

# DEVELOPMENT INITIATIVES BY SOCIAL ANIMATION (DISA)

## *HUMAN RESOURCE POLICY*



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# **DEVELOPMENT INITIATIVES BY SOCIAL ANIMATION (DISA) HUMAN RESOURCE POLICY**

## **1. ORGANISATION PROFILE**

### **1.1. Origin of DISA**

We see the emergence of many Voluntary Organizations - some say it is a mushroom growth - to share the responsibilities of Nation Building, through empowerment of the disadvantaged and the marginalized sections and their capacity building exercises. We also experience in our country a very lopsided and staggering growth of the rural as well as the socially and economically deprived people. Even after years of independence and planned development activities, the fruits of the efforts did not trickle down and disseminate to these poor. The quality of life of the poor remains stagnant with out any steady improvement.

The magnitude of the problems and challenges the Voluntary Organizations address in the rural areas are so vast that the effect is very insignificant and slow. Hence there is the need for both extensive and intensive interventions in the lives of the poor, the excluded and the marginalized. We need a multiplication of helping hands and broader shoulders to collaborate and share the responsibilities of integrated, participatory and sustainable development and empowerment processes of the poor, the excluded and the marginalized. All are called to contribute, according to their capacities, and share the responsibilities of community building processes, even if it is very meager. As Rabindranath Tagore puts it, *“there are numerous strings in your lute; let me add my own among them”* so that *“into that haven of freedom, O Lord, let my country awake.”*

We share the same goal of the Development Planners and Visionaries of our country. UNICEF envisions: *“The day will come when Uttar Pradesh will be judged not by the military or economic strength nor by the splendor of its capital cities and public buildings but by the well being of its people; by their levels of health, nutrition and education; by the opportunities to earn a fair reward for their labor; by the ability to participate in the decisions that effect their lives; by the respect that is shown for their civil and political liberties; by the provision that is made for those who are vulnerable and disadvantaged; and by the protection that is afforded to the growing minds and bodies of their children.”*

In this context, the pioneering members of DISA thought of promoting one Voluntary Organization in India to cater to the needs of community empowerment processes. These pioneers have involved themselves in the struggles and agonies of the

deprived sections since 1972, starting with a few remote villages of Eastern Uttar Pradesh. They got the inspiration and encouragement from the responses of the poor while they were interacting with them. Hence, they thought of formalizing these interventions through a Registered Social Service Society, which resulted in the formation and promotion of DISA to address the needs of the poor, the excluded and the marginalized people. This Association got registered in September 2001, under the Society's Registration Act of 1860 with the name *DISA (Development Initiatives by Social Animation)*.

The area of operation of DISA is entire Country of India. The experiences of the promoters of DISA count much in translating the dreams for an ideal society and we take initiatives, following their footprints. We join with Mother Teresa to say: *"We ourselves feel that what we are doing is just a drop in the ocean but the ocean would be less because of that missing drop."*

## **1. 2. Objectives of DISA**

Although considerable progress has been made in all the fields over a period of many years, after Independence, DISA views that the present Society is not an ideal Society as visualized in the Constitution of India. There is rampant corruption, exploitation, exclusion, violation of human rights and gross discrimination of the weaker sections of the Society. They are the "Little Ones", who are cut off from the main stream and are pushed to the peripheries of the Society. Restoring their dignity and upholding their rights so that they enjoy the constitutional safeguards, shall be the means to create a new social order of human communities, where the universal values of justice, fraternity, equity, love, peace etc. will reign supreme. We believe that *another world is possible*, where all shall have their due share in the community and the resources of this country. Hence DISA sets the goal of bringing a social transformation with structural and systemic changes that the new order is integrated, participatory, inclusive and sustainable.

With this Perspective, DISA has the Vision, Mission and Strategy as follows

***Vision:*** Communion of human communities, for a Just, Responsive and an Inclusive Society and nurturing universal values.

***Mission:*** To restore the human dignity of the poor, the excluded and the marginalized and achieve their rights as citizens.

***Strategy:*** A process of social animation and rights based and inclusive development approach among the poor, the excluded and the marginalized for enabling awareness capacities and collective actions.

### **1.3. Empowerment - Our Perspective**

DISA has its origin after experiencing various development approaches by its Pioneers especially the charity and welfare approaches of development. Down through the years our area witnessed this 'band-aid' development which could not heal the wounds of the exploitation, lopsided development, dependency and various discriminations. The benefits of development did not trickle down to the grass-root levels up to the poor, the excluded and the marginalized as visualized. This stark reality prompted the development workers of DISA to seek a panacea to this age-old problem faced by the poorest people. The society is trying to make inroads into the lives of broken people who have experienced the bitterness of exploitation and discrimination at various levels.

'Power' has been central issue in understanding development, power equations and issues of empowerment. Power means 'the capacity to do something' - 'a force exercised by individuals or groups'. This traditional understanding is critically looked at. It is explained as 'power over', showing power as constituted through discourses and people being constructed as subjects in discourses. 'Power over' means power of one person or group to get another person or group to do something even against their will. But now there is a basic dislike of institutional structures because these tend to centralize power, to control participants and force them in to a standard mould. Networking, which operates horizontally and cooperatively, may be an alternative to hierarchical institutional structures.

'Power over' may be enforced through violence or fear or by social rules by which the poor or the weaker are compelled to accept and adhere to.

'Power from with in' arises from the understanding that one is not helpless, not responsible for all the problems and is restricted in part by structures outside oneself. 'Power from with in' is spiritual strength and uniqueness that resides in each one of us and makes us truly human. Its basis is self- acceptance and self-respect, which extends in turn to respect for and acceptance of others as equals. The Empowerment Approach to development seeks to identify power, less in terms of domination over others and more in terms of the capacity of people to increase their own self-reliance and internal strength – self-empowerment.

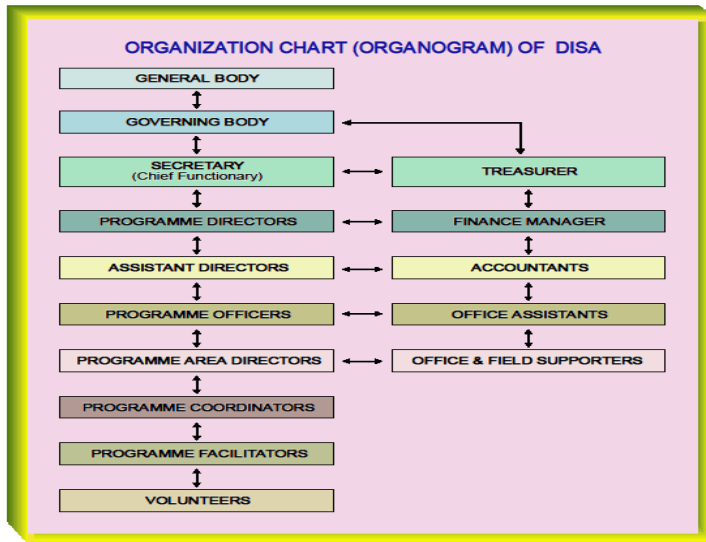
'Power to' involves gaining access to a full range of human abilities and potentials, which is enabling and creative power to do greater and new things. 'Power with' is the capacity to achieve something with others what one could not achieve alone. It is

not only the capacity but awareness – ‘a sense of the whole being greater than the sum of the individuals or parts’, especially when a group tackles the problem together. ‘Power with’ is the associational strength with people especially the powerless and the disadvantaged. The marginalized sections get their strength and capacity to act in their togetherness with others. Creating these networks and associational power is building ‘Social Capital’ and is a powerful strategy for empowerment of the poor and the marginalized and consequently to community development. People’s organizations and their capacity building have become the major thrust of the Organization where we focus on building ‘*social capital*’ and thereby the participation of the people in development actions. The role of DISA is that of a Co-worker, Facilitator and Companion. In all the development actions - right from planning, implementation, monitoring and evaluation - the policy of ‘*people first*’ has been followed. We shall prove that Empowerment of the poor is possible; it is not a dream.

Empowerment in the ‘access and control’ framework includes the following.

- ♣ Access to and control over assets and resources.
- ♣ Control over their income and labor.
- ♣ Control over their body and physical security.
- ♣ Control over physical mobility.
- ♣ Access to and control over decision - making Processes
- ♣ Access to and control over public institutions and Facilities
- ♣ Access to and control over intangible resources – Information, influence, Political clout etc.

## **2. ORGANOGRAM**



### 3. PROGRAMME STRATEGIES

The focus of the programme interventions of DISA is based on the Strategies adopted to realize the Vision and Mission of the Organization viz. a Process of Social Animation and Rights Based Approach among the poor, the excluded and the marginalized for enabling awareness, capacities and collective actions. This will ensure the building up of Social Capital of the Community Based Organizations. Accordingly, the major Strategies are:

- ♣ Selecting and adopting the most marginalized communities and areas and working directly at grassroots level in implementation functions through placing development professionals in those adopted areas, who work together with local communities and cadres of the locality.
- ♣ Building up viable, sustainable 'model demonstrations programmes' that can be further adopted for scaling up, replication and extension in the long run.
- ♣ Playing the role of Enabler / Facilitator / Catalyst / Companion at the field level through identifying, training and capacity enhancement of individuals, organizations and local communities and equipping them to play the roles for integrated development.
- ♣ Collaborating, associating and networking with likeminded Institutions and Civil Society Organizations for sustainable and complementary roles instead of duplicating and working in isolation.
- ♣ Consolidating learning through field based action research, documentation and conversion of experiences and lessons into training and sharing programmes.

