



# Recruitment Policy

## Samarthan-Centre for Development Support

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# SAMARTHAN-CENTRE FOR DEVELOPMENT SUPPORT

## RECRUITMENT POLICY

*(This policy should be read in conjunction with the recruitment policy listed out in the HR Manual)*

### RECRUITMENT PROCEDURE

#### 1.1 Requisition for staff:

A written requisition for recruitment of staff is to be submitted to the HR unit in order to initiate the recruitment process ii.

- i. It should contain the job description / job profile of the proposed staff as far as possible.
- ii. Clearly mention the competencies required with minimum academic qualification required for the post
- iii. If the post requires previous experience, this should be specifically stated for how many years and from what type of organisation
- iv. The requisition should also mention the name of the project where s/he will be absorbed and for what period.
- v. The amount of compensation (Salary/CTO) proposed as per the project.
- vi. Any other relevant information justifying the recruitment
- vii. The requisition should be made by the Unit / divisional head or the designated person responsible in this regard.

Guidelines for entry at different level

| Post                      | Minimum qualification/<br>experience   | Cost to<br>Organization<br>( according to<br>years of<br>experience) |
|---------------------------|--|--|
| <b>Programme Director</b> | <ul style="list-style-type: none"> <li>• Master's degree in Rural Management/Social Sciences or other related disciplines from a recognized University or institution</li> <li>• At least 7 years of experience of managing development programmes in senior position in medium size NGOs or bilateral or multilateral programmes</li> <li>• Good understanding of emerging social issues, preferably in the context of participation, development and local governance</li> <li>• Skills as a trainer or researcher</li> <li>• Strong thematic experience in one of the sectors</li> <li>• Good communication skills in Hindi &amp; English</li> <li>• Strong writing skills to prepare project proposals, reports, advocacy notes</li> <li>• Good working knowledge of computers, Microsoft office, MS Word, Excel, PowerPoint etc.</li> </ul> | <b>8 to 10 lakh</b>  |
| Senior Programme Manager  | <ul style="list-style-type: none"> <li>• Master's degree in Rural Management/Social Sciences ( Political Science preferred ) or other related disciplines from a recognized University or institution</li> <li>• At least 5 years of experience of managing development programmes. 2 years' experience in senior positions</li> <li>• Good understanding of emerging social issues, preferably in the context of participation, development and local governance</li> <li>• Skills as a trainer or researcher</li> <li>• Strong thematic experience in one of the sectors like in WASH, MNREGS or Health</li> <li>• Good communication skills in Hindi &amp; English</li> </ul>   | 6-8 lakh per annum   |

|                       |   |          |
|-----------------------|---|----------|
|                       | <ul style="list-style-type: none"> <li>• Strong writing skills to prepare project proposals, reports, advocacy notes</li> <li>• Work experience either Use of any Accountability or transparency tools like RTI, community monitoring, participatory planning, Public Expenditure Tracking</li> <li>• Good working knowledge of computers, Microsoft office, MS Word, Excel, PowerPoint etc.</li> </ul>   |          |
| Programme Manager     | <ul style="list-style-type: none"> <li>• Master's degree in Rural Management/Social Sciences ( Political Science preferred ) or other related disciplines from a recognized University or institution</li> <li>• At least 2 years of experience of managing development programmes. Good understanding of emerging social issues, preferably in the context of participation, development and local governance</li> <li>• Skills as a trainer or researcher</li> <li>• Strong thematic experience in one of the sectors like in WASH, MNREGS or Health</li> <li>• Good communication skills in Hindi &amp; English</li> <li>• Strong writing skills to prepare project proposals, reports, advocacy notes</li> <li>• Work experience either Use of any Accountability or transparency tools like RTI, community monitoring, participatory planning, Public Expenditure Tracking</li> <li>• Good working knowledge of computers, Microsoft office, MS Word, Excel, Powerpoint etc</li> </ul> | 5-7 lakh |
| Programme Coordinator | <ul style="list-style-type: none"> <li>• Min a Bachelor's degree in Rural Management/Social Sciences ( Political Science preferred ) or other related disciplines from a recognized University or institution</li> <li>• At least one year experience in any development programme.</li> <li>• Understanding of emerging social issues, preferably in the context of participation, development and local governance</li> <li>• Skills as a trainer or researcher</li> <li>• Knowledge of one of the sectors like in WASH, MNREGS or Health</li> <li>• Good communication skills in Hindi &amp; English</li> <li>• Working knowledge of computers, Microsoft office, MS Word, Excel, Powerpoint etc</li> <li>• Experience in carrying out research for a project.</li> <li>• Should know public administration hierarchy at District level</li> </ul>   | 4-5 lakh |
| Programme Associate   | <ul style="list-style-type: none"> <li>• Min a Bachelor's degree in Rural Management/Social Sciences ( Political Science preferred ) or other related disciplines from a recognized University or institution</li> <li>• Internship in a development programme / research project</li> <li>• Understanding of emerging social issues, preferably in the context of participation, development and local governance</li> <li>• Skills as a trainer or researcher</li> <li>• Knowledge of one of the sectors like in WASH, MNREGS or Health</li> <li>• Good communication skills in Hindi &amp; English</li> <li>• Working knowledge of computers, Microsoft office, MS Word, Excel, Powerpoint etc</li> <li>• Experience in carrying out research for a project.</li> <li>• Should know public administration hierarchy at District level</li> </ul>   | 3-4      |

