

# Bal Sansar Sanstha



Personnel Policies, Procedures and Service Guidelines  
For Staff and The Partners

**(Since July 2003)**

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*Note: This is not a static document but a living guideline to guide and advise the Bal Sansar Sanstha management and teams on key organizational, human resource and personnel issues with a flexibility for revision and modification based on emerging needs, feedback and requirement of the time and by adopting a process defined and approved by the EC of Bal Sansar Sanstha. The 1<sup>st</sup> draft, developed on 17<sup>th</sup> July 2003; the 2<sup>nd</sup> draft on 26<sup>th</sup> September 2003, the 3<sup>rd</sup> draft in May 2009 and the latest revision was done in May 2018.*

# Bal Sansar Sanstha Personnel Policies, Procedures and Service Guidelines for The Personnel and The Partners

## **A. Definitions**

**a) Bal Sansar Sanstha**

Bal Sansar Sanstha means a registered non-profit voluntary organization.

**b) Project Director**

Project Director is the In-charge (based at Jaipur) responsible for Bal Sansar Sanstha's Programmes and operations.

**c) PC**

PC means Project/Programme Coordinator, is the staff-member responsible for all the Bal Sansar Sanstha's operations at state and country level.

**d) PM**

PM means Project Manager. PM is the staff- member who is overall responsible for the specific Bal Sansar Sanstha's project/s.

**e) Project Officer**

Project Officer is the immediate in-charge of the project (based at India) responsible for overall management of the Project apart from other responsibilities assigned by the Bal Sansar Sanstha's management

**f) Finance Officer**

Finance Officer is the staff-member responsible for Finance and Accounts for Bal Sansar Sanstha's Projects.

**g) Administrative Officer**

Administrative Officer is the staff-member responsible for all Administrative aspects for Bal Sansar Sanstha's Projects and offices.

**h) Resource Agency**

Resource Agency is the principal partner in the Bal Sansar's projects, for the project implementation and they will implement the project with the help of the partner NGOs.

**i) NGO Head**

NGO head is authorized person of the partner NGO who can represent the NGO in Bal Sansar Sanstha's Project. She/He is responsible for providing support to the staff in the field.

**j) Partner NGO**

The partner NGO is a smaller organization who has good links to the community and helps the resource agency in implementation at the ground level.

## **B. Project Staff**

### **1) Project Coordinator**

Project Coordinator is based at Resource Agency or project level and is responsible for overall implementation and supervision of the Project.

### **2) Assistant Project Coordinator**

Assistant Project Coordinator is based at Resource Agency or project level and is responsible for providing support to Project Coordinator and the other staff in implementation, supervision and documentation of the Project.

## **C. Outreach Worker**

### **1) Cluster Coordinator**

Cluster Coordinator is a dedicated Project staff based at the cluster level and is attached to the project implementing team or the partner NGO. S/he will be the main in-charge and will be responsible for implementing the activities at the cluster level and for reporting to the Project staff or the Resource Agency as the case may be.

### **2) Cluster Motivator**

Cluster Motivator is a dedicated Project staff based at the cluster level and is attached to the project implementing team or the partner NGO. S/he is responsible for implementing the activities at the cluster level and reporting to the Cluster Coordinator.

### **3) Consultants**

Person hired on short-term assignments for specific tasks to achieve specific outputs within a specified time and the project.

### **4) Temporary Consultants**

Person employed with remuneration on daily basis on short-term assignments for specific tasks to achieve specific outputs within a specified time and the project.

# **1 Purpose of the Service Guidelines**

The Purpose of the Service Guidelines is to facilitate the implementation of Human Resource and Administration Policies and Practices to achieve a better working environment within the organization and for the Resource Agency, Partner NGOs and Outreach Workers.

## **2 Core Values of Bal Sansar Sanstha Personnel**

Core Values of Bal Sansar Sanstha's Personnel are Empathy with the poor, Pluralism, Secularism, and excellence in quality, dignity of labor, integrity, transparency, mutual respect and state of being fair to each other.

## **3 Recruitment and Selection**

### **3.1 Objective**

The primary objective of recruitment is to ensure high standards of competence, transparent and systematic procedure, while providing equal opportunities for all applicants.

### **3.2 Recruitment**

The Resource Agency will take decision in consultation with and approval of Project Officer/ Bal Sansar Sanstha.