- ♣ Creating opportunities and forums for dialoguing with policy makers on different issues relating to economic development and poverty alleviation.
- ♣ Investing in empowering the staff and focus groups through training, exposure visits, dissemination of information, giving opportunities for decision-making.

#### **4. DEVELOPMENT CYCLE ADOPTED BY DISA FOR COMMUNITY ORGANIZATION.**

- Introduction and Rapport Formation
- Vision & Concept Sharing
- Sensitization on Current Status
- Situational Assessment
- Identifying Potential Leaders
- Organizing the Community
- Group Formation
- Micro Planning
- Program Implementation
- Capacity Building
- Group Management
- Collective Actions
- Monitoring and Evaluation
- Linkages and Federation
- Process Documentation
- Social Transformation

#### **5. PROGRAMME MONITORING**

- ◆ The Facilitators will daily visit the villages, contact the people especially the CBOs like Self Help Groups, Women's Associations and Saloni Sangams, Farmers Clubs etc and facilitate various development programmes in the villages.
- ◆ Monthly staff meetings will be conducted at Programme Level and Project Area level for Monitoring, Review and Planning.
- ◆ Quarterly Coordination Meetings of all the Programme Staff will be conducted for better coordination, policy directions and programme implementations.
- ◆ Programme level Staff will prepare a plan of action in consultation with the CBOs and will review their works each month and monthly reports will be sent to the Head Office of DISA
- ◆ The Programme Coordinators / Project Coordinators will visit the programme areas, attend the Staff Meetings regularly and monitor the works of the Facilitators and report to the Head Office. These visits will be for monitoring and evaluation purposes, and will cover project administration programme and financial management aspects etc.

- ◆ The Programme Director / Assistant Directors / Project Area Directors will make field visits and monitor the programme regularly and participate in Staff Meetings, give guidance to staff, monitor the programmes and evaluate them.
- ◆ The Programme Director / Assistant Directors / Coordinator will assess the training needs, conduct or arrange to conduct various training and capacity building processes and have the follow ups of the trainings.
- ◆ Monitoring will be done in a participatory manner in which the CBO Leaders will also participate to review the programme implementation and plan for the future so as to facilitate self-monitoring by local team.
- ◆ Monitoring will look for quantitative accomplishments as well as quality of the programmes and results.
- ◆ Strategies to overcome limitations identified, if any, will be suggested by the Programme Director / Assistant Directors / Coordinators.

## **6. DOCUMENTATION**

- ◆ All the Programme Staff will maintain Facilitator's Diary and write the daily schedule of activities and will furnish the relevant details in Reporting Formats for reporting.
- ◆ All the Staff will prepare Monthly Activity Plan, Monthly Activity Report and Financial Reports and submit to DISA Office by fifth day of the following month
- ◆ DISA Head Office will consolidate these Reports and will send to the concerned offices by tenth day of the next month.
- ◆ The Programme Staff will be introduced to the methods of Process Documentation and they will document the details of activities for information dissemination and experience sharing. When the Programme Staff come for monthly / quarterly review and planning meetings we will share these experiences with them.

### **Documents maintained at the Office of DISA:**

1. Organization Profile with Copies of Certificate of Registration, FCRA, 12 A, Vision and Mission Statements, Areas of Intervention etc. (In File), Brochure
2. Area Profile with map of the District, Map of Block, Focus Villages, Summary for the Block, Key Persons (On Chart as well as in File)
3. Staff Details – Name, Designation, Date of joining, Villages working etc. (On Chart)- File with Applications, Interview Findings, Copies of Appointment letters, Performance Appraisals etc
4. Programme Objectives (On Chart)
5. Programme Implementation Plan and Logical Framework Analysis (In File)
6. Activity Plan Schedules – Yearly, Quarterly, Monthly and Weekly (In File)
7. Staff Attendance Register



8. Monthly Staff Meeting Register
9. Quarterly Coordination and Review Register
10. Monitoring Visit Register
11. Inventory / Stock Register / Assets Register
12. Budget Details
13. Communication Programmes register with details of Programmes, villages, No. of People who watched, the Theme of Communication etc
14. News Paper Reports / Cuttings
15. Trainings Register
16. Visitors' Register
17. Leave Applications File
18. SHGs Registers
19. Roles and Responsibilities of Staff (In File or on Chart)
20. Human Resource Policy, Financial Manual, Gender Policy, Child Protection & Safeguarding Policy, POSH Policy, and other Policies
21. Financial Records like Journal Book, Cash Book, Ledger, Bank Pass Book, and Cheque Books, Advance Slip, Fund Requisition Form, Payment Voucher
22. Separate Bank Registers where the Cheques issued with details are noted.
23. Bank Reconciliation Statements to be taken on Quarterly basis.
24. Society Records like Annual General Body Meetings Minutes, Governing Body Meeting Minutes, Register of Members, and Notices to the Meetings etc.
25. Photo Albums of various activities
26. Vision, Mission Statements displayed on board at appropriate places.
27. Incoming and outgoing letters Register
28. Staff Movement Register
29. Log Book of Vehicles, Phone calls, Photocopies etc.
30. Separate Payment Voucher, Receipt Voucher, Contra Voucher and Journal Voucher – in different colors
31. Summary Report of each activity (Technical Report).
32. Facilitators Diary

## **7. COMMUNICATION FLOW AND DECISION PROCESS**

The Communication Flow will be as per the Organogram of DISA

The Governing Body of DISA will decide and approve the following matters and the Secretary will see the implementation of these matters:

1. Initiating New Programmes and Expansion to new Project Areas
2. Major Project level collaborations with outside Institutions involving a financial outlay or receipt of funds
3. Recruitment of Project Area Directors and Programme Directors

4. Yearly Work Plan and Financial Plan
5. Expenses outside financial budget
6. All Capital Expenditures
7. All the decisions regarding the Organization according to the powers mentioned in the Rules and Regulations of the Society at the time of Registration and amended time to time.

The Secretary can make the following decisions

1. Recruitment and appointment of all Staff
2. Sanctioning of leave to Programme Directors and leave for more than eight days to Coordinators.
3. Performance Appraisal of the Programme Directors and Coordinators.
4. Any other decision for which the Governing Body authorizes.

Programme Director can make the following decisions

1. Performance Appraisal of the Filed Staff and Office Assistants
2. Sanctioning of Leave to Field Staff for more than 3 days
3. Project / Programme monitoring and evaluation exercises and corrective measures for improvement
4. Decisions on Trainings, Exposure Visits and other Capacity Building Programmes of Staff
5. Any other decision for which the Secretary authorizes.

## **HR POLICY OF DISA**

### **1. Values that guide HR Policy of DISA**

The stated Vision and Mission of DISA guide the Human Resource policies of DISA. We draw inspiration from the vast experiences of the pioneering members of DISA and also from the reflections of the members through various deliberations. These values are embedded in the social teachings of the Catholic Church, and DISA being one Catholic Social Service Organization, we are committed to profess and promote these values.

The values set out below are the guiding principles for the organization and its members. We therefore not only own them and value them but also manifest them in all our endeavors to make this world a better place for all especially the poor and the marginalized for whom we have a preferential option. We believe in the dignity of the human persons, their right to rule and manage their own lives by developing their

inherent potentials and making the optimum use of the opportunities before them. We become the facilitators in the process.

### **1. 1. The dignity of the human being:**

DISA, in all its endeavors will ever strive to protect and promote the dignity of the individuals in its own workplaces, in dealing with partners and the society at large. We believe in the sacredness and the value of life and the inalienable right to life of every human being. DISA in all its efforts will promote respect for human lives irrespective of Religion, Caste, Culture, Gender, Language, Territory or any other distinction.

### **1.2. Equity:**

DISA believes in an equitable society where equal opportunities are provided to every person to avail, access and control resources in proportion to each one's needs and capacities. DISA is aware of the need to be gender sensitive, gauging the limitations of the present-day society. Our efforts are to ensure indiscriminate participation of women and men. We believe in a society where biases and prejudices do not have a strong hold. We also believe in the necessity for making special option for the empowerment of women whenever called for. It is also our conviction that we need to reduce vulnerabilities and marginalization through our interventions within the society so that each one has the opportunity to be included and be an enriched human being.

### **1.3. Justice:**

Inspired by the social teachings of the Catholic Church, we will promote justice and peace in the society. We believe that every human being has the right to express and be heard and treated justly in all situations. We are the one in the forefront when justice is denied, human rights are violated, and when the vulnerable and the marginalized are oppressed and exploited. We focus our interventions in such a way that we support and network with like-minded individuals and organizations working for the same cause.