|  |  |                            |
|--|--|----------------------------|
| <p>Manager(Accounts)</p>                       | <ul style="list-style-type: none"> <li>• Min a Master’s degree in Commerce / Accounts or a related discipline from a recognized University or institution</li> <li>• Min 2 years’ experience in project accounting</li> <li>• Should have experience of making and implementing budgets for a project and developing budget for a new contract</li> <li>• Should have knowledge of working of Banks and NBFCs</li> <li>• Should be proficient in Tally and other accounting softwares</li> <li>• Should have sound knowledge of legal provisions as related to finance and accounting in respect of NGOs</li> <li>• Should have experience in audit of accounts</li> <li>• Good communication skills in Hindi &amp; English</li> <li>• Working knowledge of computers, Microsoft office, MS Word, Excel, PowerPoint etc.</li> </ul>  | <p>5.5 – 6.5 lakh</p>      |
| <p>Manager HR &amp; Admin</p>                  | <ul style="list-style-type: none"> <li>• Min a Master’s degree in HR or a related discipline from a recognized University or institution</li> <li>• Min 2 years’ experience in handling HR of an organisation</li> <li>• Should have experience in recruitment processes on identifying hiring need, develop the position description, recruitment Plan, recruitment related documents</li> <li>• Should have knowledge of staff benefits, maintaining HR related documents, appraisal system, performance management and capacity building techniques</li> <li>• Should have experience in administration needs of an organisation</li> <li>• Should have knowledge of office procedures and issues related to office security.</li> <li>• Good communication skills in Hindi &amp; English</li> <li>• Working knowledge of computers, Microsoft office, MS Word, Excel, PowerPoint</li> <li>• Should have knowledge of contract management and legal provisions related to ownership of equipment of an organization.</li> <li>• Should have working knowledge of Tally, accounts and financial documents</li> </ul> | <p>4.5 – 5.5 lakhs</p>     |
| <p>Executive Assistant/PMU</p>                 | <ul style="list-style-type: none"> <li>• Min a Master’s degree in any discipline from a recognized University or institution</li> <li>• Min one year experience in administration of an organisation</li> <li>• Should have knowledge of office procedures and issues related to office security.</li> <li>• Good communication skills in Hindi &amp; English</li> <li>• Working knowledge of computers, Microsoft office, MS Word, Excel, Powerpoint</li> <li>• Should have knowledge of contract management and legal provisions related to ownership of equipment of an organization.</li> <li>• Should have experience in handling MIS</li> </ul>  | <p>2.5 to 3.5</p>          |
| <p>Secretarial –Junior Executive Assistant</p> | <ul style="list-style-type: none"> <li>• Min a Bachelor’s degree in any discipline from a recognized University or institution</li> <li>• Should have knowledge of office procedures and issues related to office security.</li> <li>• Good communication skills in Hindi &amp; English</li> <li>• Working knowledge of computers, Microsoft office, MS Word, Excel, Powerpoint</li> <li>• Should have knowledge of contract management and legal provisions related to ownership of equipment of an organization.</li> </ul>  | <p>1.5 to 3.00<br/>1.6</p> |

Job Responsibility

| Post                      | Job Description / Responsibility  | Cost to Organization ( according to years of experience) |
|---------------------------|---|--|
| <b>Programme Director</b> | <ul style="list-style-type: none"> <li>• Master’s degree in Rural Management/Social Sciences or other related disciplines from a recognized University or institution</li> <li>• At least 7 years of experience of managing development programmes in senior position in medium size NGOs or bilateral or multilateral programmes</li> <li>• Good understanding of emerging social issues, preferably in the context of participation, development and local governance</li> <li>• Skills as a trainer or researcher</li> <li>• Strong thematic experience in one of the sectors</li> <li>• Good communication skills in Hindi &amp; English</li> <li>• Strong writing skills to prepare project proposals, reports, advocacy notes</li> </ul>  | <b>8 to 10 lakh</b>                                      |
| Senior Programme Manager  | <ul style="list-style-type: none"> <li>• Master’s degree in Rural Management/Social Sciences ( Political Science preferred ) or other related disciplines from a recognized University or institution</li> <li>• At least 5 years of experience of managing development programmes. 2 years’ experience in senior positions</li> <li>• Good understanding of emerging social issues, preferably in the context of participation, development and local governance</li> <li>• Skills as a trainer or researcher</li> <li>• Strong thematic experience in one of the sectors like in WASH, MNREGS or Health</li> <li>• Good communication skills in Hindi &amp; English</li> <li>• Strong writing skills to prepare project proposals, reports, advocacy notes</li> <li>• Work experience either Use of any Accountability or transparency tools like RTI, community monitoring, participatory planning, Public Expenditure Tracking</li> </ul> | 6-8 lakh per annum                                       |
| Programme Manager         | <ul style="list-style-type: none"> <li>• Effectively managing at least 2 projects independently</li> <li>• <b>Motivating team to achieve project goals and target</b></li> <li>• Provide handholding support to the Field team</li> <li>• Conduct training for state/district/local level functionaries</li> <li>• Support in district level liaison</li> <li>• Report writing skills for meeting donor requirement</li> </ul>  | 5-7 lakh   |
| Programme Coordinator     | <ul style="list-style-type: none"> <li>• <b>Management skills for</b> managing at least 1 project independently</li> <li>• Identifying issues for advocacy and liaison with District administration and District level CSOs</li> <li>• Carry out basic research and Capacity Building interventions independently</li> <li>• Training skills for conducting training of district level officials</li> <li>• Judicious use of budget in order to make the projects viable and efficient</li> <li>• Basic reporting in Hindi/ English for the project deliverables</li> <li>• Planning project interventions at the district and regional levels.</li> <li>• Sound skills for using computers for reports/ data analysis and interpretation and presentation</li> </ul>   | 4-5 lakh   |

