

MANUAL

HUMAN RESOURCES MANAGEMENT



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SECTION 1 RECRUITMENT PROCESS

1.1 Introduction

Recruitment is done by formal procedures, starting from identifying the need to fill a post to reaching the stage of official appointment. **The finally responsible persons within the organization for the proper execution of the recruitment process are the Human Resource Manager and where applicable the Centre Manager.** He/she of course does not have to execute all tasks but is responsible for the proper execution of all tasks by the involved persons. The recruitment procedure is divided into the following phases:

| Phase | Maximum duration | By |
|---|---|---|
| Vacancy identification | - | BOD/CEO/GM (OPS) |
| Preparation job description | 1 week | Should already be on file/ HR Manager |
| Internal recruitment (if applicable) | | |
| Preparation application form (external) | 1 weeks | Should already be on file |
| Vacancy announcement | | HR Manager |
| Application period | 3 weeks | HR Manager |
| Selection for interviews | 1 week | HR Manager and Center Manager where required |
| Interviews | 2 weeks | HR Manager(Telephonic) |
| Second round interviews (if applicable) | 1-2 weeks after first round if required | HR and General Manager - Operations if required |
| Selection of successful candidate(s) | Immediately | HR Manager and General Manager – Operations/ BOD if required |
| Appointment procedure and signing of contract | Depends on planning | HR Manager / Center Manager |

1.2 Vacancy identification

A vacancy can be identified after an employee has left/or will leave the job or new tasks for the organization arise which require a new post. The need for filling such vacancies can be discussed in the weekly meetings attended by CEO, GM, HR Manager and other members as deemed necessary.

In such a meeting issues need to be discussed like expectations of the post, recruitment planning, internal recruitment if applicable, mode of vacancy announcement, type of contract, CTC etc.

If the planned recruitment procedure differs notably from the above described procedure this has to be approved by the Human Resource Manager before recruitment starts.

1.3 Preparation job description

All employees to be recruited by the organization will have explicit job descriptions that form part of the employment contract whether permanent or temporary contract.

Job Descriptions for all roles within the organization are attached to the manual. Standard job descriptions are described in Annex 5.

In some cases job descriptions may be custom made, for instance if people will combine two or more of the standard functions or if new functions are created for which no standard job description exist. Custom made job descriptions will need to be based as much as possible on the existing standard job descriptions presented in Annex 5.

For all jobs Descriptions that need to be customized for the role in question, the Centre Manager may take the initiative to create the Job Description which then needs to be approved by the Head of HR at the Central Level.

The other alternative would be to alert the Central branch on the Vacancy to be filled and have HR send through a Job Description to be advertised in the surrounding regions.

For all jobs at management level the job descriptions will be created by the Human Resource Manager together with the Board of Directors.

1.4 Internal recruitment

The organization should undertake to advertise suitable vacancies internally, but reserves the right to recruit externally only if it has valid reasons. Valid reasons could for instance be that the existing employees can't be missed in their respective sections, or that they lack the required skills for the existing vacancy.

If the organization decides to advertise internally, it is done by an announcement in office to the employees or via email. Brief details of the minimum requirements for the application and the job are given. The employee who wishes to be considered for the position will contact the HR Manager/

Centre Manager to obtain an application form (see Annex 1.1 for an example of such a form). This form is to inform the General Manager - Operations in which the employee at that moment works about the application. At the same time it will be used as an official application for the job. Under no circumstances will the General Manager - Operations (GMO) in which the vacancy exists be contacted directly.

If the GMO in which the employee at that moment works disapproves the internal application he/she will inform the HR Manager/Centre Manager about his judgment including the reasons by filling these in the application form. The HR Manager/Centre Manager will then send disapproval to the candidate unless he has strong reservations regarding the judgment of the General Manager - Operations. In this last case he will make a decision after Centre Manager has convened a meeting with the General Manager - Operations to discuss the issue. If the relevant GMO approves the internal application he will put this on the form. In this case the HR Manager considers the comments of the relevant CM, the probationer's work record, length of time in present job, and over-all potential of the candidate. If based on these issues the HR Manager/Centre Manager's judgment is negative he/she will write a letter to the employee explaining the results of the assessment. The employee may in this case appeal with the General Manager-Operations who will then take the final decision. If the judgment of the HR Manager/Centre Manager is positive he/she fixes a date to interview the candidate (see the relevant paragraph on interviews).

1.5 Preparation Application Form

The job descriptions (see Annex 5) form the basis of the application. All standard Job Descriptions for the functioning of Unnati Centre's are included in Annex 5.

1.6 External vacancy announcement

If the internal recruitment round has not yielded any positive results or if the organization has decided to recruit externally only, the recruitment procedure continues with an external vacancy announcement.

An external vacancy announcement should be done by cost-effective advertising, for instance by using local announcement district notice boards, local radio announcements, newspaper advertisement, recruitment websites etc. Sometimes the post is of such nature that the vacancy needs to be advertised nationally in the national newspaper(s) or on national radio. Every announcement should clearly indicate the application procedure and closing date.

1.7 Application period

People who wish to apply for positions advertised externally can do so only by filling in an application form (the information put down by candidates in their

application letters is usually insufficient to obtain a good idea about the candidate's working experience; therefore it is required that the candidate fills in the application form). An example of an application form is presented in Annex 1.1.

Application forms can be obtained from the office of the organization or on the website. Application forms for an external vacancy can usually be obtained during a period of 1 to 2 weeks. The vacancy for the post, for which the probationer wishes to be considered, should be clearly indicated on the front of the application. The Centre Manager is responsible for the distribution of the application forms. If a probationer wishes to apply for more than one position he/she should submit a separate application for each vacancy.

All filled-in application forms come in through the HR Manager who keeps a record of all incoming applications. He/she notes the name of the probationer, address, date received and vacancy number (in a computerized data base). The Centre Manager forwards the probationers records to the HR Dept (Bangalore) if required.

For applications at Faculty level, the HR Manager forwards the filled-in application forms to the relevant General Manager - Operations of the vacant post, including all incomplete forms. The GMO selects from the application forms a maximum of 6 candidates within 1 week after receiving the forms. In case there are 2 similar posts vacant, a total of only 10 candidates is selected while for 3 similar vacant posts only 12 candidates are selected. The details of the selected candidates are proposed to the Management who will study them. If all agree, the selected candidates will be invited to attend an interview. HR Manager will send regret letters to all not selected candidates.

For vacancies at management level the selection of candidates is done by the CEO and at least one of the members of the Board of Directors along with HR. They will receive all filled-in application forms for the vacant post from the HR Manager in charge of Recruitment.

1.8 Interviews

The function of an interview is to assess whether a candidate is sufficiently capable for a vacant position. Motivation, judgment, qualifications and experience on the job are part of the issues to be considered.

The interview panel for vacancies below management level shall comprise of HR Manager, Centre Manager (if required), the General Manager - Operations and one other relevant staff member (Technical round). The HR Manager will chair the interviewing panel. The members of this panel will decide on the procedure to use in conducting the interviews and recommend the suitable candidate after 1 or 2 rounds.

The panel for management level positions shall comprise of the HR Manager

and at least one of the members of the Board of Directors. For positions on management level one or two interview rounds are held.

During the interview the interview panel fills in an interview form (see Annex 1.2) for each candidate. This will later help to compare the results of the interviews.

After each round of interviews all candidates are discussed and the decision is based on the majority of approvals as per the interview notes. If the result is positive the candidate will receive a job offer including an invitation to discuss the terms and conditions of employment (see the paragraph on this issue).

For candidates living far away it is advisable to plan their interview at a convenient time to enable such candidates to reach the office where the interview takes place and to be able to leave in time. Any candidate coming from outside the district will not be reimbursed travel expenses.

1.9 Second round of interviews

If during the first round of interviews no definite selection can be made, a second round of interviews with a limited number of the candidates will be held (see next paragraph). A second round of interviews is always required in case the vacant post is at management level, requiring a more in-depth assessment of the candidates. The second round candidates are selected by as far as possible by the interview panel that was active during the first round of interviews. After the first round of interviews, referees of the candidate can be consulted.

The current employer of the candidate can only be approached after the probationer's permission.

For a second round of interviews the interview panel may consist of more panel members than in the first round if believed necessary. The extra members may for instance consist of specialists or other key persons who may be important for reaching a more balanced and better decision. During the second interview usually more in depth questions are asked.

If no suitable candidate is found after two interview rounds the recruitment process starts again.

1.10 Appointment procedure and signing of contract

After final selection of a candidate, the HR Manager, with permission from the General Manager - Operations (for the lower than management level positions) or the Board of Directors (for the management positions), will send an email to the candidate with the Letter of Appointment/job offer letter (see Annex1.5) and a copy of the Employee Handbook which the candidate is expected to read thoroughly.

The Appointment letter will clarify the requirements for accepting the job offer and reporting on duty. The candidate will have to react to the letter of

Appointment within two weeks. If the candidate shows interest in the job offered, an appointment will be made by the HR Manager to (further) discuss the terms and conditions of employment and if he/she accepts, to sign the Letter of Appointment.

The employee also has to sign the Service Agreement that confirms the candidate has understood the role and responsibilities of the job as well as accepts the HR policy of the organization and ready to work with the organization for at least 6 months.

In some cases it may be required to have a second meeting to further discuss the terms and conditions of employment before signing these documents.

SECTION 2 STARTING ON THE JOB

2.1 First working day

On the first working day the targets for the probation period are discussed with the probationer¹ by the HR Manager. This includes a clear explanation about what is expected of the employee. The probationer is introduced to the organization. He/she will be inducted using the SUF Manual for reference.