### **1. 4. Solidarity:**

DISA will strive to enhance solidarity with the poor and those who whole-heartedly share the same concerns. Through solidarity we express a firm determination and commitment to the common good. The vision of solidarity binds us together, establishing a society where all will receive what rightly belongs to us as children of God. Firmly believing in the integrity of creation, we recognize the relationship

between natural resources and human development. This calls for concerted effort to protect the nature and its resources through programs that are ecologically sustainable and are in harmony with the local environment.

### **1. 5. Transparency and Accountability:**

We recognize transparency, mutual accountability, openness, loyalty and honesty as fundamental values and preconditions for the growth of our partnership.

- a. We believe that every person is accountable for their actions.
- b. Transparency in all decision-making processes, utilization of resources, assessing performances and communication.
- c. We believe in sharing the concerns and apprehensions of all those we serve in a spirit of trust and mutual respect.
- d. Team spirit is fundamental to an organization's culture wherein work becomes a process of learning and progressing together. Each person is considered as a unique contributor who is valued and respected.

### **1.6. Professionalism**

DISA believes in Professionalism and excellence in the work and ensures quality performance with greater effectiveness, efficiency and commitment. Therefore, capacity building of the personnel and qualitative improvement are of great priority for the Organization.

## **2. Recruitment**

**2.1. Objectives:** Having multi lingual, multi cultural and multi competent staff selected based on the principles and practices of equal opportunities.

All recruitment in DISA would be based on predetermined specific positions and competency. As far as possible, 50% of all the posts will be made available for women candidates.

### **2.2. Classification of Staff:**

There shall be only one category of employees viz Persons on Contract basis. The one who is employed due to his / her experience and expertise on a contract period of one year or for a specific task or for a project – on the completion of which the contract shall be terminated. However, it may be renewed on the same or such other terms mutually agreed upon, depending on the needs of the organization.

Consultants can be hired for a specific task which requires professional competence and specialization when the organization requires external assistance / guidance – such as evaluation, accompaniment, training etc. DISA will identify a pool of such consultants in advance and review periodically. Appointment of such consultants would follow the set process laid down.

### **2.3. Scope of the Policy:**

This policy covers all appointments of DISA other than the Catholic Priests and Nuns. This also covers appointments for the project related positions in any part of the area of operation of DISA if the staff is a part of DISA project. The consultants hired for evaluations trainings etc. also are covered under this policy.

### **2.4. General Criteria:**

- For any post other than consultant, the person recruited should be below 65 years.
- The minimum age for recruitment is 18 years.
- The basic or minimum educational qualification is **Graduation** in any discipline. All who are below Graduation shall make an undertaking that they acquire Graduation or higher qualification over a period of time.
- DISA will not permit child labour in any of the projects or work places.
- Any person recruited should not have any criminal background or be involved in the affairs of any political parties.
- The candidates should have sound physical and mental health.
- There will not be any discrimination against people with disability or HIV / AIDS.

### **2.5. Processes of Recruitment:**

#### **Ongoing job analysis:**

As a dynamic Organization, the needs have to be analyzed periodically to identify the job requirements. This process would help in identifying the required suitable positions. The HR Unit of DISA will do this analysis. Governing Body based on the Needs Assessment will do the approval of the posts.

#### **Defining Terms of Reference:**

For each of such positions a “Terms of Reference” (TOR) should be defined. The TOR contains the job description, required educational qualification and experience, defined operational structure etc.

### **Internal Appointments:**

As per DISA requirements, a vacant position or a new position is advertised / intimated to the Staff within DISA as well as for outsiders specifying clear eligibility criteria. Every eligible employee can apply for the position. The short-listing for interviews would be made as per the profile and requirements of the job.

Any interested candidate should forward his / her application for the same in the prescribed format to the Secretary of DISA.

If the Candidate is already working with DISA and is applying for a higher post, the Programme Director will give an assessment of the candidate with special reference to the requirements of the job applied for and the performance of the candidate over the previous 3-5 years.

Promotions to higher positions are based on competencies, past performance and on merits. Hence, on promotion the individual’s work profile and responsibility will change.

Employees competing for promotions to Higher Positions shall generally be considered on the following criteria:

- Requisite qualification and experience
- Job knowledge
- Skill requirements / competencies of the job
- Performance history of past 3-5 years
- Value- based, job related behavior in the past

In order to avoid stagnation of the competent employees and encourage further growth, Management should develop mechanism for creating avenues for growth / promotion.

The selection of the candidate from among the internal candidates will follow the process for external appointment as detailed below.

### **Employment Application Form:**

DISA would develop a standard format for prospective candidates to apply with relevant details. This form captures the basic information about the candidate.

**Advertisement:**

The Human Resource and Administration Unit will be responsible for initiating action such as advertising for the vacancy, use of recruitment consultants, and use of panel of past short-listed candidates as may be appropriate after acquiring requisite approvals.

For all posts, the Requirements may be advertised in News Papers, website of DISA, Devnet or some magazines. Information can also be given to other offices of Voluntary Organizations.

Sourcing of CVs can also be done through existing data bank, employee referrals and consultants.

For temporary, project related staff and consultants- it is not mandatory to follow the advertisement procedures.

Every applicant should apply in the specified format provided by DISA with a minimum of two references.

There should be at least a minimum of 7 days gap between the date of publication of the advertisement and interview.

Due to the critical nature of some posts or emergency situation application time for all internal or external positions, in general, may be shortened to accommodate immediate closure of position and such application time may be different for different positions. HR Unit shall determine this with intimation to and approval from Governing Body.

**Short Listing:**

CVs are short listed as per job description and position description and intimation for interview is given to the Candidates.

For a single post, from the suitable application received, at least three Candidates should be there for the interview. The intimation for interview may be sent to the candidates by mail / e-mail / phone call, at least 5 days in advance from the date of interview.

### **The Interview:**

The interview panel must meet in advance in order to prepare and agree questions, tests etc. to be asked to candidates and to ensure that similar questions and the same range of topics will be covered for each candidate for the same position. It is also the responsibility of the above team to review the position-description sheet and make it available as a part of the interview documentation.

The interview process may have written test or group discussion or personal interview.

### **The interview panel:**

For the written test, group discussion or personal interview, the appropriate panel must be constituted which should have subject specialists. There should be sufficient gender balance in the panel.

### **The Interview Rating Form**

The Interviewer's rating form is aimed to achieve two things

- I. To map the process through which the candidate passes and
- II. To create a comprehensive document, with all the interviewers' ratings along with the comments substantiating the ratings thereof.

This format is very crucial and needs to be filled immediately after the interview. The interview panel then gives its recommendations in the form.

#### **FORMAT: INTERVIEW FOR THE SELECTION OF .....**

| <b>NO</b> | <b>Name of the Candidate</b> | <b>Academic Qualification (20 Marks)</b> | <b>Experience In Works (20 Marks)</b> | <b>Job-related Competency (20 Marks)</b> | <b>Response to Questions (20 Marks)</b> | <b>Computer Skills and Driving License (20 Marks)</b> | <b>Total Marks (Out of 100)</b> | <b>Remarks</b> |
|-----------|------------------------------|--|---------------------------------------|--|---|---|---------------------------------|----------------|
| 01        |                              |  |                                       |  |   |   |                                 |                |
| 02        |                              |  |                                       |  |   |   |                                 |                |
| 03        |                              |  |                                       |  |   |   |                                 |                |
| 04        |                              |  |                                       |  |   |   |                                 |                |
| 05        |                              |  |                                       |  |   |   |                                 |                |



**NAME OF THE INTERVIEW PANEL MEMBER and SIGNATURE** :  
**DATE OF INTERVIEW** :

### **Checking of References:**

The HR & Admin Unit shall make reference checks with the referees given / obtained from the candidates. As a policy DISA should contact the existing employer as a part of reference check.

### **The Letter of Offer / Intimation on Selection:**

Upon finding the references to be satisfactory, the intimation is given to the selected candidate. Candidates should confirm their acceptance.

### **Letter of Appointment:**

The Secretary of DISA issues an Appointment Letter to the selected candidate subject to the results of reference checks, verification and acceptance. The candidate is required to sign this letter and return a copy to the organization. A copy of the Rules, Job Description and Conditions of Service for Employees of DISA shall be given to the employees along with their letter of appointment.

### **3. Induction Process**

A comprehensive orientation to DISA is an important first step for new employees. All newly joined employees shall upon completion of the formalities undergo an induction program, which is intended to familiarize them especially with the Organization policies, procedures, vision, mission, strategy, values, functions and operations. The methodology would be that of spending formal time with selected employees to understand them and their roles. The newly inducted employees should also use this occasion to understand their roles as expected by Organization.

The Programme Director in consultation with the HR Unit shall decide the appropriate time and place for this purpose; however, a minimum period of 4-5 days is an imperative time frame.

In recognition of their experience and expertise, senior staff members will often be asked to participate as facilitators in the Induction Program, on a need basis.

Administration is responsible for ensuring that all new employees participate in the orientation program within two weeks of their joining.

To facilitate the development of an agency-wise induction system, following guidelines and checklist are given below for perusal. An “Induction Pack” must be made available to facilitate awareness about the organization and its activities. The guidelines are meant to be concise and practical.