|                     |   |                 |
|---------------------|---|-----------------|
| Programme Associate | <ul style="list-style-type: none"> <li>• Ability to implement project interventions efficiently</li> <li>• Sound understanding of field issues</li> <li>• Conduct trainings/ take sessions at Panchayat/ municipal level/ grassroots worker level trainings</li> <li>• Conduct interviews/collect data efficiently for the research studies.</li> <li>• Efficient use of Computers for reports and presentations</li> </ul>   | 3-4             |
| Manager(Accounts)   | <ul style="list-style-type: none"> <li>• Management of multiple project accounting independently</li> <li>• Developing Budgets for new proposals and contract</li> <li>• Ensuring budget lines as per the project Expenses, sign the system generated Voucher and forward for Cash/Bank Payment.</li> <li>• Coordination with Banking Authorities</li> <li>• Ensuring complete follow up of the financial Management system based on the guidelines mentioned under Finance Manual and through various IOMs</li> <li>• Revision and Up gradation of the financial procedures as per statutory amendment in law of land</li> <li>• Timely compliances of statutory guidelines mentioned under various Acts are applicable to Samarthan</li> <li>• Liaising and coordination with Auditors i.e. Statutory , Internal, External</li> <li>• Timely submission of financial reports to the donor within define timelines under various project</li> <li>• Ensure appropriate completion and documentation of all the records and books on timelines mentioned through Financial guidelines</li> <li>• Ensure complete safety of records in Hard and soft copy</li> <li>• Ensure proper tracking and utilization of funds allocated under various projects.</li> <li>• Spot checking and field visit to Regional offices and programme field for process and document verification</li> </ul>   | 5.5 – 6.5 lakh  |
| Manager HR & Admin  | <ul style="list-style-type: none"> <li>• Management of complete recruitment processes on regular basis including identifies hiring need, develop the position description, recruitment Plan, recruitment related documents</li> <li>• Staff Benefits and records maintenance, salary packages, review, Appraisal system and performance management, Capacity building needs assessment</li> <li>• Manage the smooth functioning of office and Training Centre</li> <li>• Communicate and negotiate with suppliers and vendors; gathering three quotes and other details from vendors to ensure we are getting the best possible rates.</li> <li>• Ensure the proper use and maintenance of office facilities, equipment and vehicles; ensure the security and insurance of the office properties</li> <li>• Ensure that all legal requirements are met for ownership of office vehicles and assets. (e.g. registration, renewal, secure licenses, etc.)</li> <li>• Contract management – issuing contracts to all agencies we work with and maintaining records of all signed contracts, Prepare contracts for executing specific assignments with external agencies and individuals</li> <li>• Ensuring financial and progress reports are sent timely to the donors.</li> <li>• Authorized authority to review and submit for approval of budgets/ expenditure for all the projects.</li> <li>• Review the financial MIS on monthly basis and coordinate with concern Programme staff for better utilization.</li> <li>• Coordination and correspondance with the organisation (profit making and non profit making) for booking training center and payment</li> </ul> | 4.5 – 5.5 lakhs |

|   | procedure  |             |
|---|--|-------------|
| Executive Assistant/PMU                 | <ul style="list-style-type: none"> <li>• Provide support to Executive Director in secretarial practices</li> <li>• Support in draft preparation of bids and assist in bidding process</li> <li>• Contract management – issuing contracts to all agencies and maintaining records of all signed contracts.</li> <li>• MIS Preparation and review of Administrative expenses</li> <li>• Follow-ups with Donors/Agencies for payment and reimbursement</li> <li>• Management of organisational E- Data</li> <li>• Layout design of documents</li> </ul>   | 2.5 to 3.5  |
| Secretarial –Junior Executive Assistant | <ul style="list-style-type: none"> <li>• Provide support to all team in typing and drafting proposals, reports, manuals and other documents.</li> <li>• Provide support in printing and circulation of institutions monthly news letter</li> <li>• Keeping records of administrative documents (attendance/leave records/insurance/assets verification etc)</li> <li>• Provide support to Manager-Administration to proceed the admin activities as per guidelines instructed</li> <li>• Preparing bills for the internal/external agencies against the training programme organised in residential training center</li> <li>• Support to Manager-Administration in organising the training center and training/meeting and conferences</li> </ul> | 1.5 to 3.00 |

## 1.2 Approval from Centre Head

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

## 1.3 Internet Search

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

## 1.4 .External Search through Public Notification:

A public notice will be served through any or all of the following methods

- i. Advertisement in Newspaper/on-line portals etc.
- ii. SAMARTHAN website / or development or non-profit websites
- iii. Search from campus recruitment drives
- iv. Reference to external recruitment agencies.
- v. Employee with at least six months experience in the existing post s/he is holding can apply.