For each probationer a supervisor is appointed. Usually this is someone with ample experience in the organization, capable to supervise the probationer and train him/her into the relevant tasks he/she will have to fulfill. In most cases the supervisor will be the person placed one place above the probationer's position in the organization hierarchy, but this is not necessarily so.

The supervisor is appointed by the HR Manager in conjunction with the relevant General Manager - Operations.

After the introduction and administrative procedures on the first working day, the probationer is handed over to his/her supervisor who will from guide the probationer during his/her probation period.

2.2 Probation period

The probationary period is for a term of 3 months. The goal of a probation period is:

¹ The new employee is called 'probationer' until the decision has been taken to fully employ the person which usually is at the end of the probation period or at the end of the extended probation period. A probationer can be someone coming new into the organization but in it can also be someone who changed from a position in the organization to a new position and who is therefore subject again to a probation period for the new function. In this last case a general introduction to the organization is not required as the probationer is already familiar with the organization.

- a) To test the ability of the probationer to perform well on the job
- b) To test the suitability of the probationer's character to fit into the organization

Beside training and supporting the probationer, the probationer's supervisor also monitors the probationer during the probation period. The supervisor will fill out a Probation Monitoring Form during this period. (see Annex 1.3)

The first month of probation is meant to familiarize the probationer with the organization and also to help him/her to settle down and understand the organization's operations. Usually the supervisor has a training program in mind and also instructs relevant colleagues who will help in conducting this training.

After one month the supervisor and the probationer assess together whether the work progresses well and where improvements are needed. The supervisor reports about the outcome of this assessment to the relevant GMO or HR and discusses the results. If the first month was unsuccessful and there are no positive prospects for performance to be improved, at this stage the probationer can be dismissed after approval by HR Manager /General Manager Operations. Other possibilities are to demote the person to his/her former position (in case of an internal probationer), to transfer the person to another position, or to continue the probation period in the current position.

If it is decided to continue the probation period, the supervisor with the relevant Head evaluates the performance of the probationer four months after the probationer started with the probation period. The evaluation confirms the employment of the probationer, to extend the probation period, to dismiss the probationer, or to transfer him/her to another position in the organization (either his/her former position in case of an internal probationer or to another position). After a consensus has been reached between the persons evaluating the probationer, the recommendation becomes a decision of the organization. The decision is notified to the probationer during a probation evaluation meeting. During this meeting the probationer will be given a Probation Evaluation Report (see Annex 1.4 for a lay-out of such a report) that contains the decision in writing plus the arguments for the decision. During this meeting the probationer is also given oral explanation and he/she is able to ask questions about the decision and will then be given answers.

In case the decision is to extend the probation period, this will be for a period of two months. After this two-months period the performance of the probationer is once again evaluated by the same persons who were involved in the evaluation that was conducted after 4 months. The recommendation is then to confirm the employment of the probationer, to dismiss the probationer, or to transfer the probationer to another position in the organization. The recommendation will need to be approved by the HR Manager/ Center to become a decision of the organization. The decision is explained to the probationer in a second Probation Evaluation Report (of which the lay-out is identical to the lay-out of the first Probation Evaluation Report; see Annex 1.4). This report is given to the

probationer during a second probation evaluation meeting.

In case it concerns a position at management level always a member of the Board of Directors should be part of the evaluation panel. In such case any recommendation of the panel should be approved by the Board of Directors to become a decision of the organization.

Copies of the Probation Evaluation Reports of the probationer are filed in the personal files of this person (who will be from now on, if the decision about his/her continuation in the position is positive, be called 'employee').

The Decisions taken are final and cannot be challenged by the probationer in case of dissatisfaction.

2.3 Notice of termination of contract or resignation

Written notice to terminate employment, by the organization to the employee or by employee to the organization must be done as follows:

- During probation: 7 days in advance
- After Probation: 30 Days or surrender 1 Months' Salary.
- However your services are liable to be terminated at the discretion of the Management/Director after giving one month notice or 1 month honorarium in lieu thereof.

The organization may revoke these conditions on the basis of:

1. Provisions within disciplinary procedures. Immediate dismissal can be given in case of insubordination, absenteeism, lack of performance, lack of co-operation and theft.
2. The employee has been certified permanently unable to work by a medical practitioner.
3. The employee has been imprisoned or convicted of an offense.

2.3.1 Tasks of the HR Manager

- In case the contract of an employee or probationer is terminated or an employee or probationer resigns, make sure that all required procedures are carried out accordingly to protect the confidentiality and privacy of SUF.
- In such case the benefits of the employee must also cease immediately.

2.4 Re-employment

Former employees who have left the organization (whether being under casual/temporary or permanent employment) by resignation (of their own accord) or who have had their employment terminated for any reason connected with their performance or conduct will in principle not be re-employed. However, the HR Manager may use his/her discretion to modify this policy where he/she considers if that it may be of mutual benefit to the individual and the organization. The general exception to this rule will be where

an employee has left the organization as a result of redundancy in which case the Center Manager's approval will not need to be sought for re-employment. However, for this case of re-employment, the person would have to apply through the formal application procedures (during recruitment round).

SECTION 3 PAYMENT POLICIES AND PROCEDURES

3.1 Salary and wages

Salary means payment for work, made to an employee with an employment contract, usually done in the form of a monthly bank payment. Wages means remuneration or earnings, capable of being expressed in terms of money, which are payable to an employee under a contract of service and includes cost of living allowance paid to an employee.

3.2 Salary and wages payment

The amount of salary is paid according to the employment contract of the employee. Salaries of all employees are paid on the 5th of every Month for the previous month.

The salary and allowances will be subject to all government taxes as applicable from time to time. Any tax that the employer has to deduct legally will be deducted at source and remitted to the govt.

The employee's monthly salary will be broken down as below:

- Basic Pay
- House Rent Allowance of approx 40% of gross remuneration excluding transport and medical allowance
- Transport Allowance of Rs 1600/per month for all employees
- Medical Allowance of Rs 500/pm for employees whose gross remuneration is below Rs 15,000/pm and Rs 1250/pm for employees whose gross remuneration is equal to or above Rs 15,000/pm

3.3 Salary increase (performance related)

After each year of employment a performance appraisal is done with the employee. When the conclusion is that performance has been acceptable this results in a promotion to a next step in the salary grading system of the organization

Each performance related increase will be confirmed and approved in writing by

the Employees supervisor and the HR Manager. The HR Manager is responsible to inform the Finance Department about the new salary after having received the approval. Management level salary increments have to be approved by the Board of Directors.

Employees with unsatisfactory performance will attract no promotion or increase in salary.

3.4 Change to another position

If an employee takes up another position in the organization his/her salary will be according to the grading level of the new position, starting as if the employee was newly employed.

SECTION 4 STAFF DEVELOPMENT POLICIES

4.1 Introduction

The organization has a system of staff development in place for employees at all levels. This consists of performance appraisals of the employees and the possibility for employees to follow internal and external trainings when they are invited to do so. Employees are also free to apply for training courses that they would like to follow. This will have to be approved by the relevant supervisor.

4.2 Employee performance appraisal

Performance appraisal is a continuous process of reviewing or discussing one's job and aims at improvement of performance in the current job.

4.2.1 Objectives of performance appraisal

- To satisfy the individual's needs for feedback on performance and to assist him/her in improving the performance in the current job.
- To strengthen supervisor - employee relationships.
- To get feedback on the level of employee motivation.
- To help the employee to perform better in order to strengthen the organization as a whole to perform better.

4.2.2 Performance appraisal process

After completion of the probation period and annually, each member of staff will undergo an appraisal exercise to review his/her, as well as identifying training and employee development needs. Each employee is evaluated based on overall review of the students' progress as well as peer reviews. The employee should be appraised over the whole period since it was last appraised. It is the responsibility of employee and immediate supervisor to ensure that the

individual is monitored on regular basis as specified in the completed Individual Performance evaluation sheet. Failure to comply with this will have an adverse implication on the part of the immediate supervisor and concerned employee.

The report (a filled in Performance evaluation sheet; see Annex 1.7) is prepared in duplicate and should be endorsed by the employee, supervisor and the HR Manager/Center Manager. One copy of the appraisal form is given to the employee in duplicate and the original copy of the form is filed in the employee's personal file. If the employee does not agree with the outcome of the appraisal, he/she can appeal with the HR Manager/Center Manager.

4.3 Training

The organization supports a policy of continuous development of employees. Training needs of employees at all levels will be assessed regularly and where required for the job, internal or external training will be organized at the organization's expense. Training wanted and initiated by the employee but not suiting the organization's budget or priorities should be paid by the employee and be done outside working hours.

4.4 Transfers

The organization appoints the employee to a specific project location (Centre Manager or Faculty) and this may be subject to transfer at any time. An employee may be given the opportunity to transfer because of:

1. The organization may initiate the transfer. In this case the employee needs to be consulted on the possibilities for him/her to transfer.
2. Transfer may be affected as a result of personal interest/request and this may take place after request by the employee to be transferred to another office. An employee wishing to transfer from one center to another usually has to apply for an existing vacancy. If the post is advertised externally, he/she would have to equally compete with external applicants.

Transfers need the approval of the HR Manager at the center as well as the Center Manager of the location in question. Employees who are transferred may apply for coverage of incurred costs involved in the transfer. This will be looked into per each case.

SECTION 5 LEAVE POLICY

5.1 Introduction

All leave is credited to the employee's leave balance account on a yearly, pro-rata basis, where the year starts from the first of April and ends on 31st of March each year.