## **4 Remunerations**

For all accounting purpose April – March will be considered as the Financial Year. This would apply for all salary increments, Leave calculations, Reviews and Appraisals. A pro-rata base will be considered for those who have missed these calculations.

### **4.1 Salary**

#### **4.1.1 General**

Bal Sansar Sanstha Project provides a compensation package that attracts and motivates the best talent to seek and continue working with the project. The salary structures have been decided in consultation with the Resource Agencies and Partner NGOs.

#### **4.1.2 Salary Payment**

Salary shall be paid to staff-members on the first working day of the subsequent month in Indian Rupees.

### **4.2 Increments**

Salary increment is given in two components each year:

1. A cost of living increment
2. A performance-based increment

#### 4.2.1 Cost of Living Increment

The cost of living increment is calculated based on the average inflation figure of last 5 years in the Indian economy given to all Bal Sansar Sanstha staff personnel.

#### 4.2.2 Performance based increment

Performance based increment is decided by evaluating annual performance appraisals done by the Project Officer, Project Coordinator and respective NGO head annually in April.

## 5 Travel

### 5.1 General

Bal Sansar Sanstha Travel expenses are budgeted economically. Staff-members should travel economically ensuring basic comfort and safety.

### 5.2 Local Travel Expenses

Staff-member traveling during office hours for official work locally within project area can claim the actual rates of travel.

### 5.3 Outstation travel Allowances

Core Staff-member can claim allowance per day (all inclusive) when traveling out of station as per the following breakup for food expenses and other incidentals. For Project related staff, project norms will be applicable.

Place	Resource Agency Head	Project Coordinator	Assistant Project Coordinator	NGO Head	CM / CC
<b>Metro and State Capitals</b>	800	600	600	800	600
<b>District Capital and Other cities / towns</b>	400	400	400	400	

Metro: Delhi, Mumbai, Calcutta, Chennai, Hyderabad, Poona, Ahmedabad etc.

### 5.4 Mode of Travel within state

Mode of travel within the state should be preferably by road.



## 6 Leaves

### 6.1 General

Staff-member can avail the following leaves:

TYPE OF LEAVES	ANNUALLY
Total leave	12 days

The 12 days are exclusive of all type of holidays. Annual Leave days can be carried forward to the subsequent year/years but staff cannot avail encashment of the annual leave days.

### 6.2 Public Holidays

BAL SANSAR SANSTHA Project will follow the State designated Public Holidays not exceeding 14 per year.

### 6.3 Approvals of leaves

Staff-members, including APC, CC and CM should take prior permissions from the PC or intimate him/her immediately about their leave while the PC will inform the Project Officer.

### 6.4 Compensatory Leave for working on holidays

If a staff member has worked on a holiday (Sun/ Public holiday) then he/she can avail a leave in lieu of such day/s worked with prior approvals. Staff cannot avail encashment of such days worked.

### 6.5 Maternity Leave

Women staff members can avail maternity leave up to 30 days, before and/or after delivery of her child. Maternity leave will be treated as leave with pay.

### 6.6 Paternity Leave

Men staff members can avail paternity leave up to 7 days, before and/or after delivery of his child. Paternity leave will be treated as leave with pay.

## 7 Personnel Management

### 7.1 Jobs and Responsibilities

All staff-members shall develop their own job responsibilities sheets with the help of PC & PO and monthly activity BSS with the help of PC.

### 7.2 Employment records

Resource Agency offices shall maintain employment records of each staff-member. The file should cover- job histories, skill, education information, performance-based comments, special interests, results of interviews, leave records, promotions, rewards and other official communications.

### 7.3 Grievances

Staff-members can communicate their grievances in oral or writing to the PC/PO.

#### **7.4 Staff-Member Development**

Bal Sansar Sanstha strongly believes in providing necessary training support to all its staff-members. Staff-members should avail this opportunity to gain maximum knowledge through it by discussing their training requirements with the PC/PO.

## **8 General Conditions for Service**

### **8.1 Hours of work**

The normal hours of work will be between 9:30 am to 6:00 pm including lunch break of half an hour.

### **8.2 Weekly working days**

A six-day working week will be followed from Monday to Saturday.

### **8.3 Termination of assignment**

The notice period for the termination of the assignment during its currency or resignation will be one month (or a total salary in lieu thereof) from the side of staff-member or Resource Agency. The concerned NGO with whom the staff is attached should also be informed

### **8.4 Return of Property**

Upon completion of the contract period/cessation of the services, staff-members shall return any property/ gadgets/ unutilized funds/ resources/ materials/ reports/data to the Resource Agency.

