____

Date	Destination		Purpose	Km.	Taxi/ Auto Fare in (Rs.)
	From	To			
Total Amount					
Amount in words : (Rupees _____ only)					
Rate@ Rs. 5.00 per KM for Own Scooter and Rs.9.00 per KM for Own Car					

Indicate : Staff Participant or Resource Person

Applicant Approving Authority F & A Date Date Date



PAYMENT AUTHORISATION FORM
FORM FOR PAYMENT / ADVANCE

Date
:

Kindly make a payment in favour of _____

Address:

For (purpose) Advance for / Settlement of payment of:

For the amount of **Rs.** _____ /-- (in words): (**Rupees**
_____ **only**) against

bills attached

Under Project/ Programme :

Bill/voucher attached:

Remarks :

Previous Advance* :

Funds Needed on:

Applicant	Approving Authority	F & A
Date:	Date:	Date:

Note: * Approving Authority must review previous advance before further approval.

TRAVEL APPROVAL FORM

TRAVEL BOOKING / CASH ADVANCE FORM							
S. No.	Name(s)	Category -I,II,III	Age (DOB for air tickets)	Sex (M/F)	Mode of Travel (Air / Train)	Sector, Date and time of onward journey	Sector, date and time of return journey
1							

--	--

Purpose of visit :

Date of Submission:

Advance required on:

Details of Cash Advance Required

S. No.	Budgeted Head	Amount (Specify currency)
1	Accommodation	
2	Food/Per-Diem	
3	Travel & Local Conveyance	
4	Miscellaneous	
	Total (Rs.)	

Note: Payments of more than Rs, 20,000/- in cash will not be made in a single day.

Remarks, if
any

Signature:

Applicant

Approving Authority

F &

Date

Date

A

Date

1 Original: **Accounts**

2 Copy: **Travel Desk - Admin**

Note:

Itinerary (all sectors must be given & explained)

Contact address and phone while on tour:

Air Ticket Request Slip

Please arrange an Air Ticket for Ms/Mr.....

From : To :

Journey Date Flight Name/No..... Time :

Return ticket from : To :

Journey Date Flight Name/No..... Time :

The budget head / account code to be charged for the expenses is :

Request made by : Date & Time:

Ticket/s be delivered to : Signature:

FOR ADMN.USE :

Booking given to : Date & Time :

Signature



Hotel Booking Request Slip

Please arrange accommodation for Ms/Mr

Occupancy : Single/Double/Twin(please tick)

From Date : To Date:

Arrival Date & Time : Departure Date & Time.....

Payment to be made by self or VANI :

The budget head / account code to be charged for the expenses:

FOR ADMN.USE :

Booking given to :Date & Time.....

Signatures :



TRAVEL ADVANCE FORM

Name:

Designation:

Department:

Purpose	Date on advance required	Advance Requested	Previous Outstanding if any	Advance Sanctioned

Signature of Staff member traveling:

Date:

Advance Recommended:

(Sign of Budget holder/Line Manager)

**Advance Sanctioned
(CEO)**



OUTSTATION TRAVEL & PER DIEM REIMBURSEMENT FORM

Name:
Designation:

Purpose:

Has Tour Report been attached and soft copy submitted to Admin.? Yes No

Details of journey performed and and fare amount (attach tickets/boarding pass, etc)

Departure		Arrival		Mode & Class of Travel	Arranged by VANI/ Sponsor/ Self	Resource Person / Participant
Place	Date & Time	Place	Date & Time			Fare (if self-arranged)
Sub Total						

Lodging Expenses (Attach hotel bills)

Place	Date		No of days	No of Persons stayed	Reason for more than one stayed	Amount (Room Tariff and taxes)
	From	To				
Sub Total						

Food Expenses / Per diem claimed

Place	Date		No of days	Rate of per diem claimed	Give Reasons, if claimed less	Amount
	From	To				
Sub Total						

Food Expenses /Per diem, if any paid by the visiting Institution / Others:

Local Conveyance (Attach all bills and receipts of taxi, bus, etc). For more details sheets

Date & Time	From	To	Mode	Approx. Kms.	Reasons for higher mode of travel , if any	Amount
Sub Total						

Other Expenses (Attach list head wise and documents thereon:

Place / Number	Date	Heads	Amount
		Exchange of Currency	
		Telephone	
		Fax	
		Resource Person Honorarium, if any	
		Postage for carrying heavy loads of luggage of learning materials more than entitlement of free personal baggage allowed	
		Conference facility	
		Any other (specify)	
Sub Total			
G/Total			

Advance taken from VANI

Per diem / local conveyance expenses received from Sponsor

Travel / Visa expenses received from Sponsor

Any other expenses reimbursed/paid by the Sponsor (Specify)

Total Receipt

Total Expenses

Balance Payable to VANI / Receivable by Claimant

Remarks, if any:

Signature:

Applicant
Date

Approving Authority
Date

F & A
Date

Tour report

Name:

Units/Programmes:

Name of the Projects:

1. **Intervention**

Details: Date:

Duration:

Location:

Organised by:

Purposes (Please be precise and clear)

Participants (Profile, List, Selection):

Co-facilitators (Role, Assessment):

Programme Activities (Design, Schedule, Formats, Learning Materials):

Role (What roles played, assessment, impact):

Achievements (What results, relationships, outcomes, next steps):

Constraints (Faced by you, by organizers, possible process, how to overcome):

Follow-up:

Lessons Learnt (By you, Implications for VANI, Sector.....):

Any others (Attachments, Photographs, Observations, Queries, Suggestions):

Signature of Applicant
Date:

Approving Authority
Date:

CC to:
Administration

Accounts

For Info

Action

Follow up

Notes:

The format is for those events, field visits, workshops which are initiated, sponsored and co-organized by VANI and/or by others. Each staff should fill this format electronically and

store it within three days of return from the trip. In case two or more staffs have attended the same workshop, one person can consolidate the joint report.

This data can be used for follow up, documentation, reporting. This will form the basis of news, newsletters as well as report to funders.

ADJUSTMENTS OF ADVANCE AND REIMBURSEMENTS WILL BE SUBJECT TO COMPLETION AND SUBMISSION OF THIS FORM TO F & A AND ELECTRONIC COPY TO ADMINISTRATION/HR



CONSUMABLES REQUISITION SLIP

Dated: _____

Name: _____ Department/Project: _____

S.no	Items	Requested		For Admin. use	
		Qty.	Specifications	Qty. Issued	Specifications

Requested by

Issued by

Authorised Signatory