5.2 PURPOSE:

This document outlines the conditions under which Employees become eligible for various types of leave and to define the procedure for requesting leave.

5.3 SCOPE:

This document is applicable to all Employees of the company, its branches and subsidiaries in India. The policies, procedures and rules are meant to serve as guidelines and nothing contained in them shall be construed to confer any legal right or entitlement unless specifically so provided by local statute.

5.4 DEFINITIONS

- a) "Company" means SGBS Unnati Foundation, its offices, branches and subsidiaries in Bangalore or any other place in India.
- b) "Employee(s)" means a confirmed employee of the company and shall exclude Trainees, Employees on probation(Probationers), Apprentices .
- c) "Year" means a financial year beginning with April 01 and ending March 31 of the immediately following year.
- d) "Day" means a working day.
- e) "Sanctioning Authority" means the immediate supervisor / Reporting Manager.

5.5 POLICY:

ANNUAL LEAVE (AL)

- a) Employees will be eligible to AL of 20 days per year.
- b) Trainee/Probationer is eligible to take AL only after his/her confirmation into the organization.
- c) AL will be calculated on a monthly basis and rounded off to the nearest half day.
- d) Employees will be allowed to carry forward unutilized portion of AL provided that the total carried forward leave at any time, does not exceed 20 days.
- e) If the leave is taken before and after a Holiday, then as per the sandwich rule, the Holiday would also be considered as a leave day.Eg.Leave taken on Saturday and Monday, would make the Sunday liable to be deducted as leave from the leave balance. The rule applies for the Center Holidays as well.
- f) Center Managers are urged to take min of one week leave at one stretch over and above any other leave taken during the year, in case of pending leave balance.
- g) Employees can apply for a minimum period of one day as AL. Employees are required to apply 2 days in advance for approval, except in cases of emergency

- h) Employees should apply at least 5 Days in advance for more than 5 Days AL.
- i) Company holiday(s) and weekly off(s) occurring during the period of AL will not be included as part of AL.
- j) It will be the responsibility of an Employee and the employee's manager to ensure that the employee proceeds on leave only after the leave has been duly approved by the Sanctioning Authority.
- k) The Sanctioning Authority may call for adequate certification before leave being granted due to sickness or health problems/health related emergency or in case of an accident.
- l) Employees are required to produce a valid medical certificate in support of such incidences in case the duration for the same exceeds more than two days at the time of rejoining duty.
- l) Acts of proceeding on leave without approval or will incur Loss of Pay and will be treated as misconduct and the Employee will be liable to disciplinary action, if deemed necessary. If an Employee remains absent without leave or overstays leave originally sanctioned for a period of 15 days or more, he / she shall be on loss of pay and is liable to be discharged or dismissed without the management being required to hold an enquiry.
- m) If the Employee desires to extend leave originally granted, he/she will be required to make an application in writing or inform the Sanctioning Authority by telephone or by other methods.
- n) The Sanctioning Authority will send a written reply on granting or refusal of such extension to the Employee. If the Employee does not receive such reply, the application for extension of leave will be treated as rejected and the Employee will be required to resume duties immediately on completion of leave originally granted.
- o) The Sanctioning Authority will have the discretion to revise, curtail or revoke leave already sanctioned to an Employee depending upon the requirements of presence of Employee in the office.
- p) In the Probation period the Probationer is not allowed to take any leave. Any kind of absence due to emergency would be accrued as a leave only until the valid limit allowed on prorata basis, in case of leave taken over and above this limit, it will be treated as Loss of Pay, unless it's a case of accident/bereavement/medical emergency subject to approvals from the higher authorities.
- q) Accumulation of leaves for over 20 days is not allowed in one financial year, carry forward of any leaves more than 20 would not be accounted for in the next financial year.

5.6 PROCEDURE

- r) An employee wanting to apply for Leave should fill in a Leave Request Form via the Leave Portal and send the same to the Sanctioning Authority with a copy to the HR Department. The Sanctioning Authority may sanction leave subject to availability of Leave balance and business / departmental / operational work exigencies.

- s) For any extension of leave or taking the leave more than the available limit, an employee has to take the permission from the immediate supervisor as well as the higher authority. At least 2 levels of approvals are required in such cases.
- t) The HR department will indicate the Leave Balance available for the type of Leave applied for.
- u) Upon approval of the Leave, the HR department will update the employees leave record.
- v) Employees can apply for leave via the leave portal and also intimating the concerned authority by mail and via portal.
- w) Any leave taken over and above the leave balance available in the system would be considered as LOP. Sanctioning of such a leave would require the prior approval of the sanctioning authority.

5.7 APPLICATION FOR LEAVE WHEN ON TOUR

- x) If an Employee wishes to avail AL when he / she is out on Company duty, out of station, either in India or abroad, he / she need to apply for such leave BEFORE proceeding on such tour
- y) The total length of such leave should not normally exceed 50% of the total length of time the Employee is out of his / her normal place of work.

MODIFICATION

The Company reserves its unconditional right to modify, amend, abrogate or rescind the whole or part of the policy at any time it may deem fit.

DISCIPLINARY PROCEDURES

5.8 Introduction

The organization has developed a Code of Conduct for the employees (see Annex 3). Every employee upon acceptance of a position with the organization will read the Code of Conduct on the same day the Letter of Appointment is signed. The signing of the Letter of Appointment confirms that the employee has fully read, understood and accepted the Code of Conduct. The Code of Conduct comprises the rules to which all employees should comply.

Disciplinary procedures apply to all employees at all levels (on permanent and temporary employment) who do not function within the rules of the Code of Conduct. This is to ensure that the organization's policies, standard of performance and behavior are maintained at an appropriate high level. The organization's policy is to ensure that a positive approach is used to motivate the employee. Disciplinary procedures only come in if the encountered situation is of willful nature and (potentially) damaging to the organization and/or colleagues.

Further on in this chapter the main offences are mentioned. It is at the discretion of the General Manager - Operations and HR Manager (for offences by employees below management level) to judge whether an offence is minor or major. Depending on this judgment several procedures can be followed as explained further on. Ad hoc disciplinary committees will be instituted to deal with severe disciplinary cases.

The HR Manager will institute the disciplinary action procedures (examples of those are written out in the following paragraphs).

- **Verbal warning** (not recorded in personal file of the employee).
- **Warning letters (level 1-3)**. Each warning letter is recorded in the personal file of the employee. Each warning letter has a particular level, depending on the offense. As long as the sum of the issued warning letter levels to an employee is less than 4 no further disciplinary actions will be undertaken against the employee. If the sum of the issued warning letter levels to an employee is 4 or more during the whole time of service of the employee, the District Program Manager of the organization can decide to start the procedures for dismissal or suspension of the employee whenever he thinks this is necessary.
- **Suspension**. Suspension means that an employee is sent off the job for a limited time of 2 weeks maximum without payment of salary the decision to suspend someone is taken by the Center Manager after authorization from the HR Manager who has reviewed the case with the Board of Directors.
- **Dismissal**. Dismissal can be with or without pay, depending on the offense. The

decision to dismiss someone is taken by the Center Manager after authorization from the HR Manager who has reviewed the case with the Board of Directors.

5.9 Procedures to be followed

The General Manager Operations and supervisors are primarily responsible for identifying offenses. They communicate each offense to the HR Manager. In reaction to an offense the Center Manager provides a verbal warning to the involved employee in case of small offenses. In case of larger offenses it is advised that the Center Manager coordinate the disciplinary action first with the HR Manager. After the approval, disciplinary action can then be imposed on the involved employee.

The following authorization levels can be distinguished with regards to disciplinary action:

| | |
|-----------------|---|
| Verbal warning | Center Manager or above |
| Warning letters | Center Manager or above |
| Suspension | General Manager Operations and HR Manager |
| Dismissal | HR Manager and Board of Directors |

The table below shows a guideline for how to handle offenses

| Type of offence | Minor | Major |
|--|-------------------------------------|---|
| Willful failure to obey legitimate instruction | Warning letter (level 2) | Warning letter (level 3) |
| Willful loss, misuse, damage, theft, unauthorized use of organization's property | Warning letter (2) | Warning letter (3), suspension or dismissal |
| Improper publicity of organization's image | Warning letter (3) | Warning letter (3) |
| Absenteeism | Verbal warning / Warning letter (1) | Warning letter (2,3), dismissal |
| Lateness or leaving work without permission | Verbal warning / Warning letter (1) | Warning letter (2) |
| Failure to co-operate with other employees | Verbal warning / Warning letter (1) | Warning letter (2,3) |
| Gossip among and about colleagues within/outside the organization | Verbal warning | Warning letter (1,2) |
| Reporting on duty under the influence of alcohol/narcotics | Suspension | Dismissal |
| Breach of safety rules | Warning letter (1,2) | Warning letter (3), suspension, dismissal |
| Careless or neglect of work | Warning letter (1) | Warning letter (2) |
| Fighting at workplace | Dismissal | Dismissal |

| | | |
|--|--|---|
| Threatening behavior towards another worker | Warning letter (1,2) | Warning letter (3), suspension, dismissal |
| Conducting private business with stakeholders of the organization | Warning letter (3) | Suspension, dismissal |
| Claiming expenses from the organization which are higher than the actual expenditure or which do not exist | Warning letter (2,3) | Suspension, dismissal |
| Any other offence not stated above | Verbal warning, Warning letter (1,2,3) | Suspension, dismissal |

If a formal warning is written to the employee it should explain the level of the warning letter, and the nature and seriousness of the offense. A copy of this warning will be given to HR Manager and placed on the employee's personal file. Following the delivery of the formal disciplinary action the General Manager and the Center Manager (if it is not him/her committing the offence) will always hold a formal interview with the employee during which contents of the letter will be discussed. Minutes will be taken and filed as well.