The coverage of such a program shall be:

1. Welcome the new employees on the first day and introduce them to everyone in the office.
2. An induction pack prepared by HR Unit consisting of H.R Policy, Financial Manual, Service Rules, samples of vouchers, claim forms, reimbursements form and other relevant documents to be handed over to the new recruit.
3. Explain the Vision, Mission and Guiding Principles of DISA.
4. Sensitize the employees on individual social responsibility and philanthropy as well as a concern for the poor, exploited, marginalized and excluded sections.
5. Provide access for the new employees to read the documents of DISA such as Memorandum of Association, History, Strategic Plan, Annual Plan etc
6. Describe key office norms and Policies of DISA on various matters
7. Undertaking by the Staff regarding Child Protection and Safeguarding.
8. Field Level exposure and acquaintance, with the help of Senior Staff

#### **4. Appointment on Contract Basis.**

Considering the nature of Voluntary Sector and difficulties in mobilizing necessary funds for a long-term tenure, all the staff of DISA shall be appointed for one year on contract basis. During this period the services may be terminated from either side by giving one month’s notice or forfeit one month’s salary in lieu of notice period.

A monthly review on work plan will be done regularly and at the end of the year, a performance appraisal is made.

A personnel file shall be opened for all employees. The personnel file shall contain the following:

1. Application of the candidate.
2. Bio-data
3. Copies of Certificates of birth, education, Aadhaar, PAN and medical fitness
4. Copy of the Front Page of the Personal Bank Account
5. Written comments of reference and Experience Certificates
6. Copy of the Appointment / Contract Letter
7. Job Description, Performance & Development Plan
8. One passport size color photograph

9. Any other personal memos
10. Resignation / Contract Termination Letter
11. No. Claim Certificate
12. Any other information deemed appropriate by the agency

The Employees shall inform the Programme Director / HO in writing when there are changes.

## **5. Training and Development**

**5.1. Objective:** DISA is committed to the professional development and skill updating of all employees so that academic qualification, job performance, work efficiency and effectiveness are improved to contribute to the overall vision and mission of the Organization, at the same time respecting the rights of the individual to scale up capacities. Outstanding personnel will have the opportunity to become trainers in specific areas of interest.

**5.2. Applicability:** All staff

**5.3. Process:** A Training Need Assessment (which is also followed by a performance appraisal) will be conducted internally at regular intervals with an external expert specifically looking into the job requirements of each individual, scope of the job in the future as well as the capacity of the individual in various levels of scale up. This should provide opportunity to move up in the hierarchy vertically and laterally across various departments if need be, without man-made restrictions or prejudices. It is advisable that this process is guided by an HR Consultant in close collaboration with the management duly taking into consideration the desire and capacity of the individual.

**5.4. Preconditions:** The management is committed to such a process and specific budget will be made available in each year's budget and the number of trainings or programs available is specified accordingly. Those who are In-charge of the departments will take the initiative to identify appropriate opportunities and recommend those under them to avail such trainings. They will also ensure that opportunities are given to all.

**5.5. Training Plan:** There are two ways of providing such training. One can be in house training with the help of external resource persons or agencies / standards for a larger group of personnel. These will be planned from time to time depending on the requirement. On the basis of a need analysis a yearly plan of action will be prepared, approved and strictly followed up.

The second type of training is an individual availing training provided by external organizations. The same process of need analysis as well as inputs from the performance appraisal will be followed.

Training of Trainers (TOT) will be arranged to form a Team of Trainers with in the Organization and infusing new skills, adding more members as well as streamlining the same at various levels will further strengthen this Team.

Each individual within the organization will get a chance to attend at least one internal training a year.

External trainings will be based on the need of the organization and the aptitude and performance of the candidate.

The Organizational Training Plan covers all forms of training, which will include On the Job Training, experience assignments inside and outside the Organization, formal courses (internal & external) and coaching, Programme Specific Training (Skill / Knowledge), Training on Generic Behaviour (attitudinal training) and Training for future inputs

#### **5.6. Training Budget:**

A training budget is developed each year based on the Training Plan and is intended to predict and control all external training expenditure. The administrative manager, or those entrusted with the task will be responsible for the same.

#### **5.7. Post-Course Report and Presentation**

All employees upon attending any program will make a written report and supplement the same with a presentation to the rest of the colleagues in the office. This will be considered an important part of all trainings. The intention here is to comprehend and multiply newly acquired skills and also use the action plan for the inputs. Those attending the program, especially outside programs will ensure that the resource materials procured as part of the training are made available to the documentation section to be later availed by those interested.

#### **5.8. Sponsorship for outside courses:**

For the purpose of the development of staff employed with DISA, the organization may consider sponsorship of outstanding staff members to such recognized courses in Institutes / Universities of repute for specific training. The Programme sponsored should be relevant to the assignments being carried out by DISA and undergoing the

same would enhance the contribution of the staff members to the Organization. The individual should make a written request, which will be examined by management for a final decision. The Organization will bear the expenses incurred for the said course. Individuals sponsored for such course will be entitled for wages during the period of the course, but will have to execute a bond to serve the Organization for a minimum period of 3 years after completion of the course. If someone decides to leave before the completion of the said period, he/she will have to reimburse the amount on a mutually agreed norm to be finalized before taking up the course.

## **5.9. Roles & Responsibilities of the Personnel (Job Description):**

### **Programme Director**

1. Representation of DISA in different forums.
2. Project Responsible for all projects.
3. Financial and programmatic report presentation to the Governing Body and Annual General Body Meeting
4. Communication / Correspondence with funding agency both for programme and financial information
5. Dissemination of information to the Staff on Organization matters
6. Orientation of Staff, particularly new staff
7. Selection and appointment of Facilitators / Field Level Workers / Programme Assistants
8. Facilitating the preparation of Annual Reports, Annual Plan, Audited Statements of Accounts, Annual Budget -both FCRA and non FCRA accounts
9. Sanctioning of leave as per rules
10. Writing Project Proposals and presentation to Governing Body
11. Ensuring training and capacity building programmes within the Organization
12. Monitoring and evaluation of programme implementation and quality through field visits regularly
13. Conflict resolution, if any, at field level
14. Performance Appraisal of programme and staff
15. Ensuring timely payment of salaries and availability of social securities
16. Verifying authority for disbursement of funds
17. Ensuring organizational discipline at programme level
18. Ensuring maintenance of organizational assets
19. Networking with partners, NGOs, funding agencies, Government bodies.
20. Facilitating celebration of all important organizational events
21. Facilitating exposure visits of all external and internal visitors
22. Mentorship of all level of staff
23. Ensuring smooth communication at organizational level

24. Ensuring communication of all policy level change and development.
25. Facilitating the process documentation

### **Job Description of Assistant Director**

1. Assisting the Programme Director in the Organization and Programme Management.
2. Functioning as the Person Responsible for the Projects entrusted.
3. Facilitating the preparation of Programme Plans and Reports for presentations.
4. Participation in Training Programmes
5. Assisting in training and capacity building programmes in the Programme Areas
6. Regular monitoring visits to the Programme Villages and ensuring the quality of implementation of the projects
7. Assisting in the maintenance of organizational assets
8. Assisting in the celebrations of organizational events
9. Assisting and facilitating the external visitors and agencies who come for exposure / monitoring visits
10. Accompanying the Staff in programme implementation
11. Preparing Case Studies and Process Documentation
12. Attending the Monthly / Quarterly Staff meetings for review and planning
13. Verifying the activity reports and documents of the Staff and Field Offices.
14. Assisting in networking and liaising with Govt. as well as Non-Govt. Organizations
15. Collecting the Photos and Video clips of the Project implementation and arranging them in folders
16. Collecting the MIS Data from the Field and facilitating Data Storage
17. Renewal of the DISA Web Site at least once in six months
18. Regular updating of DISA Facebook and uploading relevant data
19. Doing the special duties entrusted by the Secretary / Programme Director.
20. Overseeing all the routine works in the absence of the Programme Director.

### **Job Description of Project Officer (at DISA Head Office)**

1. Assisting the Programme Director in the Organization and Programme Management.
2. Functioning as the Project Officer and Person Responsible for the Implementation, Monitoring and Supervision of Projects.
3. Special Focus and Monitoring of Tailoring Centres, Saloni Sangams, Women Empowerment and IDCYD Project.
4. Preparation of Programme Plans and Reports for presentations.

5. Participation in Training Programmes
6. Assisting in training and capacity building programmes of the members and leaders of CBOs and Groups
7. Regular monitoring visits to the Programme Villages and ensuring the quality of implementation of the Projects
8. Assisting in the celebrations of organizational events
9. Assisting and facilitating the external visitors and agencies who come for exposure / monitoring visits
10. Accompanying the Staff in programme implementation
11. Preparing Case Studies and Process Documentation related to Women Empowerment, Saloni Sangams, Skill Development and IDCYD Project.
12. Attending the Staff Meetings for review and planning
13. Verifying the activity reports and documents of the Staff and Field Offices.
14. Doing the special duties entrusted by the Secretary / Programme Director.
15. Overseeing all the routine works in the absence of the Programme Director or Assistant Director.