### **8.5 Salary advance**

Salary advance, in special circumstances, equivalent to 1 month's gross salary is available to all staff-members, to be settled within 2-month (to be deducted from the salary).

### **8.6 Submission of bills and Payment**

Claims for expenses made as approved earlier, shall be reimbursed by Resource Agency upon submission of the bills by the staff member.

#### **8.6.1 Bills and Receipts**

It is necessary for the staff-member to attach bills and receipts for all the expenses for getting reimbursements.

### **8.7 Office Facilities**

#### **8.7.1 Equipment and Facilities usage**

Staff-members should use all the office equipment and facilities judiciously and economically only for official purpose.

### **8.7.2 Identity Cards**

All the staff will be issued Identity Cards within one month of joining the Bal Sansar Sanstha's Project (Final decision rests with Resource Agency).

## **8.8 Official Procedures**

### **8.8.1 Incoming / Outgoing letters**

A record of all incoming and outgoing letters should be maintained in proper registers with necessary details at the RA as well as the cluster level in dedicated Bal Sansar Sanstha registers

### **8.8.2 Project Information**

The staff members are advised not to disclose, divulge or make public any documents and information pertaining to their assignment without prior approval from Resource Agency/ Bal Sansar Sanstha.

### **8.8.3 Job Sharing**

Staff-members should work as a team and share all the jobs mutually supporting each other.

### **8.8.4 Absenteeism**

Staff-members should be punctual during office hours, appointments, meeting and field visits. Bal Sansar Sanstha disapproves of absenteeism.

### **8.8.5 Filing**

Staff members should systematically preserve official documents, papers and files by classifying and differentiating them.

### **8.8.6 Office Environment**

Staff members should keep their work areas including office environment neat, clean and well organized.

## **9 Gender and Human Rights**

Bal Sansar Sanstha is committed to the principle and practice of equal opportunities. The aim is to ensure that no employee receives less favorable treatment on the grounds of sex, marital status, ethnic origin, disability, disease and infection, age, class, caste, creed, personal circumstances or any other grounds, which are unjustifiable, in terms of equality for all.

## **10 Sexual Harassment**

Staff-members should immediately bring to the notice of PC/PO/Resource Agency on any sexual harassment. BSS has a distinct 'Anti Sexual Harassment Policy' defining BSS position on the matter.

## **11 HIV/ AIDS Policy**

### **11.1 General**

Bal Sansar Sanstha recognizes HIV/ AIDS as a workplace issue and will treat it like any other illness or condition.

### **11.2 Gender**

Bal Sansar Sanstha recognizes equality between women and men as vital for preventing the spread of HIV infection.

### **11.3 Non-discrimination**

Bal Sansar Sanstha recognizes that its staff members shall not be discriminated against, directly or indirectly, on the basis of their real or perceived HIV status or of that of a dependent.

### **11.4 Prohibition on screening**

Bal Sansar Sanstha recognizes that it will not seek information concerning the HIV status of a person in any way either at the time of recruitment or as a condition of continuing employment or promotion.

### **11.5 Voluntary testing**

Bal Sansar Sanstha recognizes that if the staff member, at their own initiative, requests to test them for their HIV status, blood samples would be taken by Bal Sansar Sanstha Project and taken for analysis by external services and the results will be directly conveyed to the staff member concerned. Bal Sansar Sanstha's Project will bear the costs of such tests on the behalf of the staff member.

### **11.6 Confidentiality**

Bal Sansar Sanstha recognizes that only information that has been provided voluntarily by a staff member about her/his HIV status will be maintained in medical files, which will be kept separate from personnel files. All such information will be treated with utmost confidence.

### **11.7 Occupational Safety and Health**

Bal Sansar Sanstha is committed in ensuring that the working environment of all Bal Sansar Sanstha's Project offices is healthy and safe, as far as practicable, for all persons working within its offices.

### **11.8 Solidarity, Care and Support**

Bal Sansar Sanstha's projects will provide assistance (like counseling & psychological support) to staff members living with HIV/ AIDS to accommodate the staff member's condition, as with any other staff member with a medical condition.

## **12 Immediate Termination**

Staff-member/Partner NGO involved in non-performance, misconduct and misutilization / misappropriation of funds will be terminated immediately from Bal Sansar Sanstha's Project services without any notice. Such matters should be brought to the notice of the PO/ Bal Sansar Sanstha immediately.