## 1.5 Short Listing of Candidates:

From among the applications received a list of candidates to be prepared for taking part in the recruitment process as per the published criteria through the followings:

- i. Call letters
- ii. Telephone calls / Skype Interview
- iii. Written test/ interview
- iv. E-mail



## 1.6 Formation of Recruitment committee:

The HR unit will constitute a recruitment committee to conduct the interview. Executive Director and others may include

- i. Staff members
- ii. Sometime, resource person from outside
- iii. The composition of the recruitment committee should follow the gender policy of the institute.

The Executive Director may delegate powers of appointment to the Center Heads for certain positions.

## 1.7 Recruitment process

- i. The scrutiny of original testimonials in support of age, qualification and experience of candidates to be carried out by HR staff
- ii. Candidates' information sheet to be signed by each applicant. (**Annexure-1** Candidates Information sheet)
- iii. For recruitment in the post of Programme Manager and above, outstation candidates will be provided with travel expenses by AC II/III by the shortest route for attending the recruitment process. On certain senior level posts, ED can allow airfare.
- iv. For some functional post, TA may be provided in consultation with the concerned Unit.

The recruitment process may include all or any of following method

- a. Written test
- b. Computer efficiency test
- c. Group discussion/ presentation
- d. Personnel interview

## 1.8 Recommendation of Recruitment Board:

After completion the recruitment process,

- i. A report containing the recommendations of the interview panel signed by each members to be forwarded to HR unit for further course of action.
- ii. The report should clearly mention the name of selected candidate and reserves
- iii. May add a list of 2/3 candidates to be kept in the panel as waitlisted candidates.
- iv. All the documents of the selected candidate should also be attached with the report for future reference (A note of interview held for the vacant position is annexed as **Annexure-2**)

## 1.9 Reference check

Reference cheque will be applicable for the candidate selected for the position with the salary range of above Rs.40,000/- per month. Before issuing the offer letter/n contract, a reference check of the selected candidates were organised by the Executive Director/Programme Director. A reference check format of Samarthan is being used to fill by the name/organisation provided by the candidate in his/her cv. Reference check format is annexed as **Annexure-3**. Reference check can be conducted BEFORE calling for interview

***At least 10 days' time to be allowed between issue of call letter and interview date. Call letters will preferably be send by e mail***

## 1.10 Issue of appointment letter:

Based on the recommendation report, the HR unit will issue the offer letter which will include the job description for Appointment. Upon acceptance of the said offer letter. Appointment letter will be issued after joining. There are following two types of appointments existing in Samarthan:

- a) **"REGULAR"** staff is one who after appointment on regular rolls, under structured pay scale. All regular employees shall be entitled to various benefit schemes, as may be applicable from time to time. The retirement age of such employees is 60 years or anytime thereafter at the sole discretion of the Director. The retirement policy will be developed and approved by the Board of Trustees. In the event of resignation by staff member or termination of services by the Management, either side shall serve a 30-day notice, in writing to either party, or an equivalent salary in lieu thereof.

Regular appointment letter with structured salary (Annexure-3 Regular appointment letter)

Samarthan has the following 4 types of contractual appointments:

- (i) Full time contractual staff – In this category, “**CONTRACT**” staff is one who is engaged either on full or part-time basis on a contract for an initial period, not exceeding one year, subject to further renewal/extension, depending on requirement, with mutual consent, to fulfill specified duties and responsibilities. The Contract staff shall be paid a consolidated lump sum amount towards Consultancy fee/Honorarium, subject to applicable statutory deductions. Such contract employees shall not be entitled for benefits like Gratuity and Provident Fund. However, they will be entitled for other benefits, like leave, travel allowances, insurance etc. as are applicable to regular employees of SAMARTHAN. Although the Contract employees shall not be entitled for any annual increments, but at the time of renewal/extension of their contracts, the Management, at its sole discretion, may revise their consultancy fee/honorarium however, either side can serve a 30-day notice in writing for terminating the contractual arrangement, or one month’s fee/honorarium in lieu thereof. Attached as Annexure-4 for Contract letter of above category
- (ii) **Contract staff- Task based** – In this category, the candidate is one who is engaged on consultancy contract on certain task deliverable basis with a fixed consultancy contract. They are not entitled for any other benefits from the organisation.
- (iii) **Contract staff- Project based** – The contractual staff is one who is engaged for the position depending on requirement in the project during the project period. Those staff will entitled for travel allowance, leave and insurance. Their contract will be ended on the completion of the project period. In some cases such contracts will be extended by the management to attach in other projects.
- (iv) **Resource person contract-** In this category, resource person has been hired on the basis of their subject specialisation. They are engaged as r very short period ie for maximum 5 days.