### **Project Area Director**

1. To be the Director and overall In-Charge of the Programmes at the Project Area
2. Attending the monthly / quarterly Staff meetings for review and planning
3. Attending the meetings and Trainings at the Head Office
4. Making monitoring visits to the Programme areas
5. Verifying the financial and activity reports before the Coordinator submitting to DISA Head Office.
6. Managing the assets of the Project Area
7. Monitoring the activities of Programme / Project Coordinators
8. Networking and Liaison with Govt. as well as Non-Govt. Organizations
9. Facilitating the monitoring / support supervision visits of Organization Heads and Support Agencies

### **Job Description of MIS Officer**

1. Assisting the Programme Director in the Organization and Programme Management.
2. Functioning as the Person Responsible for the Management Information Systems (MIS) and Documentation.
3. Collecting the Photos and Video clips of the Project Implementation and arranging them in folders, theme-wise.
4. Collecting the MIS Data from the Field and facilitating Data Storage

5. Facilitating the preparation of Programme Plans and Reports for presentations.
6. Participation in Training Programmes
7. Assisting in Training and Capacity Building Programmes for members and leaders of CBOs and Groups.
8. Internal Auditing and Grading of all the Self Help Groups once a year.
9. Monitoring Visits to the Programme Villages and ensuring the quality of implementation of the projects
10. Assisting in the celebrations of organizational events
11. Assisting and facilitating the external visitors and agencies who come for exposure / monitoring visits
12. Accompanying the Staff in programme implementation
13. Preparing Case Studies and Process Documentation
14. Attending the Monthly / Quarterly Staff meetings for review and planning
15. Verifying the Activity Reports and documents of the Staff and Field Offices.
16. Assisting in networking and liaisoning with Govt. as well as Non-Govt. Organizations
17. Monitoring Visits once in a month to the Programme Villages of Khorabar Block under the guidance of Little Flower Society, Jungle Sikri, Gorakhpur and Guidance to the Staff.
18. Doing the special duties entrusted by the Secretary / Programme Director.

### **Programme Coordinators / Project Coordinators/ Project Executives**

1. Ensuring implementation of all projects at Project Area as per PIP.
2. To represent DISA at Project Area
3. Documentation of Programme activities and timely reporting
4. Monthly reporting of activities and Programme implementation
5. Mentoring, guidance and monitoring of Facilitator's/ Project Assistant's works.
6. Assisting the Programme Director in problem solving and conflict resolution at field level
7. Organizing Training and Capacity building of CBOs and field level staff
8. To sanction leaves as per rules and keep records of leaves
9. To make regular field visits and participate in CBO activities.
10. Networking with government and non government organizations for program level works
11. Conduct regular staff meetings, review and planning.
12. To disseminate information received from the Head office at the field level and vice versa and regular communication with Programme Director
13. To facilitate exposure visits for any visiting organizations or persons.
14. Media Liaison
15. Maintenance of assets of Organization at Project area



16. Implementation and follow up on the suggestions given by the Organization Heads
17. Facilitation and maintenance of keeping the records (SHGs, Visitors Diary, Staff Meetings, Attendance Register, Training Sessions, Log Books etc)
18. Organizing and facilitating common events and celebrations
19. Ensuring team spirit and accompanying with Staff
20. Assisting in identifying and recruiting staff
21. Forwarding training requirement information to Head office.
22. To participate in trainings and enhancing personal capacities
23. Facilitate to collect Membership Fees. Audit Fees and any other contributions
24. To do any other assignment for the Organization as entrusted by the Organization Head.

### **Job Description of Finance Manager**

1. Following the Financial Calendar and implementation of financial activities accordingly within the time specified.
2. Use of Tally System and maintenance of financial records
3. Proper maintenance of financial records like bills, vouchers, cash book etc for each Project separately and consolidated in the General Account
4. Getting Approval / Authorization for all the Financial Transactions from the Programme Director.
5. Understanding of the Project Budget and ensuring the proper utilization of funds as per the project requirements.
6. Careful handling of Foreign and Local Funds and following the rules strictly.
7. Submitting financial reports in the Format the Statement of Accounts of the previous month by tenth day of the current month to Programme Director.
8. Preparation of monthly and quarterly fund management and financial planning.
9. Verification of programme expenses at Project Areas and field visits as and when needed.
10. Drawing the attention of the Programme Director on all financial matters.
11. Preparation of financial documents for Auditing, Reporting and Legal Compliance and getting the work done as per the Financial Calendar.
12. Upgrading personal skills and participating in Trainings
13. Participating in Staff Meetings regularly for Review and Planning
14. Ensuring coordination, rapport and Team Work with other Staff
15. Maintaining Assets Register and physical verification of assets.
16. Maintaining Office Files and Records related to financial management.
17. Submission of Quarterly Return of FC Account to Ministry of Home Affairs.

18. Ensure Issue of Receipts for the Project Funds and Contributions as soon as the amount received.
19. Preparation of Files and Documents for Renewal of Society, FCRA, 12 A, 80 G, and Accreditation with Organizations.
20. Any other duty entrusted time to time by the Programme Coordinator / Management of DISA

### **Accountant**

1. Proper maintenance of financial records like bills, vouchers, cash book etc
2. Understanding of the Project Budget and ensuring the proper utilization of funds as per the project requirements
3. Careful handling of Foreign and Local funds and following the rules strictly
4. Submitting financial reports to Organization Heads regularly
5. Preparation of monthly and quarterly fund management and financial planning
6. Internal Auditing of CBOs, verification of programme expenses at Project Areas and field visits as and when needed
7. Drawing the attention of the Organization Heads on financial matters
8. Preparation of financial documents for Auditing, Reporting and Legal Compliance
9. Upgrading the personal skills and participating in Trainings
10. Participating in Staff meetings regularly for review and planning
11. Ensuring coordination and rapport with Coordinator and other staff
12. Maintaining Assets Register and physical verification of assets.

### **Facilitator / Programme Assistant**

1. Community contact and rapport building with CBOs, Community, PRI, Block, Banks, PHC etc
2. Regular field visits for 22-24 days per month.
3. To establish credibility of the organization at the community level
4. Group Formation, capacity building, Group Management and facilitating documentation of CBOs.
5. To motivate and facilitate CBOs to undertake collective social activities.
6. Implementation of all project related works.
7. To disseminate awareness about government schemes and entitlements at community level and to facilitate the community to avail and access to them.
8. To ensure participation of CBOs in Panchayati Raj Institutions
9. To motivate CBOs for organizing common celebrations and events
10. To ensure the presence of CBOs for Federation meetings
11. To be present at Federation meetings of CBOs

12. Follow up and facilitating the implementation of decisions taken at Federation meetings of CBOs
13. Creating Awareness on social issues in the community.
14. Facilitating monitoring / exposure visits in collaboration with the Coordinator.
15. Maintaining daily diary of activities and other programme documents.
16. Participating in the Staff meetings for review and planning
17. Participating in trainings and enhancing personal capacities
18. Establishing communication link with coordinators and village communities
19. Preparing and timely submitting Monthly / Quarterly reports to Coordinator.
20. Evaluation and Grading of CBOs
21. Collection of Membership Fees, Internal Audit Fees or any other contribution from the Groups and members
22. Any other responsibilities as and when requires duly entrusted by Coordinator

## **6. Leave Rules**

### **6.1. Objective**

In order to be an effective organization DISA needs to have a robust set of employees who are physically and mentally fresh and alert. *“All work and no play make Jack a dull boy”*. Similarly, if the personnel work without any break, it would deteriorate their mental faculties and physical capabilities and they will not be able to give their best to the Organization. Leave and vacation help to rejuvenate and refresh the personnel. Being an Organization wedded to upholding the dignity of the human persons, we are also required to provide for eventualities, which happen in the normal life of a human being such as birth, marriage and death.

DISA therefore, provides different kinds of leave to meet with the various eventualities. As a matter of policy, we encourage all employees to take appropriate and admissible leave.

### **6.2. Procedures and Operational Aspects of Leave**

Availing of leave should be with proper leave application in the prescribed format of DISA, applied for at least one day in advance and after getting permission so that the work of the Organization does not suffer. Absence with out leave application or due permission shall be with out payment. The Field Staff (Facilitators / Supervisors) can get casual leave sanctioned up to 2 days by respective Coordinators (Team Leaders) and above 2 days by the Programme Director with the recommendation of the Coordinators. The Coordinators can get leave sanctioned up to 5 days by the Programme Director and for leave above 5 days by the Secretary of DISA or person

authorized by the Secretary. Weekly or other holidays occurring during the leave period will be counted as part of the leave. Granting of leave will be the sole discretion of the competent person and depend on the exigencies of the Organization's work.

### **6.3. Kinds of Leave**

#### **Casual Leave**

All employees are entitled to 12 days casual leave in a financial year to meet the unforeseen contingencies. Unutilized leave will lapse at the end of the year and are not en-cashable. However, under sudden or unforeseen circumstances, if an employee is unable to take prior approval, he/she is expected to communicate either telephonically or in writing on the same day. Every employee can avail only 2 days of casual leave at a stretch with prior permission. Casual leave will not be combined with any other leave or with Festivals when there are two or more consecutive holidays for the celebration of Festivals.