The disciplined employee must countersign all disciplinary letters or minutes of the proceedings of the disciplinary interviews. Failure to the employee member to endorse the document should be reported to the HR Manager and noted on the employee's personal file.

5.10 Appeals

At any stage in the above proceeding, the employee may appeal through the HR Manager/ Center Manager for suspension or change of the disciplinary action. The HR Manager/ Center Manager may ask advise from others within the organization and produces an advise in writing which will make a final decision about the disciplinary action. No further appeals will be permitted.

5.11 Grievance handling procedures

An employee may have a legitimate grievance against a colleague, a manager or the organization. This for instance could be conditions of work, unreasonable instructions, poor co-ordination, poor or inappropriate communication or other matters. The employee is encouraged to feel free to seek settlement of problems, complaints and grievances without fear of interference or dismissal. In such case the employee is, however, obliged to follow the procedure mentioned below. The person against whom the grievance is held shall always be heard.

5.11.1 Grievances against employees

The employee will approach the HR Manager/ Center Manager. In case the grievance is against Center Manager the employee approaches the HR Manager. The HR Manager/General Manager - Operations will investigate the matter and if possible will solve the issue to the employee's satisfaction. Grievance complaints are always taken very seriously and should be given full attention immediately. A good way to try and resolve the grievance is to invite the person against whom the grievance is held and the employee who expressed the grievance to come to terms with each other in a personal conversation in which the HR Manager/ Center Manager acts as a facilitator. Important is to lay down agreements made in such a conversation in writing and have both persons sign it for approval. The agreement is made up in three-fold: one copy for each of the two involved employees and one copy for the filing system.

In case in this way no solution is achieved the HR Manager/ General Manager will make a decision on what should be done. In case the grievance is against any employee of the management team (including grievances against the HR Manager) members of the Board of the organization are invited to join the conversations and the final decision on the required action (especially if no agreement has mutually been achieved between the involved employees) is then taken by the Board.

In case of grievances against other persons who are involved in the organization the same procedures will be followed as for grievances against employees in the management team. If the involved persons in a personal conversation do not come to an agreement on how to deal with the grievance the Board of Directors are requested to take a decision which they will do after careful investigation and communication with each other.

SECTION 6 TEMPORARY APPOINTMENTS

6.1 Introduction

Temporary appointments means: employees on temporary contracts, Volunteers and Interns. Any extensions of temporary appointments will be effectuated on approval of the HR Manager/ General Manager after a performance appraisal exercise.

An employee on temporary terms of employment shall observe the following conditions of employment:

- Probation
- Salaries and wages
- Conduct
- Notice of termination/resignation
- Leave

6.2 Piecework employment

The organization may occasionally recruit employees on piecework or task work basis. Depending on circumstances, this form of arrangement can be renewed daily or as to when the situation warrants. The piecework employee is strictly entitled to his/her remuneration which may be calculated on daily rate or at the completion of that specified task. Taxes should be paid with regard to piecework employment in accordance with the laws of the country.

6.3 Consultancy services

The organization may feel the need to hire some consultancy services in various areas of the organization's activities. This is usually a short-term arrangement and at piecework rate. The need for consultancy services should be reflected in both the plans and budgets of the organization.

6.4 Part-time employment

Part-time employment will normally be defined as an employment where the employee is not working the normal amount of full-time hours per week. For part-time employees the same counts as for temporary appointments with regard to terms and conditions of service, if they are not on a permanent contract. Currently part time employment is taken as permanent employment with a fixed number of hours.

SECTION 7 EMPLOYEE WELFARE

7.1 Leisure

The senior management shall arrange a lunch with other employees once a month to celebrate the birthday of all employees whose birthday falls within that month. Also we introduce the new joiners for the month who are undergoing training at Bangalore center. Senior Management also organizes a day trip for all staff and faculty once every calendar year. Venue and date will be decided upon by vote or discussion. There is also a provision of Center Managers meet where all the Center manager/Center coordinators are supposed to assemble and discuss the best practices as well as undergo recreational activities at the center.

7.2 Travel Policy and Expense claims

Tours and Travels

Employees' conveyance from residence to office and back to residence is part of the employees' salary and therefore should not be claimed separately.

In case the employee has to go on an official tour: prior permission must be sought from the Managing Director. Normal eligibility for travel is sleeper class to 3rd AC and / or actual bus fare. Travel advance will be given as per the need and after coming back from the Tour, the employee must submit a Tour Expense Statement and bills within 48 hours from return.

Actual lodging and boarding expenses will be paid against bills and it should be within the limits as per the instructions at the time of leaving for the tour.

We have devised a **Travel Policy** for the reference of all the Employees. This policy document helps clarify the standard expenses incurred in travelling/boarding/food and local travel, across the country to various cities.

7.3 Break time tea and coffee

Tea or coffee is served to staff during half an hour in the morning and half an hour in the afternoon six days in a week. The exact times are defined by the organization. Tea and coffee items are provided by the organization. Snacks, meals and extra drinks have to be paid for by the employees themselves.

7.4 Work facilitation

Depending on the position and tasks of the employee the organization will do as much as possible to facilitate the employee in his/her work. This means that the employee can use the organization's computers, transport (if stated in the job description), stationary, calculators and field equipment while on duty. Usually these items are not taken home, but left in office.

Stationary can be used in normal quantities as required by the work. Employees can request for equipment or items needed to be able to perform duties. These can be granted at the discretion of the management.

SECTION 8 GENERAL POLICY GUIDELINES

8.1 Identity cards

Those on temporary appointment get temporary ID cards, while those on permanent appointment will have to fill in the attendance book when they enter the premises. The ID cards remain the property of the organization and must be returned on termination of appointment.

8.2 Personal files

For each employee (temporary or permanent) a personal file is prepared. The personal files are maintained under the location wise SUF folders and updated on the application by the HR accordingly. He/she will ensure that the employee files are kept up to date with maximum safety and confidentiality (he/she can ask the HR Manager/ Center Manager to do the executive work for this but then has to control the files on a regular basis, remaining the finally responsible person for the accuracy of these files). Authorization will have to be given for individuals who want access to these files. Final authorization rests with the HR Manager

The employee will access his/her personal file if seeking for some specific document. This is done in the presence of the HR Manager. If necessary parts of the file can be kept secret for the employee.

8.3 Politics and religion

The organization is a Non for Profit organization which exists to facilitate the empowerment of the socially and economically disadvantaged (regardless of religion or political color), in order that they may access opportunities for sustained improvement in their lives. Therefore, the organization has no political/religious affiliation. The properties and facilities of the organization shall not be used for any political or religious purpose. Employees should express their personal political/religious beliefs without in any way involving the organization directly or indirectly. If the organization feels that religious or political involvement is conflicting to the interests of the organization, the employee can be disciplined.

8.4 Loss or damage of organization property

Employee on permanent or temporary terms and conditions of service will be personally responsible for the organization's property, which is within his/her control either at work or home. Loss of such property, which cannot be adequately accounted for or explained, shall be treated as theft and if such case occurs it could lead to summary dismissal. If the

employee loses organization's tools or equipment which are in the employee's possession he/she will have to pay the costs for replacement.

8.5 Working hours or days

The general working hours are from 0830 hrs to 1800 AND subject to intervals for lunch etc. The working hours for office/field staff vary and are based on project needs and demands which will be intimated separately.

Working days are six (normally from Monday to Saturday). All employees are required to sign in the register every morning upon arrival as a matter of discipline and employees must strictly adhere to the same. Every employee should attend on time. Late coming will be seriously viewed and disciplinary action may be taken.

Annex 1: Forms

A 1.1 Application form



Employment Application

Position Applied for: _____

Applicant Information

Full Name: _____ Date: _____
Last First ML

Address: _____
Street Address Apartment/Unit #

City State ZIP Code

Phone: _____ Email: _____



Date Available: _____ PAN CARD NO.: _____ Desired Salary: Rs. _____

Education

From: _____ To: _____ Did you graduate? YES ☐ NO ☐ Diploma: _____

College: _____ Address: _____

From: _____ To: _____ Did you graduate? YES ☐ NO ☐ Degree: _____

Other: _____ Address: _____

From: _____ To: _____ Did you graduate? YES ☐ NO ☐ Degree: _____

References

Please list professional reference if any.

| | |
|------------------|---------------------|
| Full Name: _____ | Relationship: _____ |
| Company: _____ | Phone: _____ |
| Address: _____ | |
| | |
| Full Name: _____ | Relationship: _____ |
| Company: _____ | Phone: _____ |
| Address: _____ | |
| | |

1

| | |
|------------------|---------------------|
| Full Name: _____ | Relationship: _____ |
| Company: _____ | Phone: _____ |
| Address: _____ | |

Previous Employment

Company: _____ Phone: _____
 Address: _____ Supervisor: _____
 Job Title: _____ Starting Salary: Rs. _____ Ending Salary: Rs. _____

Responsibilities: _____

From: _____ To: _____ Reason for Leaving: _____

May we contact your previous supervisor for a reference?
 YES ☐ NO ☐

Company: _____ Phone: _____
 Address: _____ Supervisor: _____
 Job Title: _____ Starting Salary: Rs. _____ Ending Salary: Rs. _____

Responsibilities: _____

From: _____ To: _____ Reason for Leaving: _____

May we contact your previous supervisor for a reference?
 YES ☐ NO ☐

Company: _____ Phone: _____
 Address: _____ Supervisor: _____
 Job Title: _____ Starting Salary: Rs. _____ Ending Salary: Rs. _____

Responsibilities: _____

From: _____ To: _____ Reason for Leaving: _____

May we contact your previous supervisor for a reference?
 YES ☐ NO ☐

Military Service

Branch: _____ From: _____ To: _____

Rank at Discharge: _____ Type of Discharge: _____

If other than honorable, explain: _____

2

Disclaimer and Signature

I certify that my answers are true and complete to the best of my knowledge.