### 1.11 Joining and Orientation of New Staff:

Before the candidate joins, the HR unit will intimate to the concerned department / team about the details of the individual including his PAN id, Adhaar, and personal details. This is to prevent any fraudulent joining by an imposter. The selected candidate will join the service on the agreed day and will officially inform her/his joining by

- i. A written 'joining letter' to the office.
- ii. This will have to be accepted by the concerned departmental head and forwarded to the HR unit.
- iii. Data Base to be maintained for all staff members.
- iv. A personal record form will be prepared immediately
- v. The new staff member will undergo an orientation programme after joining the service

**2. Performance review** – For all categories of staff, yearly review in general and earlier review of performance if necessary should be conducted. (**Annexure-5** Annual appraisal format) Based on this review report, the change in salary and designation will be made. However, change of designation will be applicable at the time of fresh contract only.

2. **Salary Payment** – The salary payment is made on the last day of every month or if it is a holiday on the previous day (except in case of 31 Mar, when salary will be paid on or after 2 April). The date of payment may change due to unavoidable circumstances but attempt is made to strictly adhere to the 30<sup>th</sup> day of the month. Salary payment is made through bank transfer. In case required information is not submitted from the staff and their respective offices, the salary **may be delayed by maximum a week.**

### 1.12 Induction Training

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

- vi. Induction training is mandatory on joining as per the induction schedule. Date of induction will be fixed in consultation with the Unit In charge. In case any staff member fails to attend the scheduled induction, s/he must undergo the same while next induction takes place. This will be carried out for a variable duration depending on the role and circumstances. However, this will include the following:-
- General information about the organisation and HR policies – one day
  - Details of various projects in past and present – one day
  - Detailed information on the concerned team, location, project (to which the individual is allotted) and role / responsibility desired out of the individual – two days (or more if required)
  - On ground orientation – one day

### 1.13 Transfer & Shifting

- i. For the benefit of the organization, staff may be required to be transferred OR shifted from one unit to other.
- ii. Transfer & shifting both will mean relocation of staff from one unit to another.
- iii. The authority of the organisation will decide the transfer or shifting as per the necessity of the organisation.
- iv. The decision of the authority would be final in case of any transfer or shifting.
- v. The staff should be apprised by the immediate supervisor regarding the transfer or shifting.
- vi. **In case of shifting the staff will get no additional benefit. This may be reviewed as it is same as transfer yet no costs are being reimbursed.**
- vii. In case of transfer, the staff thus transferred will be reimbursed transportation cost that includes the actual travel cost (up to AC II tier in the shortest possible route) of the staff and dependent members. No cost for transporting the belongings to new location, etc will be provided. In certain cases, the ED may grant partial reimbursement of shifting expenditure.
- viii. For the said reimbursement the staff has to produce **original bills for transportation of belongings** and Xerox copies of railway tickets, **why are the bills required if not to be refunded??**
- ix. Transfer will not include promotions / fresh contract in a higher level.
- x. The person concerned will be given five days joining period for the purpose of shifting his baggage and joining at new location. An advance notice of one month will be given to the person concerned on transfer to move so that he / she makes necessary preparations.

## Annexure-1

Candidate Information Form

Position applied for:

Date:

|  |  |
|--|--|
| <b>Name:</b>   |  |
| <b>Present Address</b>                               |  |
| <b>Permanent Address</b>                             |  |
| <b>PAN card (attach copy)</b>                        |  |
| <b>Adhaar Card No(attach copy)</b>                   |  |
| <b>Contact no.</b>                                   |  |
| <b>Email Id:</b>                                     |  |
| <b>Category (Gen/SC/ST/OBC)</b>                      |  |
| <b>Academic Qualification:</b>                       |  |
| <b>Relevant Experience (no. of years):</b>           |  |
| <b>Presently working in (Organization name)</b>      |  |
| <b>Present designation</b>                           |  |
| <b>Present remuneration (CTC/ month):</b>            |  |
| <b>Expected remuneration:</b>                        |  |
| <b>Notice period required for joining Samarthan:</b> |  |

Any other expectation:

Which city are you coming from?

Any other assistance required?

Signature

## Annexure-2

Note on the interviews held in Samarthan.

Interviews for the post of ----- was organized at Samarthan Bhopal on (date) \_\_\_\_ between----- . The interviews were conducted in three stages as mentioned below

1. Written test for assessing writing skills of the candidates
2. Presentation on the assignment
3. 2 rounds of Interviews

The interview panel consisted of

- Dr Yogesh Kumar, Executive Director Samarthan
- External panelist
- Programme Director
- Senior Manager(Programme)

The following candidates appeared for the interview:

| Sl. No. | Names | Position level | Date of interview |
|---------|-------|----------------|-------------------|
| 1.      |       |                |                   |
| 2.      |       |                |                   |

Based on the written tests, presentations and the 2 round of interviews the following consensus was emerged: Candidates found suitable by the committee in order of preference to for appointment:

| S. No | Name | S. No | Name |
|-------|------|-------|------|
| 1.    |      | 3     |      |
| 2     |      |       |      |

The following candidates were not found to be suitable for the present positions. However if required, and found suitable they may be considered for other positions in Samarthan in future. It was also decided that the final decision

would be taken after the discussion with the other candidates who have agreed to appear for the interview on.....