#### **Sick Leave**

All employees are entitled to 10 days sick leave in a financial year to meet the medical attention needed. In the normal course, it is expected that the application reaches the office on the day one wants to avail of. If the medical leave is taken for more than two days at a stretch, documents like Doctor's prescription, medicine slip, test report etc should be attached with leave application form.

Any employee suffering from any type of contagious or infectious diseases shall on the advice of the doctor be sent on compulsory leave. This will be treated as special leave if the employee is falling short of her/his own leave. Similarly, in the case of long illnesses, the absence from duty will be treated in the same manner as in the case of those suffering from contagious / infectious diseases. However, the discretionary power on granting of such leave rests exclusively with the Secretary and in his absence the Programme Director and the decision is purely based on the merit of the case.

Taking of sick leave on false grounds with or without medical certificate, becomes and act of misconduct and will be called for appropriate disciplinary action.

#### **Privilege Leave**

Employees whose native place is outside Uttar Pradesh can avail the privilege leave of 30 days in a year upon completion of every one-year service. This leave cannot be combined with any other leave.

### **Study Leave:**

All employees aspiring to pursue their studies to upgrade their academic qualification or studies related to the works of the Organization could be granted leave on their examination days, provided permission for the course of study is granted in writing by the Secretary or Programme Director prior to the start of the course process. Necessary documents like Admit cards, Fees receipts, Mark sheets etc are to be submitted for getting this leave.

### **Maternity Leave:**

All expectant women employees who have been working in DISA for at least one year will be eligible for 90 days maternity leave with full pay and allowances. This is applicable to long term contract employees.

In case of miscarriage/ or other gyne-related medical conditions a woman employee shall be granted special medical leave to a maximum of 15 days. The request for such leave must be supported by medical certificate from the qualified medical practitioner and accepted by the Secretary or Programme Director.

Maternity leave can be prefixed or suffixed by medical leave.

### **Paternity Leave:**

The Husband of the expectant wife will be eligible to 7 days paternity leave at the time of the birth of child with full pay and allowances.

### **Compassionate Leave:**

A maximum of 5 days leave with pay and allowances per occasion is permissible to attend the funeral of a member of the employee's family as defined below:

- Parents of self or spouse*
- Spouse*
- Children (including legally adopted children)*
- Siblings – of self*

Employees are expected to return from Compassionate Leave as scheduled, unless approval of casual leave has been granted in advance to extend the leave.

## **7. Performance Management Systems and Promotion**

### **7.1. Objective**

DISA's mandate is to effectively appraise the performance of an employee to determine and recognize individual performance in contributing to the growth of the organization and reward the deserving employees.

The performance management system comprises of performance planning, capacity enhancement mechanism, feedback system, assessment and recognition in concurrence with its Vision and Mission. In totality it measures performance against set objectives and value-based behavior in job management.

Performance appraisal methodology and tools shall be communicated to the employees time to time with the expectations of the Organization from the employees.

### **7.2. Principles**

This system will be based on four Principles.

1. Link plans to the Short-term goals, which are in line with the overall Vision and Mission of the Organization.
2. Focus on priority results, not routine activities and make it simple.
3. Ensure continuous feedback from colleagues and partners.
4. Link with merit increases to performance appraisals.

#### **The System includes:**

- Job description
- Performance planning (SMART objectives from the short-term Organization plan)
- Capacity Enhancement (training, learning and skills development of employees)
- Feedback system (Every year employee performance review and feedback provided)
- Assessment (performance review at the end of the financial year)
- Rewards, Recognition and penalty (incentives for achievement and penalty for not performing)

### **7.3. Process**

Performance Appraisal for all the employees will be done once in a year. Appointment on Contract basis in future and increase in salary will be decided based on the ratings of performance appraisal. DISA will follow financial year ie April to March for all the appraisals.

The process of appraisal will involve the employee appraising himself / herself, Coordinator (Team Leader) and final appraisal by the Organizational Head (Secretary / Programme Director). Appointment in future will be allowed to those employees who score more than 60 % in all the three levels of appraisal. Increase in salary and appointment for another one year shall be decided by DISA management.

Two sets of parameters will be applied for the performance appraisal (See Annexure) Form A for all the Coordinators / Team Leaders and Accountants. Form B for all the Facilitators / Supervisors and lower-level staff

#### **7.4. Job Description**

##### ***Guidelines***

The management should give clear job description to each employee according to the designation / title. The job description should be in line with the designation / title.

Clear mention should be made regarding line of commands in terms of taking responsibilities in the absence of the higher up, which should be based on seniority, capability and experience.

The job description should be developed in consultation with the management concerned department manager and the employee. It is a prerogative of the Management to finalize it. The same can be given to the new recruitee within the first month of joining her/his duty.

#### **7.5. Performance Planning**

##### ***Guidelines***

During March each year, each employee should set a target (5 *objectives-related to his/her job description*) to be achieved during the next financial year ie April to March. This will be done in consultation with the Coordinator. Simultaneously the required knowledge and skills to achieve the set objectives should be worked out.

The set objectives along with the requirements should be submitted to the management for their approval. The approved performance plan should be signed by the employee and the Coordinator and one copy must be retained by the management in the employee file and copies be given to the Coordinator and the concerned employee.

HR Unit will look into the training and capacity requirements suggested and the monitoring system required for complying with the performance management. Orientation and training on the performance management system should be provided to each new employee so that they will understand the system and each staff member will be held accountable for its smooth implementation.

## **7.6. Capacity Enhancement Program**

### ***Guidelines***

1. Identification of needs for skills and development, based on the interest of the employee, related to the job description and the findings of the three level assessments.
2. In consensus with the Coordinator and the employee, the identified needs for capacity enhancement should be submitted to the management.
3. HR Unit will ensure the identification of opportunities and its implementation.

## **7.7. Feed back system**

### ***Guidelines***

1. Coordinators will review the progress of the set objectives quarterly and give feed back to the employee by encouraging, motivating, and assisting in identifying the weaknesses and strengths, which will enable the employees to improve their performance.
2. Concrete findings of the review along with the suggestions made for improvement should be recorded in the employee file to assess the growth in the performance of each employee.

## **7.8. Assessment**

### ***Guidelines***

1. Yearly assessment will be conducted in March of each financial year, using three level assessment systems–Self, Coordinator and the Organization Head.



2. The assessment will be based on the set objectives and the findings of the quarterly and half-yearly reviews.
3. There will be a platform for interaction, discussion and sharing of the ratings / findings of the employee with the management.

## **7.9. Reward, Recognition and Penalty**

### ***Guidelines***

The rewards, recognition and penalty will be based on the three level yearly assessments and personal interview at the end of the financial year. The employee's job related behaviour that is in line with the value system of the organization would be considered.

### **Procedures**

Performance appraisals are strictly confidential. Hence, only the management / HR Unit, Coordinators and the concerned employee will have access to the results.

All staff members employed in DISA for six months or more shall be evaluated during the month of March, just prior to the end of the financial year. A signed copy of the appraisal will be available for the individual employee after approval by the Management.

## **7.10. Implementation of the DISA Performance Management System**

- Management will use the three level performance appraisal system based on the Format A and Format B.
- Management is responsible for ensuring that each employee's yearly plan has been developed and finalized and provided to the concerned employee by March 31. This will include all the requirements that have been identified by the concerned employee and the Coordinator of the Programme and approved by the Management.
- Coordinators will be responsible for conduction of Monthly reviews for each employee in their concerned department for continued encouragement and feedback for improvement. The report will be submitted to the Management.
- Management will initiate the yearly assessment review process and by 20 March all the employees should have completed their yearly assessment review.
- By 31 March, Management should share the results of the review with the concerned employees.

In case of promotion during that financial year, the concerned Coordinator must complete a performance appraisal for the staffs who has been under his/her supervision for a period of 3 months or more and who is promoted to a new position within the Organization.

Those employees who join during the year shall be eligible for participating in the performance appraisal in the year following the completion of their one-year contract with DISA. However, for such employees their entire employment period since joining would be considered at their first performance appraisal.

If an employee fails to perform as per her/his performance plan, the Coordinators shall draw up a Performance Improvement Plan for the concerned employee for a period of six months in consultation with HR/Management and the employee. During this period the employee is expected to improve their performance along the defined parameters.

At the end of six months of Performance Improvement period, if the employee fails to meet the expected level of performance, the appointment of the employee may be terminated or the Management will make the appropriate decisions.