If this application leads to employment, I understand that false or misleading information in my application or interview may result in my release.

Signature: _____ Date: _____

A 1.2 Interview form

Candidate Name:

Applicant for position of:

Date of interview:

Interviewer:

<Insert job description and list the competencies you are looking for e.g. leadership, team work, conflict resolution, initiative. Then make sure the questions you ask test whether the candidate has these competencies.>

CANDIDATE INTERVIEW EVALUATION FORM

Candidate's Name: _____ Date: _____

Interviewed By: _____

Scoring

Candidate evaluation forms are to be completed by the interviewer to rank the candidates overall qualifications for the position. Under each heading the interviewer should give the candidate a numerical rating and write specific job related comments in the space provided. The numerical rating system is based on the following :(Tick/Underline the scores against each personality trait)

5 – Exceptional 4 – Above Average 3 – Average 2 – Satisfactory 1 – Unsatisfactory

1. Educational Background – Does the candidate have the appropriate educational qualifications or training for this position?

Rating: 1 2 3 4 5

Comments:

2. Prior Work Experience – Has the candidate acquired necessary skills or qualifications through past work experiences?

Rating: 1 2 3 4 5

Comments:

3. Technical Qualifications/Experience – Does the candidate have the technical skills necessary for this position?

Rating: 1 2 3 4 5

Comments:

4. Administrative and budgetary experience: financial planning, staff supervision, management of resources – Does the candidate demonstrate the knowledge of these areas necessary for this position.

Rating: 1 2 3 4 5

Comments:

5. Leadership Ability – Did the candidate demonstrate the leadership skills necessary for this position?

Rating: 1 2 3 4 5

Comments:

6. Customer Service Skills – Did the candidate demonstrate the knowledge and skills to create a positive customer experience/interaction necessary for this position?

Rating: 1 2 3 4 5

Comments:

7. Communication Skills – How were the candidate's communication skills during the interview? Rating: 1 2 3 4 5

Comments:

8. Candidate Enthusiasm for the Position – How much interest did the candidate show in the position? Rating: 1 2 3 4 5

Comments:

9. Connect with Social Sector – How much interest did the candidate show to work for Social cause and Social sector?

Rating: 1 2 3 4 5

Comments:

10. Overall Impression and Recommendation – Final comments and



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recommendations for proceeding with this candidate.

Rating: 1 2 3 4 5

Comments:

TOTAL SCORE _____

SELECTED/ ON HOLD / REJECTED

Signature

A 1.3 Probation Monitoring Form

Probation Monitoring Form

(to be filled in by the supervisor of the probationer¹)

Name probationer:

Function:

Date start probation period:

Month²:

Name supervisor:

Training and supervision activities undertaken:

Performance of probationer³:

Conduct of probationer:

A 1.4 Probation Evaluation Report**Probation Evaluation Report**

Name probationer:

Function:

Date:

Date start probation period:

Name supervisor:

Names panel members:

Recommendation*(tick the possibility the panel finds most appropriate)*☐

Employment in current position

☐

Dismissal

☐

Transfer to other position, namely:

☐

Extension of probation period (only applicable after 4 months)

Arguments for the recommendation chosen**Signatures for approval by Supervisor:****Signatures for approval by the evaluating panel:**

A 1.5 Letter of appointment & Service Agreement



Date: ___/___/___

To

Name of the Staff

Address: _____

Mobile- _____

Email- _____

Dear Name of the Staff,

We are pleased to appoint you in the position of Designation, in our Organization. The position is based out 'Location' and will be on full time basis. You will be reporting to 'General Manager– Operations.'

You will be eligible for gross salary of Rs. /- (Rupees thousand rupees only). All the salary components are subject to statutory and non-statutory benefits of the provisions of the Income Tax and Professional Tax Act's as applicable from time to time.

Your employment with SUF is effective from Date of Joining.

Kindly note the Terms & Conditions of your employment:

- I. This appointment is subject to your accepting the Code of Conduct and Disciplinary Procedures and abiding by all clauses of the Employee Handbook.
- II. Your employment is subject to completion of the induction and training process for a period ranging between 2-3 weeks which needs to be completed within 45 days of joining.
- III. You will be on three month probation period, excluding the period of the training and induction. Your confirmation for the position will be based on a review of performance during this period. Your services are liable to be terminated at any time during the training & probation period. Post the confirmation you have to give three month notice in writing or surrender three month salary in lieu thereof, if you wish to relinquish the employment. However your services are liable to be terminated at the discretion of the Management after giving one month notice or 1 month honorarium in lieu thereof.
- IV. Since the organization incurs substantial costs for the training imparted upon joining, you will be required to sign a service agreement including the financial bond of the sum of Rs 30,000/= (Rupees Thirty Thousand fixed) agreeing to compensate the organization, the said amount, if you leave the services on your own volition within six months from the date of confirmation.

- V. You will be entitled for 20 days leave during a financial year (1st Apr- 31st Mar) (excluding Sundays and holidays). Accumulation of leave over 20 days is not allowed. Leave encashment is not allowed.
- VI. Employee is liable to travel as when required by the organization. In such case, you will be eligible for all lodging and travel expense reimbursements of expenses as per the rules of the organisation applicable at the time of travel.
- VII. You shall not either during the continuance of your employment except in the proper course of duty or with the express written consent of the organization, divulge or make use of any secrets or of any correspondence, accounts, information, connections or dealings whatsoever of the company or of any customer or correspondent of any of them or of any knowledge gained in relation thereto during the term of employment and shall not alter, obliterate, spoil, destroy, waste, embezzle, spend or without the express written consent of the company take away from the custody of the organisation any of the books, papers, writings, accounts, money or other property of the organisation or any customer or correspondent of any of them.
- VIII. You are required to submit the following documents while joining.
 1. Relieving Certificate from your previous company.
 2. Last Salary Slip.
 3. Photo copies of your qualifications including all the original documents.
 4. Experience Certificates.
 5. Two photographs of self.
 6. Two Reference letters from previous organizations (Alternatively, you could give 2 names for reference check)
 7. Bank account details.
 8. Identity and Address proof (PAN Card, Driving License etc.)

Please sign and return one copy of this letter having received and seen the contents thereof. For any queries kindly contact the HR department.

We are confident you will be able to make a significant contribution to the success of our organization and look forward to working with you.

Welcome to the Unnati family for a mutually rewarding and fulfilling experience.

Best Wishes
For SGBS Unnati Foundation

Accepted by

General Manager Operations
Geetha Menon

Name of the Staff

SERVICE AGREEMENT

THIS AGREEMENT, made at SGBS Unnati Foundation on **Date of Joining** by SGBS Unnati Foundation and between:-

SGBS Unnati Foundation, a Non Government Organisation incorporated under the Indian Companies Act, 1956, and

having its registered office at UNNATI CENTRE, Temple Road, Sadananda Nagar, NGEF East, Bangalore -560038 (herein after referred to as 'The NGO or Employer', which expression shall include its successors and assigns) of ONE PART; AND I, Name of staff, S/D/o Guardian name, residing at (Temporary address) and permanent address being (Permanent Address) (hereinafter referred to as the 'The Employee', which expression shall include his heirs, successors, assigns, and representatives) of the OTHER PART;

WHEREAS The NGO is engaged in running a vocational training course across the country, for the period of 50 days, offered to the less educated, unemployed and economically backward youth with an assured job at the end of the training period. The courses offered are usually English, Soft skills/ Life skills, Retail, Computer; Tally and a vocation related topic. The NGO enables inclusive growth by empowering families below poverty line. It brings about social transformation of the youth with a purpose of enabling them to be independent.

AND WHEREAS The NGO in order to meet its stakeholder and training activity requirements, requires specialized resources and as such endeavors to train its personnel in the best possible manner, and equip them with the latest and the most modern and effective training technology and content, and for the purpose also may as and when required arrange with leading organizations worldwide and with reputed organizations in India, to provide relevant specialized training to the said personnel;

AND WHEREAS The Employee has been appointed to join the services of The NGO with effect from **Date of Joining** and acknowledges, agrees and confirms that need for specialized training of a proprietary nature relating to the understanding the entire UNNATI program (vocational training program), center operations, training and outreach domains (hereinafter referred to as "Specialized training") has been made known to him and that the NGO has explained to the Employee at the time of his appointment the nature of such training which will be imparted, and the Employee confirms that the same will improve his work performance;

AND WHEREAS The Employee acknowledges and agrees that the specialized training:-

- (i) are proprietary to the NGO and/or its stakeholders and has been made available to the Employee under specific terms and conditions including the conditions that such training and the confidential information gained there under be used solely for the purpose of supporting The NGO and its stakeholders, and that the breach of any of such conditions would cause grave and irreparable harm to the NGO or its stakeholders and would consequently entail severe and adverse implications for the NGO;
- (ii) entail considerable expenditure and efforts on the part of the NGO;
- (iii) is dependent on the stakeholder relationships, market reputation, stakeholder credibility, extensive infrastructure and capabilities established and maintained by the NGO, including the travel, accommodation and food costs;
- (iv) is predicated upon, amongst other things, the initial, ongoing and project specific training (if any) provided by the NGO.