## **13 Manuals**

- 13.1 Service Guidelines Manual
- 13.2 Anti-Sexual Harassment Policy
- 13.3 HIV AIDS Policy
- 13.4 Child Protection Policy
- 13.5 Finance and Accounting Manual

Staff members should be well – versed with all the guidelines of the above manuals.

## **14 Code of Conduct**

### **14.1 General**

Staff-members of Bal Sansar Sanstha and its Projects will maintain high standards of moral, ethical and professional conduct and performance.

### **14.2 Obligation**

As an obligation staff-member should:

- Behave in discipline
- Operate on trust
- Orient to enhance interest, reputation and image of Bal Sansar Sanstha and its Projects.
- Show respect to all stakeholders of Bal Sansar Sanstha's Projects and the partners.
- Not use authority to debase anyone's sense of pride or dignity.

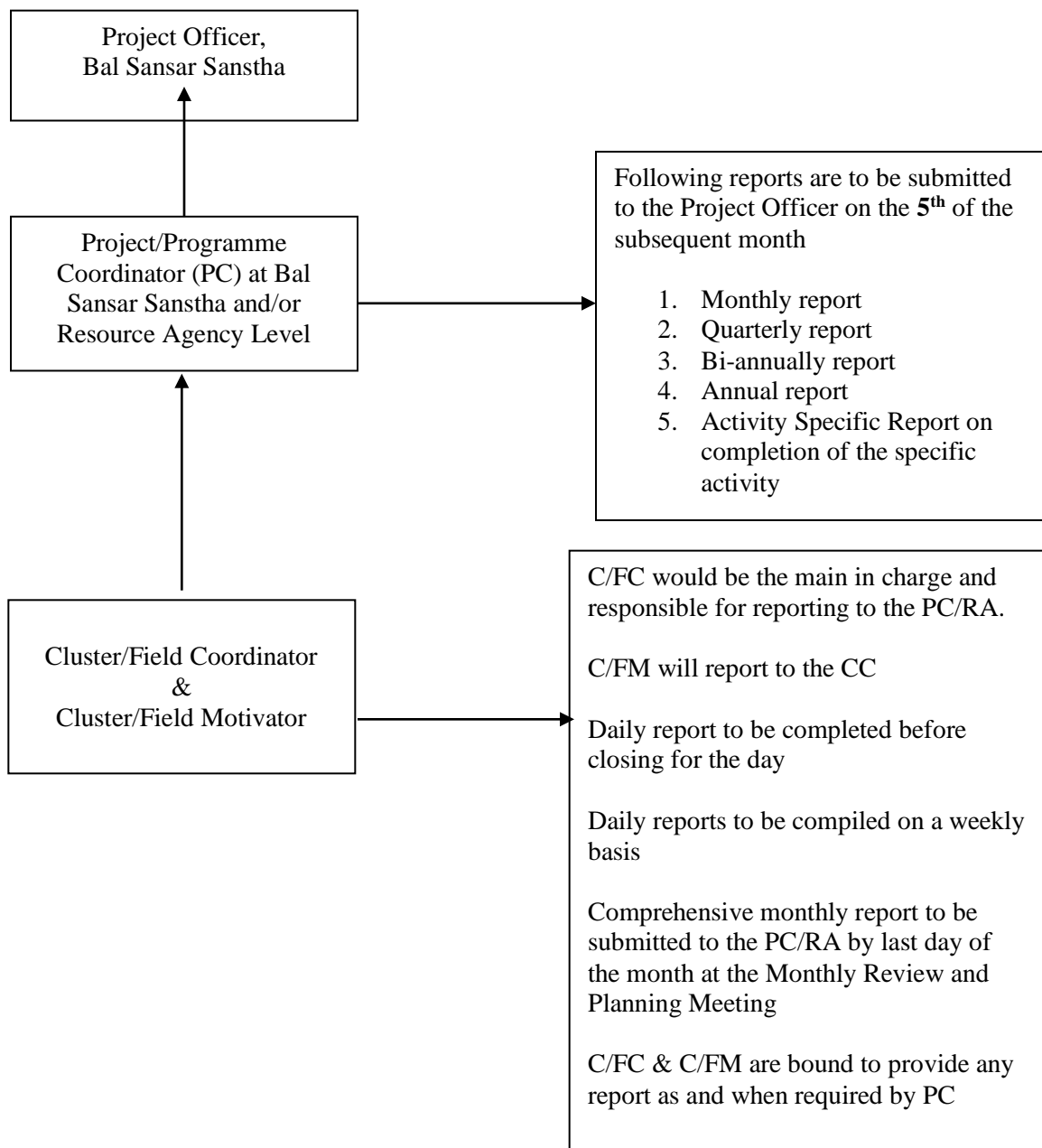
## **15 Amendments**

EC of Bal Sansar Sanstha reserves the right to amend the India Personnel Policies, Procedures and Service Guidelines for the staff and the Partner NGOs as and when required. This is not a static document but a living

guideline to guide and advise the Bal Sansar Sanstha's management and teams on key organizational, human resource and personnel issues with a flexibility for revision and modification based on emerging needs, feedback and requirement of the time and by adopting a process defined and approved by the EC of Bal Sansar Sanstah.

- The 1<sup>st</sup> version was developed on 17<sup>th</sup> July 2003;
- The 2<sup>nd</sup> version had needed revisions on 26<sup>th</sup> September 2003;
- The 3<sup>rd</sup> version had needed revisions on May 2009;
- The latest version had further revisions on May 2018.

## **16 Reporting Guidelines**



# **17 APPENDIX: ADMINISTRATIVE FORMATS/ FORMS**

## **17.1 Office Stationery Requisition Form**

OFFICE STATIONERY REQUISITION FORM						
<b>Bal Sansar Sanstha</b>			<b>Name of State /District/ Cluster/ Field Office</b>			
<b>Project Name</b>			<b>Address</b>			
<i>Requisition made by:</i>			<i>Quantity ordered:</i>		<i>Date Required:</i>	