## **PERFORMANCE APPRAISAL**

### **FORMAT A (For Coordinators and Team Leaders)**

#### **Section A**

#### **1. Details of the Appraisee**

Name of the Appraisee:

Date of joining :

Place of work :

Designation :

Present Salary :

#### **2. Achievements against Planned Objectives**

| Last 12 Months Objectives | Achievements | Reasons for Variance |
|---------------------------|--------------|----------------------|
| 1.                        |              |                      |
| 2.                        |              |                      |
| 3.                        |              |                      |
| 4.                        |              |                      |

|    |  |  |
|----|--|--|
| 5. |  |  |
|----|--|--|

### 3. Major Contributions made during the year

|  |
|--|
|  |
|--|

### 4. Evaluation of Key Areas (Put Marks out of 10 for each Parameter)

| S. No. | Parameters   | Rating |                  |           |       |
|--------|--|--------|------------------|-----------|-------|
|        |  | Self   | Program Director | Secretary | Total |
| 1.     | Subject Knowledge                                    |        |                  |           |       |
| 2.     | Interest in updating knowledge                       |        |                  |           |       |
| 3.     | Promptness & Timeliness                              |        |                  |           |       |
| 4.     | Fulfilling the works as per the job description      |        |                  |           |       |
| 5.     | Innovativeness                                       |        |                  |           |       |
| 6.     | Ability to mobilize Stakeholders                     |        |                  |           |       |
| 7.     | Having long term perspective on developmental issues |        |                  |           |       |
| 8.     | Communication skills                                 |        |                  |           |       |
| 9.     | Documentation skills                                 |        |                  |           |       |
| 10.    | Understanding the Ethos of DISA                      |        |                  |           |       |
| 11.    | Promoting Organization Culture                       |        |                  |           |       |
| 12.    | Initiative and Leadership                            |        |                  |           |       |
| 13.    | Team work and participation                          |        |                  |           |       |
| 14.    | Networking and Collaboration skills                  |        |                  |           |       |
| 15.    | Commitment to the Poor                               |        |                  |           |       |
| 16.    | Transparency in dealings                             |        |                  |           |       |
| 17.    | Trustworthiness and dependability                    |        |                  |           |       |

|                    |                                 |  |  |  |  |
|--------------------|---------------------------------|--|--|--|--|
| 18.                | Skills in Advocacy and Lobbying |  |  |  |  |
| 19.                | Accountability in money matters |  |  |  |  |
| 20.                | Moral Character and Integrity   |  |  |  |  |
| <b>Total Score</b> |                                 |  |  |  |  |

**Score:**

**91-100% Excellent, 81-90% Very Good, 71-80% Good, 61-70% Poor, Below 60% - Very Poor**

**5. Training Needs and Improvements needed**

**Signature of Appraisee:**

**Programme Director**

**Secretary, DISA**

Date :

Date :

Date :

**Section B**

**CONFIDENTIAL**

*(To be initiated by Secretary)*

**Overall Score: Excellent, Very Good, Good, Poor, Very Poor**

**Remarks:**

**Signature of Secretary, DISA**

**Dated:**

**PERFORMANCE APPRIASAL**

**FORMAT B (For Facilitators and Field Staff)**

**Section A**

**1. Details of the Appraisee**

Name of the Appraisee:

Date of joining :

Place of work :

Designation :

Present Salary :

## 2. Achievements against Planned Objectives

| Last 12 Months Objectives | Achievements | Reasons for Variance |
|---------------------------|--------------|----------------------|
|                           |              |                      |

## 3. Major Contributions made during the year

|  |
|--|
|  |
|--|

## 4. Evaluation of Key Areas (Put Marks out of 10 for each Parameter)

| S. No. | Parameters                                      | Rating |             |                  |       |
|--------|---|--------|-------------|------------------|-------|
|        |   | Self   | Team Leader | Program Director | Total |
| 1.     | Subject Knowledge                               |        |             |                  |       |
| 2.     | Interest in updating knowledge                  |        |             |                  |       |
| 3.     | Promptness & Timeliness                         |        |             |                  |       |
| 4.     | Fulfilling the works as per the job description |        |             |                  |       |
| 5.     | Innovativeness                                  |        |             |                  |       |
| 6.     | Thinking ability                                |        |             |                  |       |
| 7.     | Having a perspective on developmental issues    |        |             |                  |       |

|                    |                                 |  |  |  |  |
|--------------------|---------------------------------|--|--|--|--|
| 8.                 | Communication skills            |  |  |  |  |
| 9.                 | Documentation skills            |  |  |  |  |
| 10.                | Understanding about DISA        |  |  |  |  |
| 11.                | Promoting organization culture  |  |  |  |  |
| 12.                | Initiative and Leadership       |  |  |  |  |
| 13.                | Team work and participation     |  |  |  |  |
| 14.                | Taking ownership of activities  |  |  |  |  |
| 15.                | Commitment to the Poor          |  |  |  |  |
| 16.                | Transparent in dealings         |  |  |  |  |
| 17.                | Trustworthiness                 |  |  |  |  |
| 18.                | Ability to deal with the people |  |  |  |  |
| 19.                | Accountability in money matters |  |  |  |  |
| 20.                | Moral Character and Integrity   |  |  |  |  |
| <b>Total Score</b> |                                 |  |  |  |  |

**Score:**

**91-100% Excellent, 81-90% Very Good, 71-80% Good, 61-70% Poor, Below 60% - Very Poor**

**5. Training Needs and Improvements needed**

**Signature of Appraisee:**

**Team Leader**

**Programme Director**

Date :

Date :

Date :

**Section B**

**CONFIDENTIAL**

(To be initiated by Secretary)

**Overall Score: Excellent, Very Good, Good, Poor, Very Poor**

**Remarks:**

**Signature of Secretary, DISA**

**Dated:**

## 7.11. Promotion

The required post in DISA will be based on the need assessment of the work in the Organization. HR Unit will work out the required number of employees in each department.

The Promotion of the next Grade within the same category will be based strictly on merit and subject to the condition that the employee has put in satisfactory service in the grade.

Vertical movement of person from one category to the next will be only through internal appointment as detailed in the section on Recruitment.

## 8. Designations, Scales of Pay and Benefits

All the employees in the Organization are categorized and placed to fit within the scales of pay indicated. The Management, at its discretion, may make need based amendments to these designations and pay scale from time to time.

| S. No | Designation                                       | Scales of Pay       |
|-------|---|---------------------|
| 01    | Programme Directors                               | Rs. 25,000 – 30,000 |
| 02    | Project Area Directors                            | Rs. 20,000 – 25,000 |
| 03    | Programme Coordinators<br>(Team Leaders)          | Rs. 15,000 – 20,000 |
| 04    | Programme Facilitators / Accountants / Assistants | Rs. 10,000 – 15,000 |

### 8.1. Advances

An employee may avail of Salary Advance subject to its acceptance by the management. It is a facility extended to the employee. It is not a right vested in the employee to demand it. Salary Advance can be availed subject to the condition that all the advances will be adjusted against salary and at the end of the financial year there will not be any due to the Organization. The employee can repay the advance in installments and close the advance account by 31 March. Under no circumstances Organization will be party to any loan taken by the staff from any financial institutions / individuals.

### 8.2. Travel Costs

All outstation travel / tour Programme has to be submitted to the Programme Director for prior approval. All are strongly recommended to make use of an economic means of transport in view of the spirit of option and service to the poor and oppressed.

Outstation travel expenses for the works of the Organization will be paid by the Organization. In pursuance of official duties, travel facilities for Third AC or AC Chair Car in Train, AC Bus / Bus are permitted. In all cases of travel, the actual railway or bus ticket will have to be produced in support of claim.

Employees shall use personal vehicle for conveyance to the programme villages and offices. DISA shall reimburse the fuel charges only for the use of personal motorcycle / vehicle for the field visits and official assignments as per the amount fixed time to time. But, for any such usage the person concerned has to maintain the logbook for daily travel.

### **8.3. Record of Attendance:**

All Programme Coordinators / Field Staff will maintain a daily diary with details of the day-to-day activities in respect of Programmes / Projects. They will also put their signatures in the attendance register and movement register. They will submit their monthly programme plan by fifth day of each month.

The Programme Coordinator will maintain the Leave Account of each worker and the details will be sent to DISA Head Office for decisions and payment adjustments, which will be scrutinized and recommended by the Programme Director.

### **8.4. Holidays**

The following days will be observed as Holidays:

1. Weekly holiday is on Sunday (or any other day with permission)
2. New Year's Day, Idu'l Zuha, Makar Samkrati, Shivratri, 3 days for Holi, Good Friday, Ambedkar Jayanthi, Raksha Bandhan, Janmashtami, Eid-ul-Fitre, 3 days for Dusshera, 3 days for Deepawali, 3 days for Christmas.
3. The Programme Director may suitably modify the list, taking into consideration the local holidays and submit the list by the end of each calendar year. The employees can choose any holiday from the list circulated at the beginning of the year. The total no. of holidays in one calendar year will be 21 days.
4. Republic Day and Independence Day will be commonly celebrated at Office / Villages. On 02 October Gandhi Jayanti, Cleanliness Drive shall be conducted at all programme Villages and Offices.
5. If any extra holiday is availed other than listed above by employees, the day will be compensated by working on the preceding / following Sunday.

### **8.5. Review / Revision of Salary / Service Conditions**



The salary fixation, other allowances and perks will be reviewed by DISA Management based on the health of the Organization.

## **9. Grievance Redressal Mechanism**

The Grievance Redressal Mechanism in DISA is adopted to ensure that all grievances and complaints are addressed and suitable actions are taken. Any employee who feels that he / she is unjustly treated either by the Management or by a colleague / a subordinate may submit such grievance in writing to the Project Area Director or to the Programme Director or to the Secretary. Grievance Handling Committee will consider such grievances and remedial actions will be taken.