1..... 2..... 3.....

Executive Director      External Panel      Programme Director      Sr. Manager (Prog.)

### Annexure-3

#### REFERENCE CHECK FORM

| <b>SAMARTHAN-CENTRE FOR DEVELOPMENT SUPPORT</b>   |                    |
|---|--------------------|
| <b>REFERENCE CHECK FORM</b>   |                    |
| Many thanks you for agreeing to provide a reference for -----, who has applied for the position of -----<br>The information you will provide will be used for selection decision making and will only be available to the Selection Panel Members and the HR member. Samarthan will treat this information with utmost confidentiality and will continue to do so subject to applicable laws. |                    |
| <b>Name of Referee: -----</b>   |                    |
| <b>Job Title: -----</b>   |                    |
| <b>Company/Organization/Tel. No.: -----</b>   |                    |
| <b>Relationship to the Candidate: -----</b>   |                    |
| <b>Length of association with the candidate: -----</b>  |                    |
| <b>Brief description of the role the applicant performed under your supervision</b>   |                    |
| <b>Was the applicant able to fulfil his/her responsibilities? Why?</b>  |                    |
| <b>What are the applicant's key strengths?</b>  |                    |
| <b>What are his/her areas for improvement?</b>  |                    |
| <b>Given the opportunity, would you rehire the candidate?</b>   |                    |
| <b>Given the job description, do you believe the applicant is fit for the job? Why?</b>   |                    |
| <b>Is there anything else that you believe we should know about the candidate?</b>  |                    |
| <b>Is there any concern relating to the candidate's working with -----</b>  |                    |
| <b>Other notes from Reference taker.</b>  |                    |
| <b>May we call you in case further clarification on the reference is needed?</b>  |                    |
| <b>Please provide your contact number:</b>  |                    |
| <b>Name of Reference Taker: Dr. Yogesh Kumar, Executive Director, Samarthan</b>   |                    |
| <b>Signature:</b>   | <b>Date: -----</b> |

## Annexure-4

HR Appointment Agreement: Regular

Date.....

To,

-----

Dear Mr. -----

With reference to the campus interview held on -----, we are pleased to offer you a position as -----  
--- with our organization on the following terms and conditions:

1. Your employment shall commence from the date of joining but shall not be later than fifteen days from the date of issue of this letter.
2. Your consolidated emoluments, on cost to organization (CTC) shall be **Rs.** ----- ( Rupees ..... ) per month. The current break-up of the emoluments and applicable deductions are mentioned in annexure A. This break up may be subject to change in the future based on organization's policy on remuneration of your category of employees. Salary shall be paid every month after statutory and other applicable deductions.
3. You will be on probation for a period of one year, which may be reduced or extended based on your performance and satisfactory conduct. After completion of your probation period, your confirmation will be communicated in writing, barring which it may be taken that the probation period has been extended.
4. During the probationary period, your services can be terminated with 15 days' notice or salary in lieu thereof from either side. After confirmation, the contract of employment can be terminated by giving one month's notice or basic salary in lieu thereof from either side.
5. You shall observe such hours of work, weekly or other holidays as may be observed and communicated by the organization where you may be posted.
6. You will devote your whole time during office hours in the work of the organization and will otherwise not undertake any other business or work, honorary or remunerative without the written prior permission of the Management.
7. Your initial posting will be at **Bhopal**. However you will be liable to transfer at any time from one place, department, section, shift, head office to another place whether existing or to be setup in future, whether situated in the same locality or outside as may be considered necessary, without any additional compensation. The terms and conditions of employment applicable to such other place/establishment will apply to you.
8. You shall keep the management posted with any change in your postal address otherwise the last address communicated by you to the organization or available in the organization's record will be deemed as your postal address for the purpose of all communications from the management.
9. You are liable for medical check-up at all times by the registered Medical practitioner as may be specified by the organization. The management may terminate your employment, if you are found unfit physically or otherwise which hinders your ability to perform your duties efficiently.
10. In case any declaration given by you at the time of your appointment is found to be wrong or you are found to have willfully suppressed any information, the appointment will be liable to termination without notice or compensation thereof.