AND WHEREAS The NGO has agreed to impart the Employee with the Specialized training, and has further agreed to make all the arrangements, and incur the necessary expenditure that would be entailed, provided the Employee undertakes to serve, either the NGO, or any other NGO in the same group (as intimated to him by the NGO), for the Stipulated Period as provided in this Agreement;

AND WHEREAS The Employee represents and acknowledges that he has read and understood the contents of this Agreement in its true context and meaning and has given his free consent to accept the terms and conditions set forth herein, which have been duly explained to him in its true meaning and, that he is executing this Agreement voluntarily and is intended to be legally bound by the instant Agreement.

NOW THEREFORE THIS DEED WITNESSETH AS UNDER: -

4. That the NGO agrees to arrange the Specialized training, at the premises of the NGO (or at any other place that may be deemed fit) in India, initially for a period of Three (3) Months (including travel time if any), or such other

and further period, or such shorter period than the aforesaid period, as the NGO may deem fit and necessary. It is expressly agreed that during the training period, the Employee shall continue to be in the employment of the NGO.

5. This Agreement shall come into effect from the date of commencement of the Specialized training (“Effective date-**Date of Joining**”).
6. The Employee shall, serve the NGO or any of its Group NGO, (as intimated to him by the NGO) for a period of at least **Six Months, excluding the period of specialized training** commencing from the Effective Date.(hereinafter referred to as “The Stipulated Period”).
7. During the Stipulated Period, for which it has been made incumbent upon the Employee to serve the NGO or any of its Group NGO, The Employee undertakes: -
 - a) to work and study with all due care, industry and diligence and to the best of his ability and abide by and conform to all the rules and regulations and conditions in regard to training hours, holidays, discipline and other conditions of service and/or training of the NGO or any directions given to him by any officer authorized by the NGO.
 - b) not to take, accept or solicit any employment or obtain work, in any capacity or under any designation, with any other person, firm or NGO, including stakeholders of the NGO or any of the Group NGO, whether in India or else-where, for consideration or otherwise;
to serve the NGO or any of its Group NGO diligently and efficiently during the Stipulated Period;
to refrain from absenting himself from work without reasonable cause, during the Stipulated Period;
to ensure that during the Stipulated Period for which the Employee is envisaged herein to work for the NGO or any of its Group NGO, he does not misconduct himself, or commit any act subversive of discipline, or otherwise misbehave in such a manner, as would reasonably be construed as giving the NGO or any of its Group NGO, as the case may be, cause for terminating his services;
not to part with and/or disclose confidential information, trade secrets etc, pertaining either to the NGO, or any other Group NGO, which the Employee may gain access to during the Stipulated Period;
not to leave, abandon (except due to death) or resign from the services of the NGO in breach of this Agreement;
that on the completion of the training, the Employee shall resume work in his existing pay and service conditions i.e.; such conditions as existed prior to the commencement of the training, with immediate effect.
5. The NGO reserves the right to itself to modify or vary the contents, place and/or period of the training, without assigning any reason whatsoever.
6. That in the event of the Employee making any discovery or invention relating to any improvement in design or nature of the training which the NGO imparts, or relating to any improvement in the method of know-how during the Stipulated Period, the same will be deemed to have been done for and on behalf of the NGO, and will be the property of the NGO.
7. The NGO shall have the right to terminate the employment of the Employee at any time during the Stipulated Period and/or during the subsistence of this Agreement, if he is found guilty of any misconduct, after giving the Employee due notice and providing him with an opportunity to tender a written explanation and personal hearing. If the Employee is found guilty of misconduct and is dismissed and/or discharged from employment in that event the Employee shall be bound by Section 8 and 9 herein below.
8. It is agreed between the parties that in the event of a breach by the Employee the NGO shall be entitled to invoke a remedy for the said breach in India. This remedy is in addition to any other remedy, viz., preliminary and permanent injunctive and equitable relief that the NGO may pursue where the breach occurred. Further, it is agreed by and between the parties to the instant Agreement that in the event of the Employee committing any manner of breach of any of the terms and conditions explicitly stated in this Agreement, The Employee shall be liable , to the

NGO by way of damages, for a liquidated sum of **INR Rs 30,000/= (Rupees Thirty Thousand fixed)** ,an amount which is a reasonable estimate of the cost incurred by the NGO and has been calculated after taking into consideration the grave and irreparable damages and losses arising from discontinuity of service, disruption of work and plans, special damage to delayed projects, loss of the

NGO's reputation and damage to work force morale, expenses of replacing the Employee, costs of imparting the training, travel expenses, lost opportunities of opportunities and all other incidental expenses of imparting training to the Employee, incurred directly and indirectly by the NGO and shall not be considered as a penalty for the breach of the Agreement. It is hereby further agreed that if in the event the amount actually spent by the NGO on such training exceeds the said liquidated sum, the NGO shall recover from the Employee the amount actually expended by it including the costs, if any. The said amount is payable within seven (7) days of the event giving cause to claim damages in terms of the breach of this Agreement. The amounts specified in this Section shall constitute a debt from the Employee to the NGO.

Without prejudice to the generality of the foregoing, a breach of this Agreement will include:

- (i) Abandonment by the Employee of his service with the NGO.
- (ii) Neglect or failure to report to the NGO or as required by the NGO/its officers;
- (iii) Failure or neglect to serve the NGO for the Stipulated Period;
- (iv) Termination if found guilty of misconduct in accordance with Section 7 hereinabove.

9. In case of nonpayment or delay in payment beyond aforesaid 7 days, the sum referred in Para 7 above, the Employee shall be liable to pay interest @ 18 % per annum on such sum for such delayed period.
10. It is hereby agreed by and between the parties hereto, in order to ensure the performance of the obligations of the Employee in the event of breach of this Agreement, the Employee shall furnish promissory note/surety in favour of the NGO, for the amount mentioned in Section 8 above, payable by him to the NGO in the event envisaged in the said Section. The Employee also undertakes that he shall, vide a communication issued for the purpose, authorise the NGO to offset, as against the amount due to him at any point of time by the NGO, or lying to his credit with the NGO on any account whatsoever.
11. The Employee agrees that a statement of account of the money spent or advanced or incurred or paid by the NGO, for and on behalf of the Employee, when signed by any officer of the NGO, shall constitute conclusive proof of the payment thereof, and shall be binding upon, the Employee.
12. That if the liquidated damages stipulated as being payable by the Employee to the NGO in the event envisaged in Section 8 hereinabove, are not paid by him within the time period prescribed in the said Section, or if any one of the said sum is not paid, it shall be inferred that a dispute has arisen between the parties and the same shall be resolved in accordance with Section 21 hereunder.
13. Notwithstanding the termination of this Agreement, it is agreed by the Employee that he shall not join the employment of any of the NGO(s), firms or organisation or entity which/whose social enterprise model is directly/indirectly in competition with that of the NGO(s), firms or organisations or entities which has been or are customer/stakeholders of the NGO. This Section shall be applicable for a period of Six Months after the cessation of the Employee's employment with the NGO for any reason whatsoever. Both the Employee and the NGO agree on the necessity of barring the subsequent employment of the Employee with any of the organisations who are in the competing activity as that of the NGO.

For the purpose of this Agreement, competitor/competition means any NGO, firm, organisation or entity or person who is engaged or intends to engage in one or more of the same or similar activity as of the NGO.

14. The NGO reserves its right to approach the Court of appropriate jurisdiction to seek injunction, restraint orders or other interlocutory relief against the Employee with a view to restrain him from committing breach of this

Agreement.

15. That the Employee will be required to comply with the provisions of any statute, rules or regulations of the country to which he may be sent for training as well as those of India and he shall keep the NGO indemnified for any penalties which the NGO is made to pay for his neglect and/or any violation of the provisions of any statute, rules or regulations and other applicable law.
16. The Employee agrees and undertakes to absolve the NGO, its servants, and agents from any injury, loss or damage which the Employee may sustain (whether or not by any act or omission or neglect of the establishment wherein he is undertaking the training and experience) during the Stipulated Period. The Employee further agrees to indemnify the NGO against all proceedings, suits, actions, claims, demands, costs and expenses whatsoever, which may be taken or made against the NGO in respect of any injury (whether fatal or otherwise) to any person or damage or loss to any property, occasioned directly or indirectly by any act, omission or other default by the Employee during the Stipulated Period.
17. It is agreed between the parties that other terms and conditions of service namely designation, emoluments, leave, duties and responsibilities, misconduct, termination etc. are contained in the appointment letter dated **Date of Joining** and the same may be treated as a part and parcel of this Agreement.
18. It is agreed and declared that any changes, modifications or variations in the terms and conditions stipulated herein, or any mutual termination of this Agreement, shall be effective and binding on the NGO only, if all such changes, modifications or variations or mutual termination are confirmed and accepted in writing by the signatory on behalf of the NGO of the Agreement in question and failing him by duly constituted attorney of the NGO for the time being.
19. The Agreement shall be subject to Indian Law.
20. All disputes between the parties arising pursuant to or under this Agreement, including disputes relating to non-payment of any amount due and payable by the Employee to the NGO under or pursuant to this Agreement, or any dispute as to the interpretation of any term of this Agreement, or there being any dispute as to the rights and liabilities of the parties under this Agreement, the same shall be referred to the Arbitration of a sole Arbitrator to be appointed by the NGO and such reference shall be deemed to be a submission to arbitration under the Arbitration and Conciliation Act, 1996 and/or any modification or amendment thereto. The Employee or the Guarantor shall not take any objection in regard to the appointment of the sole arbitrator. The venue of arbitration shall be Bangalore, and Courts at Bangalore alone shall have the exclusive jurisdiction in proceedings to enforce this Agreement. The arbitration proceedings shall be conducted in the English language.
21. In the event that any provision of this agreement shall prove to be invalid, illegal or unenforceable in whole or in part for any reason, such provision or part thereof shall be severable from the remaining provisions and part and the relevant provision or part shall continue in full force and effect and shall be enforceable notwithstanding such invalidity, illegality, or unenforceability.
22. This agreement may not be assigned by the Employee to any person. Any attempted assignment shall be void.
23. This Agreement may be terminated at the instance of the NGO and shall cease to have effect in the circumstances as below:
 - (i) Death of an Employee before expiry of Stipulated Period, or
 - (ii) Notice of waiver by the NGO in writing
24. All communications between the Employee and the NGO shall be deemed to have been effectively served if addressed to the following addresses:



Employees Address: _____

NGO's Address: No.1, Tank Road, Ganapati Temple, Ulsoor, Bangalore - 42

The Employee undertakes the responsibility to inform the NGO of any changes in his address for correspondence.