<i>Date requested:</i>		<i>Date Issued:</i>	<i>Order Number:</i>		<i>Product Code No.:</i>	
<i>Serial Number</i>	<i>Description of Product/ Item</i>	<i>Quantity Balance in Office</i>	<i>Quantity Issued</i>	<i>Balance after Issue</i>	<i>Unit Price</i>	<i>Total Price</i>
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
<i>Authorized by:</i>		<i>Issued by:</i>		<i>Received by:</i>		

**17.2 Statement of Expenses**

<b>STATEMENT OF EXPENSES</b>				
<b>Bal Sansar Sanstha Project Name</b>			<b>Name of State /District/ Cluster/ Field Office Address</b>	
<b>Staff Name:</b>			<b>Date:</b>	
S. NO.	DATE	BILL NO.	ITEM DESCRIPTION	AMOUNT
<i>Staff Signature</i>			<i>Total Expenses</i>	
			Rs.	
<i>Verified by</i>			<i>Checked by</i>	
<i>Approved by</i>			<i>Remarks if any:</i>	





**17.4 Travel Expense Claim Form**

<b>TRAVEL EXPENSE CLAIM FORM</b>									
<b>Bal Sansar Sanstha</b>				<b>Name of State /District/ Cluster/ Field Office</b>					
<b>Project Name</b>				<b>Address</b>					
<i>Staff name</i>			<i>Date</i>		<i>Form No.</i>		<i>Claims submitted after 15 days will not be reimbursed</i>		
<i>Sl. No</i>	<i>Date</i>	<i>Travel</i>		<i>Mode of Travel</i>	<i>Purpose</i>	<i>Amount</i>	<i>Bills attached</i>		
		<i>From</i>	<i>To</i>				<i>Y</i>	<i>N</i>	
1.									
2									
3									
4									
5									
6									
7									
8									
9									
10									
<i>Amount in words: Rupees</i>					<b>TOTAL</b>				
<i>Verified by</i>					<i>Approved by</i>				
<i>Date</i>					<i>Date:</i>				

**17.5 Leave Application Form**

<b>LEAVE APPLICATION FORM</b>			
<b>Bal Sansar Sanstha</b>  <b>Project Name</b>		<b>Name of State /District/ Cluster/ Field Office</b> <b>Address</b>	
<i>Name of the Applicant</i>		<i>Designation:</i>	<i>Date:</i>
<i>Number of days leave to be availed</i> <input type="checkbox"/>	<i>Period (dates)</i>  <i>From date:</i>  <i>To date:</i>	<i>Leave Balance in hand</i> <input type="checkbox"/>	<i>Leave total after availing</i> <input type="checkbox"/>
<i>Details of Supporting Documents enclosed:</i>  1.  2.		<i>Signature of Applicant</i>   <i>Date:</i>	<i>Signature of Approving Authority</i>   <i>Date:</i>