11. You will not divulge or communicate to any person(s), firm or company, any information (whether commercial, technical or general) about the affairs of the organisation, disclosure of which may damage the interest of the organisation. In case of breach of the same you are liable for any legal action as deemed fit.
12. On termination of this employment or upon demand of the management, the employee shall deliver all keys, pass card, identification cards, listing, policies and procedure manuals, thesis, plans, programs, correspondence and all other related documents or materials in his/her possession. Furthermore, the employee warrants and undertakes that he, or through a third person, will not make, or allow to be made, any copy or records in any form of the above mentioned materials. In case of breach of the same you are liable for any legal action as deemed fit.
13. You will abide and be governed by the rules, regulations and orders of the organisation that are framed /modified and may be applicable to your category of employees from time to time.
14. You will carry out all instructions of your superior with regard to your work and carry out diligently and earnestly all duties or work that may be assigned to you from time to time.
15. Please sign on the duplicate copy of this offer letter in token of your acceptance of above terms and conditions and return to us immediately but not later than 7 days of receipt, failing which it shall be deemed that you are not interested in the offer and it shall stand withdrawn.

We look forward to a mutually satisfying and long term association.

For & on behalf of

Samarthan Centre for Developmental Support

I accept all the above terms and conditions.

Authorized Signatory

Signature & Date

|                            |  |
|----------------------------|--|
| <b>Monthly Package CTC</b> |  |
| Basic                      |  |
| HRA                        |  |
| Conveyance                 |  |
| Education Expenses         |  |
| Gratuity                   |  |
| LTC                        |  |
| Special allowance          |  |
| Medical Reimb.             |  |
| EPF                        |  |
| Mobile CUG                 |  |
| <b>Gross Monthly CTC</b>   |  |
| <b>Deductions</b>          |  |
| EPF                        |  |
| Professional tax           |  |
| Gratuity                   |  |
| Mobile CUG                 |  |
| DSF                        |  |
| TDS                        |  |
| Total                      |  |
| <b>Net Payable Salary</b>  |  |

Accounts & Admin

HR Appointment Agreement: contractual  
To,

Dated:

**Name**.....

Dear .....

This is with reference to the interview held on ----- at Samarthan, we are pleased to engage your professional services for the position of ----- in Samarthan, Bhopal. The engagement shall be on contractual basis for one year w.e.f ----- on the following terms and conditions:

**Tasks :** Detailed ToR is attached as **Annexure-A**

**Period of contract:** The initial contract will be effective from ----- for a year, subject to extension.

**Professional fee**

For the aforesaid professional services, you shall be paid:

---

**Consultancy fee**

---

Apart from the consultancy charges, you shall be paid mobile allowance of Rs...../- per month. Travel-out station and local and lodging (if any) will be reimbursed on actual as per the organizational norms.

The payments shall be made on monthly basis and will be subject to taxes as per the norms.

**General Terms**

- a) Apart from the declared holidays of Samarthan, you will become entitled for the leaves as per the leave policy of Samarthan.
- b) For proper and efficient discharge of your assignment, you will be allowed to use the office equipment like computer, networking, photo copier, stationery etc., as may be required by you.
- c) You will be governed by the Rules and Regulations, including travel rules for traveling outside Bhopal, as may be applicable to persons working on contract basis (enclosed travel rule of Samarthan).

**Review of Contract:** There will be a review of the contract and deliverables after completion of the contract for any revision if required.

**Termination**

Either party shall have the option to terminate this contract agreement for whatever reasons by giving one month written notice to the other party.

Please note that Samarthan shall not be responsible for anything whatsoever, except what has been specified herein.

**Settlement of disputes**

In case of any dispute, it will be settled amicably with the arbitration of mutually agreed persons. The legal jurisdiction of any dispute will be in the city of Bhopal where head office of Samarthan is located.

Please sign this letter, in duplicate, as a token of your acceptance of the terms and conditions mentioned herein above.

We look forward to a fruitful and mutually satisfying association with you.

Best wishes,

(Yogesh Kumar)  
Executive Director)

Accepted by  
(Name)



Consultancy Contract for Professional Services

To,  
-----

Date.....

Dear .....

With reference to the discussion and TOR shared, we are pleased to engage your professional services on contractual basis for..... days between ..... to carry out the following assignment:

**Assignment** - To Review of the project implemented in ..... “ .....

**Key task** : Detailed ToR is attached as **Annexure-A**

**Period of contract:** The period of the contract will be from ..... To .....

**Professional Fee:** For the aforesaid professional services, you shall be paid a consultancy payment of Rs...../- ( Rs. in words.....) per day for ..... days for the assignment. Total professional fee is Rs.....

The taxes would be applicable as per the norms.

Apart from the above consultancy fee, Rs...../- shall be paid as lodging/ boarding and miscellaneous expenses.

**Review of Contract:** There will be a review of the contract and deliverables after completion of the contract for any revision if required.

**Termination:** Either party shall have the option to terminate this contract agreement for whatever reasons by giving one month written notice to the other party.

**Settlement of disputes:** In case of any dispute, it will be settled amicably with the arbitration of mutually agreed persons. The legal jurisdiction of any dispute will be in the city of Bhopal where head office of Samarthan is located.

Please sign this letter, in duplicate, as a token of your acceptance of the terms and conditions mentioned herein above.

We look forward to a fruitful and mutually satisfying association with you.