The Grievance Handling Committee at each Project Area (Community Centre) shall be The Project Area Director, Programme / Project Coordinator and one Representative of the Facilitators.

The first step in grievance redressal shall be a verbal complaint by the grieved employee to his / her Coordinator. The Coordinator should listen to the employee, collect the relevant facts and try to settle the grievance. The Coordinator should also seek a verbal explanation from the person against whom the complaint is directed. If the matter is not redressed, a written complaint shall be submitted to the Project Area Director / Programme Director and Project Area Director / Programme Director should listen to the employee, collect the relevant facts and try to settle the grievance. The Project Area Director / Programme Director should also seek a written explanation from the person against whom the complaint is directed.

If the employee who has lodged the grievance is not satisfied with the decision of the Grievance Handling Committee, he/she may approach the Secretary for redressal. If this procedure does not yield redressal or any grievance that is of higher level and involves the Project Area Director or Programme Director, then an employee may appeal to the to the Governing Body of DISA.

## **10. Protection from sexual harassment at work place**

It shall be the duty of the management to prevent or deter the commission of acts of sexual harassment and to provide the procedure for the resolution, settlement or prosecution for acts of sexual harassment by taking all steps required.

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

- a. Physical contact and advances;

- b. A demand or request for sexual favors;
- c. Sexually colored remarks;
- d. Showing pornography;
- e. Any other unwelcome physical, verbal or non-verbal conduct of sexual nature.

Where any of these acts is committed in circumstances where under the victim of such conduct has a reasonable apprehension that in relation to the victim's employment or work whether he / she is drawing salary, or honorarium or voluntary, such conduct can be humiliating and may constitute a health and safety problem. It is discriminatory for instance when the victim has reasonable grounds to believe that his / her objection would disadvantage him / her in connection with his / her employment or work including recruiting or promotion or when it creates a hostile work environment. Adverse consequences might be visited if the victim does not consent to the conduct in question or raises any objection thereto.

### **Preventive Steps:**

The employer or person in charge of the work place should take the following steps:

- a. Prohibition of sexual harassment as defined above at the work place should be notified, published and circulated in appropriate Rules.
- b. If any one is found guilty of the above act, the same may be taken into account and the penalty imposed on the offender as per Conduct Rules.
- c. Where such conduct amounts to a specific offence under the Indian Penal Code or under any other law, the management shall initiate appropriate action in accordance with the law by making a complaint with the appropriate authority.

## **11. Discipline, Misconduct and Separation from DISA**

### **11. 1. Misconduct**

The following acts of misconduct are illustrative and not exhaustive and are to be considered as misconduct for which the employee will be liable for disciplinary action as per rules. Any violation of the Rules & Regulations of the Institution is a misconduct, which needs to be corrected through disciplinary action by the management. Misconduct is enumerated as follows:

1. Willful insubordination or disobedience, whether alone or in combination with others, to any lawful and reasonable order of a superior.
2. Theft, fraud or damage of the Institution's work or property.
3. Harming any employee because of personal rivalry

4. Any form of substance abuse with in the premises and on duty
5. Taking or giving bribes or any illegal gratification.
6. Habitual absence without application and permission for leaves.
7. Habitual breach of any law applicable to the Institution.
8. Habitual late attendance.
9. Riotous or disorderly behaviour during working hours at the Institution.
10. Habitual negligence or neglect of work.
11. Striking work or inciting others to strike work.
12. Criminal Activities.
13. Any act subversive of discipline or good behaviour either on the premises of the Institution or elsewhere, including at residential premises if provided by the management.
14. Sexual harassment
15. Misrepresentation of personal information
16. Misappropriation of Organization's or CBOs' Funds
17. Cancelling or postponing the programmes with out information
18. Use of abusive language at work place
19. Maligning reputation of Co-employees
20. Association with other Organizations with out permission

The Process adopted for disciplinary actions are the following:

1. Statement of the disciplinary problem
2. Collection of full information on the case from all the concerned stakeholders
3. Levels of disciplinary action – Oral Warning, Written Warning, Suspension, Demotion, Withholding of Increment or Salaries, Termination of Service
4. Application of appropriate penalties.

## **11.2. Consequences of Misconduct**

### **A. Suspension:**

- i. On receipt of a report in writing the appointing authority may suspend an employee for any of alleged misconduct, pending enquiry.
- ii. The order of suspension shall take effect immediately on its communication to the employee. Charge sheet should be given within seven days.
- iii. Leave will not be granted to an employee under suspension.
- iv. During the period of suspension, the employee shall not leave station except with the written permission of the management.

- v. The suspended employee will be required to mark attendance at the place and time mentioned in the suspension order.
- vi. A suspended employee will get subsistence allowance subject to the conditions that he / she does not take up any employment during the suspension period.
- vii. If a suspended employee fails to mark his / her attendance on any day he / she will not get subsistence allowance for that day.

## **B. Subsistence Allowance**

- i. Where the enquiry contemplated or pending, the subsistence allowance shall for the first ninety days from the day of suspension, be equal to 50% of the salary to which the employee would have been entitled if he / she were on leave with wages.
- ii. On the conclusion of the enquiry if the employee is found guilty of the charges framed against him / her and an order of dismissal is passed, he / she will be deemed to have been absent from duty during the period of suspension and shall not be entitled to any remuneration for such period and the subsistence allowance already paid to him / her shall not be recovered.
- iii. The management may proceed to institute an enquiry in respect of alleged misconduct as set out here in above or in respect of any alleged criminal misconduct committed by the employee. The management shall not be stopped from proceeding with the enquiry even if criminal proceedings have been initiated against such an employee.
- iv. If the employee has been found to be not guilty of any of the charges framed against him / her shall be deemed to have been on duty during the period of suspension and shall be entitled to the same wages as he / she would have received if he / she had not been placed under suspension, after deducting the subsistence allowance paid to him / her for such period.

## **11.3. Disciplinary Action**

The Secretary will take the disciplinary action against any employee including Coordinators, Field Level Workers and Programme Assistants. No order of punishment shall be made without the employees having been given an opportunity of explaining to the satisfaction of the management the circumstances alleged against him / her. Accordingly, a charge sheet will be issued calling for the explanation of the delinquent employee. In the event, the management is not satisfied with such an explanation, and disciplinary action is contemplated, the Secretary will appoint an Enquiry Officer to conduct the enquiry.

#### **11.4. Right of Appeal:**

Any employee aggrieved by the decision of the Secretary may file an appeal in writing to the Governing Body within fifteen days of the date of the decision. The decision of the Governing Body shall be final.

#### **11.5. Termination and Separation**

1. Either party i.e. employee or management may terminate the service / contract of employment by giving thirty days notice in writing or on payment of one month's salary in lieu of notice to the opposite party.
2. Any employee found to be medically unfit for further service shall be liable to termination / discharge from service on the recommendation of a medical board constituted by the Management.
3. An employee may tender his / her resignation from the service of the Institution by giving a notice in writing as is stipulated above. The appointing authorities on receipt of such notice in its discretion accept the notice of resignation forthwith and pay such employee for the notice period. In the alternative, such an employee would be required to work during the entire period of notice.
4. In the event of separation from DISA the following documents are required:
  - To be received from staff-
    - i. In case of resignation, Letter of resignation.
    - ii. 'No Claim Certificate.'
    - iii. I D Card
    - iv. Details of documents kept in the custody of the person both hard and soft copies and list of the pending work as on the date.
    - v. Other Properties of DISA in the possession of the individual.
  - DISA must provide following documents to staff as appropriate-  
One month notice in the form of a letter in the event of non-renewal of contract / termination / continuation of contract.  
Experience Certificate / Service Certificate

However, DISA retains the right for withholding certificates in situation including failure on the part of staff to return DISA property or reconcile all outstanding payments, failure of the staff to sign the 'No claim Certificate', if the staff has initiated legal action against DISA, etc.

In the below mention cases, three warnings may not be applicable for any employee's termination. Employment may be terminated for just cause and without

notice for the following breaches in organizational Code of Ethics and / or Guiding Principles:

- Sexual harassment
- Performance of assignment(s) while under the influence of alcohol or Mind altering drugs.
- Theft
- Misappropriation of funds
- Abuse of organization equipment or materials
- Falsification of organization records
- Misrepresentation of personal information
- Illegal, violent or unsafe actions
- Abusive treatment of clients or co-workers, either physically or mentally
- Projecting negative image about the organization.

### **11.6. Exit Interview**

A system of exit interview shall be followed involving an interview of the staff with the Management. This is applicable to all staff and will be applied consistently. The findings will be incorporated for the future human resource needs and issues.

### **12. Jurisdiction and Amendments**

The Institution can sue and be sued only within the jurisdiction of Courts of Basti District Head quarters, as the registered office of DISA is in Basti. All disputes arising from the Rules & Regulations as outlined in will be settled only within Basti.

These Rules and Regulations may be amended, altered or rescinded at any time by the Governing Body and shall be superseded by such amendments. Amendments if any shall be communicated to all employees by a circular letter issued by the Secretary in this regard.

**Secretary,  
Development Initiatives By Social Animation**

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