In witness whereof the parties hereto set unto this deed their hands, at the place, on the day month and year first mentioned.

For SGBS Unnati Foundation

EMPLOYEE Name:

(Authorized Signatory)

WITNESS

1. Signature: Name :
Address :

2. Signature: Name :
Address :

A 1.6 Salary Advance Request Form



Request for a Salary Advance payment

Date:

Name:

Employee Name:

Request for an advance in salary payment for the month of:

Requested amount:

Employee Signature:

Administration

A 1.7 Performance and Development Agreement Plan

Performance and Development Agreement Plan

Employee: <insert employee's name>

Role: <insert employee's role>

Date: <insert date>

Review Dates:

We are also in the process of introducing a Performance Measurement Matrix (PMM) for all employees. This will take into account their effectiveness in their role, leadership qualities, initiatives that go beyond their role, commitment to the cause etc. The PMM will be one of the main input criteria for the review.

Under the PMM, there will be a set of clearly set goals and/or targets for each person. This will be shared with them and the performance will be tracked on a quarterly basis so that the each person knows where he or she stands and gets time/guidance to take measures to improve if required.

JOB PERFORMANCE EVALUATION

Name : _____ Name of Staff _____
 Manager Name : _____ General Manager Operation _____
 Current Role: _____ Designation _____
 Location : _____ Location _____
 Date of joining : _____ DOJ _____
 Salary on Joining : _____ Rs.XXX _____
 Last salary revision _____ NA _____
 Last Review date : _____ NA _____

Evaluation criteria:

- I. Exceeds Expectations (EE) - Performance is routinely above job requirements.
- II. Meets Expectations (ME) - Performance is regularly competent and dependable.
- III. Below Expectations (BE) - Performance fails to meet job requirements on a frequent basis.

Performance Factors : (use job description as basis of this evaluation).

| CRITERIA | WEIGHTAGE | Reviewer 1 | Reviewer 2 | Reviewer 3 |
|---|----------------------|----------------------|------------|------------|
| Knowledge of Work - Consider employee's skill level, knowledge and understanding of all phases of the job and those requiring improved skills and/or experience. | 15 | Exceeds Expectations | | |
| | 15 or above - | | | |

| | | | | |
|--|---|--|--|--|
| <ul style="list-style-type: none"> - Competent in required job skills and knowledge - Exhibits ability to learn and apply new skills - Keeps abreast of current developments - Requires minimal supervision - Displays understanding of how job relates to others - Uses resources effectively | Exceeds Expectations >10 - Meets Expectations =<7 - Below Expectations | | | |
| Discipline and Punctuality - Measures Employees adherence to the guidelines, his/her availability for the scheduled task, <ul style="list-style-type: none"> - Completion of work(portion)in time, - Any absences within guidelines with prior permissions, - Ensuring work responsibilities are covered when absent, - Arrival at classes, meetings and appointments on time. | 10 | | | |
| | 10 or above - Exceeds Expectations >5 - Meets Expectations =<4- Below Expectations | | | |
| Communication - Measures effectiveness in listening to others, expressing ideas, both orally and in writing, providing timely information to management, co-workers, subordinates and customers. <ul style="list-style-type: none"> - Expresses ideas and thoughts well verbally - Expresses ideas and thoughts well in written form - Exhibits good listening and comprehension - Keeps others adequately informed - Selects and uses appropriate communication methods | 10 | | | |
| | 10 or above - Exceeds Expectations >5 - Meets Expectations =<4- Below Expectations | | | |
| Teamwork - Measures how well this individual gets along with fellow employees, respects the rights of other | 10 | | | |
| | 10 or above - | | | |

| | | | | |
|---|---|--|--|--|
| employees and shows a cooperative spirit. <ul style="list-style-type: none"> - Establishes and maintains effective relations - Exhibits tact and consideration - Displays positive outlook and pleasant manner - Offers assistance and support to co-workers - Works cooperatively in group situations - Works actively to resolve conflicts | Exceeds Expectations >5 - Meets Expectations =<4- Below Expectations | | | |
| Decision Making/Problem Solving - Measures effectiveness in understanding problems and making timely, practical decisions. <ul style="list-style-type: none"> - Identifies problems in a timely manner - Gathers and analyzes information skillfully - Develops alternative solutions - Resolves problems in early stages - Works well in group problem solving situations | 10 | | | |
| | 10 or above - Exceeds Expectations >5 - Meets Expectations =<4- Below Expectations | | | |
| Creativity/Innovation and Resourcefulness Measures effectiveness in establishing appropriate reporting and control procedures <ul style="list-style-type: none"> - Volunteers readily and thinks out of the box - Undertakes self-development activities - Seeks increased responsibilities - Takes independent actions and calculated risks - Looks for and takes advantage of opportunities - Asks for help when needed | 10 | | | |
| | 10 or above - Exceeds Expectations >5 - Meets Expectations =<4- Below Expectations | | | |
| Training, Development and Counseling skills - | 20 | | | |

| | | | | |
|---|--|--|--|--|
| Measures effectiveness in training and development of the youth. <ul style="list-style-type: none"> - Measure of preparation wrt knowledge of lesson, clarity of direction to class, youth participation, lesson structure, usage of technology & Interactive techniques, confidence levels etc. - Evaluating Youths' performance; strengths and development needs; - Taking appropriate and timely action with marginal or unsatisfactory performers - Providing constructive feedback, and Emotional support to the youth whenever necessary. | 20 or above - Exceeds Expectations >15 - Meets Expectations < 10 - Below Expectations | | | |
| Attitude/ Commitment towards Work & Youth - Measures effectiveness in dealing with the work and youth, time management; initiative and independent action within prescribed limits. Leadership abilities if displayed. | 15 | | | |
| | 15 or above - Exceeds Expectations >10 - Meets Expectations =<7 - Below Expectations | | | |

Overall Score - _____ (EE ☐, ME ☐, BE ☐)

1. Employee strengths and accomplishments:

2. Performance areas which need improvement:

3. Plan of action toward improved performance:

4. Employee/Employer comments and inputs :

5. Goals for the Next year :

1. _____
2. _____
3. _____

Date of Review: _____

Increments (if any): _____

Promotion (if any): _____

6. Signatures:

Employee Name: _____ Date : _____

Evaluated by : _____ Date : _____

Reviewed by 1 : _____ Date : _____

Reviewed by 2 : _____ Date : _____

Reviewed by 3 : _____ Date : _____

Development Agreement

The following development needs have been discussed and agreed to be undertaken over the next **<number of>** months.

| Areas for development | Actions |
|--|---|
| <i><These can be tasks, skills or behaviours that following discussions are agreed to require development></i> | <i><These are activities that will assist in development. They could be training programs, on-the-job training, coaching from someone with the required skill ></i> |
| | |
| | |
| | |

Supervisor Signature: _____

Employee Signature: _____

A 1.8 Employee Leave Request Form



Staff Leave Form

PLEASE SUBMIT COMPLETED FORMS TO THE PAYROLL OFFICE

Employee:

Payroll: ☐ Exempt (Salaried) ☐ Non-Exempt (Hourly)

Leave Dates:

_____ to _____ for a total of _____ hours.
Start Date End Date

Reason for leave is being requested?

☐ Vacation

☐ Sick

☐ Bereavement :Relationship of the deceased to the employee:

☐ Maternity/ Paternity Leave

☐ Unpaid Leave (please explain on line, below) _____

Employee Signature

Department

Date

Supervisor Signature

Date

NOTE: All leave must be taken in accordance with SUF Leave policy as stated in the HR Manual/Handbook. It is the responsibility of the employee to request vacation leave in advance of the dates requested. It is the responsibility of the supervisor to ensure the approved leave form is submitted to the payroll officer for recording.

Annex 2: Organizational Chart

To be added

Refer Employee Handbook

Annex 3: Code of Conduct

CODES OF CONDUCT

This is summary of the main PRDO rules

1. Work honestly and carefully at all times.
2. You must not be absent from work, arrive late or leave work early without permission.
3. Always wear protective ware while riding motor cycle when this is supplied to you, or use your safety belts whenever driving.
4. Follow all organisation health and safety rules.
5. Do not drink alcohol or consume narcotics during working hours.
6. Do not fight, assault or abuse a staff member or visitor.
7. Do not use organisation property in a careless or neglect way.
8. During working hours you must not do any business except that for which the organisation pays you.