Best wishes,

( Yogesh Kumar )  
Executive Director)

Accepted by

**Date.....**

**Name of the Resource Person** .....

**Name of the Activity** .....

**Duration of the Activity** .....

**Honorarium of the Resource person** ..... Per day

**Travel** .....

**Total Honorarium** .....

**( Programme Coordinator)**

*Signature of the consultant*

**Sanctioned by  
Center Coordinator/Executive Director**

**Project  
Budget line –**

## Annexure-5

ANNUAL APPRAISAL FORMAT

Year:-----

वार्षिक मूल्यांकन प्रपत्र

Name/नाम

Designation/पद:

### 1. Key Result Areas (KRA) and performance ( As per quarterly plans last 4 quarters)

परिणाम के मुख्य क्षेत्र एवं प्रगति (पिछले 4 त्रैमासिक प्लान के अनुसार)

| Activities/Tasksगतिविधियों/कार्य का विवरण | Planned प्लान था | समय (दिन)<br>Time (days) | Your role<br>आपकी<br>भूमिका | Deadline<br>समय<br>सीमा | Actual delivery<br>वास्तविक<br>उपलब्धियां | Key<br>lessons/Impacts<br>मुख्य सीख/प्रभाव |
|---|------------------|--------------------------|-----------------------------|-------------------------|---|--|
|   |                  |                          |                             |                         |   |  |
|   |                  |                          |                             |                         |   |  |

नोट-प्रति त्रैमासिक की मुख्य 3-4 गतिविधियों की जानकारी दे (Highlight most significant of more than 3-4 activities for each quarter)

2. Key plans (your own) for the six months (Based on the projects you will handle or your own specific outcomes viz designing a training, publication of paper, field experiment/innovation)

अगले छः माह के लिए आपकी मुख्य योजना क्या है (जिन प्रोजेक्ट/कार्यक्रम को संभालने वाले हैं या स्वयं के विशिष्ट परिणाम जैसे प्रशिक्षण कार्यक्रम तैयार करना, शोध पत्र का प्रकाशन, जमीनी स्तर पर नवाचार/प्रयोग)

3. Your own key result areas (Significant achievements that you want to attain) in the next year

आगामी वर्ष में आपके अपेक्षित परिणाम क्या होंगे (वह प्रमुख उपलब्धियां जिन्हें आप पूरा करना चाहते हैं)

नोट- बिन्दु क्रमांक 4 एवं 5 की जानकारी वरीष्ट कार्यक्रम प्रबंधक, कार्यक्रम प्रबंधक एवं कार्यक्रम समन्वयक(जिला स्तर) द्वारा ही भरी जायेगी  
( Point No.4 and 5 need to be filled by Senior Managers and Programme Managers and Programme Coordinators(Districts)only.

4. Total budget handled in last years (Project wise, budget and expenditure)

आपके द्वारा कितना बजट संभाला गया (प्रोजेक्ट वार एवं बजट व व्यय )

| S.No<br>क्रमांक | Project<br>प्रोजेक्ट/ कार्यक्रम | Budge handled<br>बजट संभाला गया | Your role<br>आपकी भूमिका | Learnings<br>सीखें |
|-----------------|---------------------------------|---------------------------------|--------------------------|--------------------|
|                 |                                 |                                 |                          |                    |
|                 |                                 |                                 |                          |                    |

**5. Key Assignments undertaken ( Budget / Status)**

**मुख्य असाइनमेंट जो संभाले गये (बजट/स्थिति)**

| S.No | Assignment | Your role            |   |                                |                               |                                | Total No. of days engaged |
|------|------------|----------------------|---|--------------------------------|-------------------------------|--------------------------------|---------------------------|
|      |            | Proposal development | Training design/ Research instrument design | Field work/conducting training | Data analysis /report writing | Presentation with client/donor |                           |
|      |            |                      |   |                                |                               |                                |                           |
|      |            |                      |   |                                |                               |                                |                           |

**6. Details of capacity building initiatives /6. क्षमताविकाससंबंधितप्रयास**

(Provide details of trainings where you participated as participant or resource person)

उन प्रशिक्षणों का विवरण दे जिसमें आप प्रतिभागी या संदर्भ व्यक्ति के रूप में सम्मिलित हुए थे

| Date<br>दिनांक | Name of Training/workshop<br>प्रशिक्षण/कार्यशाला का नाम | Organization<br>संस्था | Your role<br>आपकी भूमिका | Follow up in organization<br>संस्था में फालोअप |
|----------------|---|------------------------|--------------------------|--|
|                |   |                        |                          |  |
|                |   |                        |                          |  |

**7. Reflect on your area of strengths developed over last one year of your work (only 2-3 most important strengths)**

पिछले एक वर्ष में आपमें कौनसी क्षमता का विकास हुआ है (2 या 3 महत्वपूर्ण क्षमताएं लिखें)

**8. Critical reflection on factors responsible for not making your fully effective (only most important 2 constraints to be reported compulsorily) Also write about any training/capacity building support required to make you more effective Financial management**

**9. Any other Feedback/suggestions– Your remarks on the last year implemented salary structure/revision**

कोई अन्य सुझाव या विचार – पिछले वर्ष वेतनमान व्यवस्था पर टिप्पणी