You will be disciplined for any of the following offences.

1. Willful failure to obey legitimate instructions.
2. Willful misuse of Organisation property.
3. Improper publicity of information damaging to the organisation reputation.
4. Desertion (absence from work without permission for 4 consecutive days or more).
5. Sleeping on duty.
6. Lateness or leaving work early without permission.
7. Failing to co-operate with other employees on ground of race, tribe, religion or sex of another person.
8. Acting in a prejudicial way against employee on grounds of race, tribe religion or sex of another person.
9. Reporting on duty under influence of alcohol.
10. For each vehicle/motor cycle written permission needs to be given before you can ride or drive.

Any of the offences described above constitutes serious misconduct and immediate dismissal may occur.

1. Breach of safety rules endangering life, stated below.
2. Careless or negligent of work.
3. Fighting at work.
4. Threatening behaviour to another worker.
5. Having any private business deals with suppliers of the organisation on organisation's deals.

Health and Safety rules

These rules below establish responsibility for both the organisation and employees to provide safe conditions at work place. You will be expected to take reasonable care to ensure your own safety and of others who can be affected by what he/she does or does not do.

1. You must wear a helmet when riding organisation motor cycle at all times or use your safety belt whenever driving organisation vehicle.
2. You must have under gone proper motor cycle/vehicle training course, this means that a one must be in possession of a valid driving/riding (provisional) permit. All employees who use organisation motor cycle or vehicle must submit a copy of their driving/riding license to organisation Administrator for filing.
3. One can only ride a motor cycle with written permission from the management for that particular vehicle.
4. Motor cycle maximum speed is 60 k.m.p.h on all roads.
5. No carrying of passenger on the motor cycle without helmet
6. No carrying of community members in the project areas
7. No carrying passenger in 'amazone' sit (two legs at one side) on the motor cycle.
8. No carrying of passengers in the boot of the vehicle(s) (for pick-ups).

Repetition of the same offence after committing another within a period of 12 months of the first offence could lead to summary dismissal.

I have read, understood and accept the above rules of conduct and agree these rules being a condition of employment by Participatory Rural Development Organisation.

Employee name:

Employee No-----

Employee Signature-----

Place and date-----

Annex 4: Standard job descriptions

RETAIL SALES AND MARKETING - TRAINER

Education

- Any Graduate Level or above

Domain Skills

- Over 20 years of experience in the sales field with minimum of 5 years in Retail Sales.
- Could be a retired person from the same domain
- good communication skills in English & local language in which the centre is located
- Has a flair for teaching, with capability for interactive training
- Previous experience in similar training would be advantageous
- Must be capable of coaching and mentoring candidates from disadvantaged background
- Must be able to share their sales experience and should be able to train them.
- Should be willing to take students for on-field experience training as per need
- Should be committed and passionate

Time commitment

- Minimum of 4 hrs every day

RETAIL SALES AND MARKETING - TRAINER – VOLUNTEER

Work Experience

- Must have experience working in a large Retail Showroom, preferably in a National Chain or in the field as a sales man or senior manager(sales)

Domain Skills

- A minimum of 5 years in Retail Sales or Field Sales.
- Could be a retired person from the same domain
- Good Command over English Language and Local Language in which the centre is located
- Has a flair for teaching, with capability for being interactive

- Previous experience in similar training would be advantageous
- Should be committed and passionate

Time commitment

- Minimum of 2 hrs every week

COMPUTER EDUCATION (Data Entry) - TRAINER – ON ROLL

Education

- Any Graduate Level or above

Domain Skills

- Over 5 years of experience in the computer training field.
- Could be a retired person from the same domain
- Must possess excellent skills in using computers and very good knowledge of Office programs, and familiar with BPO operations for data centric requirements
- Good communication skills in English & local language in which the centre is located
- Ability to give the learners feedback and coach them towards improvement in typing skills, data entry and usage of computers
- Familiarize students with organization process requirements
- Must be extremely patient and capable of clarifying all student queries
- Has a flair for teaching, with capability for interactive training
- Previous experience in similar training would be advantageous
- Must be able to coach and mentor people from disadvantaged background
- Should be willing to take students for on-field experience training as per need
- Should be committed and passionate

Time commitment

- Minimum of 6 hrs every day

COMPUTER EDUCATION (Data Entry) - TRAINER – VOLUNTEERS

Work Experience

- Must be working in a large BPO organization, preferably in Data/Voice based operations

Domain Skills

- A minimum of 3-5 years experience working in BPO organizations.
- Could be a retired person from the same domain
- Good Command over English language and local language in which the centre is located
- Has a flair for teaching, with capability for interactive training
- Able to bring and teach processes and skills

- Able to bring in small sample projects to train candidates
- Should be committed and passionate

Time commitment

- Minimum of 2 hrs every week

GUEST CARE- TRAINER – ON ROLL

Education

- Any Graduate Level or above

Domain Skills

- Over 5 years of experience in the guest care industry (Hotel / Office).
- Could be a retired person from the same domain
- Must possess excellent skills in techniques and equipments used by guest care management companies, and able to train candidates in the usage of the same
- Good communication skills in English & local language in which the centre is located.
- Have the ability to give the learners feedback and coach them towards improvement in usage of these equipment and techniques
- Familiarize students with large organization processes requirements
- Must be extremely patient and capable of clarifying all student queries
- Has a flair for teaching, with capability for interactive training
- Previous experience in similar training would be advantageous
- Must be able to coach and mentor candidates from disadvantaged background
- Should be willing to take students for on-field experience training as per need
- Should be committed and passionate

Time commitment

- Minimum of 3 hrs every day

ENGLISH LANGUAGE – TRAINER – ON ROLL

Education

- Any Graduate Level or above with English language as Medium of Education

Domain Skills

- Good command over English with ability to provide Spoken Language skills training
- Ability to speak, read and write in English
- Over 5 years of experience in the English language training field
- Could be a retired person from the same domain
- Must possess good communication skills in English & local language in which the centre is located
- Has a flair for teaching, with capability for interactive training

- Previous experience in similar training would be advantageous
- Must be able to coach and mentor candidates from disadvantaged background
- Ability to Improve Spoken English language skills of the students of the centre.
- Prepare the students for the job interviews & also help them to improve their overall communication skills
- Create an atmosphere of liking English rather than being very strict about grammar
- Give the youth the confidence that they too can speak in English, without being intimidating.
- Willing to get trained in English teaching (as a trainer) as per need
- Should be committed and passionate

Time commitment

- Minimum of 4 hrs every day

ENGLISH LANGUAGE – TRAINER – VOLUNTEER

Work Experience

- Any Graduate Level or above with English Language as Medium of Education

Domain Skills

- A minimum of 5 years in Language training.
- Could be a retired person from the same domain
- Good Command over English Language and Local Language in which the centre is located
- Has a flair for teaching, with capability for interactive training
- Previous experience in similar training would be advantageous
- Willing to get trained in English teaching (as a trainer) as per need
- Should be committed and passionate

Time commitment

- Minimum of 2 hrs every week

LIFE SKILLS – TRAINER – ON ROLL

Life skills are the skills that a person must possess in order to successfully live in today's world. These include, knowing how to be responsible, how to manage one's emotions, work in a job and be part of a team, manage money, manage time, live as part of a family and learning effective communication skills. Unfortunately, many people grow to adulthood lacking necessary life skills to be successful in their lives. Therefore, life skill training is needed for adults.

Education

- Any Graduate Level or above with English language as Medium of Education

Domain Skills

- Good command over English with ability to provide Spoken Language skills training

- Experience in teaching Life Skills is desirable but not essential
- Must possess Good communication skills in English & local language in which the Centre is located
- Has a flair for teaching, with capability for interactive training
- Previous experience in similar training would be advantageous
- Must involve in coaching and mentoring candidates from disadvantaged background
- Prepare the students for job interviews & also help them to improve their overall communication skills.
- Must be prepared to undergo training as trainer as per need
- Should be committed and passionate

Time commitment

- Minimum of 4 hrs every day

LIFE SKILLS – TRAINER – VOLUNTEER

Work Experience

- Any Graduate Level or above with English language as Medium of Education

Domain Skills

- A minimum of 5 years in Language training.
- Could be a retired person
- Good Command over English language and local language in which the centre is located
- Has a flair for teaching, with capability for interactive training
- Previous experience in similar training would be advantageous
- Must be willing to undergo training as trainer as per need
- Must be committed and passionate

Time commitment

- Minimum of 2 hrs every week

ADMINISTRATOR/ CENTER MANAGER - ON ROLL

Education

- Any Graduate Level or above

Domain Skills

- Good command over English and ability to speak, read and write in English
- Over 5 years of experience in managing a small training centre
- Could be a retired person from the same domain
- Must possess Good communication skills in English & local language in which the centre is located
- Is familiar in use of computers and preparation of monthly and periodic reports
- Is able to Plan, direct, and co-ordinate the vocational training activities of the centre

- Must be able to interact with the students, hear and understand their grievances and try to find solutions
- Must be able to interact with NGOs and others for sourcing candidates
- Must be able to interact with corporate for placements
- Must involve in coaching and mentoring people from disadvantaged background
- Prepare the students for the job interviews & also help them to improve their overall communication skills
- Should be able to give feedback periodically to the COO/Director as per need
- Should be passionate and committed

Time commitment

- Full time (8.30 a.m – 6 p.m)