**17.7 List of Holidays for Cluster Offices**

<p><b>Bal Sansar Sanstha</b>  <b>Project Name</b></p>	<p><b>Name of State /District/ Cluster/ Field Office Address</b></p>		
<p><b>Holidays</b></p>	<p><b>Date</b></p>	<p><b>Day</b></p>	<p><b>No. of days</b></p>
	<p><b>State Holidays</b></p>	<p><b>Total</b></p>	

## **18 REGISTERS TO BE MAINTAINED**

### **18.1 Stamp for Inward Mail**

<b>Name of State /District/ Cluster/ Field Office</b>	
<b>Address</b>	
Inward Number:	Date:
Received by:	Acknowledged by:
Replied by:	Filed by:

### **18.2 Inward Mail Register**

Sl.No.	Date	From: Name & Address	Delivered by Courier/ Post	Content of packet	Subject	To: Individual referred	Initials

### **18.3 Outward Mail Register**

Sl. No.	Date	To: Name & Address	Mail send by	Content of packet	Subject	From: Individual sending	Amount (postage / courier)

### **18.4 Staff Movement Register**

Sl. No.	Date	Staff name	Time In	Initials	Time Out	Initials	Purpose of leaving office

### **18.5 Fixed Assets Register**

Sl. No.	Ref. No.	Name of the item	Bill No.	Date	Value of the item	Location in office	Person In charge of the item	Initials

### **18.6 Stationery Register**

Sl. No.	Ref. No.	Name of the item	Bill No.	Date	Value of the item	Receive Quantity	Issued Quantity	Balance	Initials

### **18.7 Suppliers Register**

Sl. Code	Supplier Name	Contact Person	Address	Phone No.	Fax No.	Email ID	Products/ Services provided

# **19 Staff Appointment: Offer Letter, Job Description**

## **Job Offer Letter**

Date:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Sub: Job Offer, for the post of \_\_\_\_\_

Ref.: [Your Application, Interview process for the post and the recommendation of the Selection Board.](#)

Dear Mr. / Ms.

### **C.1.1.1.**

**Bal Sansar Sanstha** is pleased to inform you that the Staff Selection Board has recommended your name for the position of ----- for our project, to be placed at our project office (address- ).

We are pleased to offer you the said position with the terms and conditions of your employment that are given in Annexure I, the details of your Total Compensation package are in Annexure II and the Job Description is given at Annexure III. Further, details of operating policies and procedures are contained in the Bal Sansar's Personnel Policy Manual, which is made available the selected staff, upon joining.

Your date of employment with **Bal Sansar Sanstha** for all purposes will be ----- and no part of your previous service with any employer will be treated as continuous with this employment. You will be on probation for a period of six (6) months, which will end on ----. Kindly provide copies of your birth certificate, a photo ID, permanent resident documentation, and any certificate that you hold relevant to your resume.

**Bal Sansar Sanstha** encourages an open culture and advancement based on shared responsibility. You as an employee, expected to apply your knowledge, experience and work talents and expertise to optimize the project goals.

We welcome you to **Bal Sansar Sanstha** and believe you will be a valuable contributor to our team.

Regards

**Your Sincerely,**

**Name and Sign of the appointing Authority  
For Bal Sansar Sanstha**

## Annexure I

### Terms and Conditions of Employment

1. Your initial place of work will be ----- However, based on project / Organization's needs you could be re-assigned to a different location and your job responsibilities could be re-defined.
2. You will report to ----- Your Terms of Reference are given at Annex-III.
3. You will be on probation for a period of six (6) calendar months from the active employment date.

During the probation period, your performance will be strictly monitored against the stated Job Description –JD for the concerned position.

After successful completion of the probation period the employee shall be notified in writing that he/she has successfully completed the probation and has been designated as a “Regular” staff.

The probation period could be extended if the management deem fit in its sole discretion with a written notification.

Your services are liable to be terminated if the management is dissatisfied with your performance.

During the probation period services could be terminated by the employing agency by giving 15-calendar day's notice in writing. However, in case of serious misconduct i.e. sexual harassment, breach of confidentiality, any act of stigma and discrimination towards the project clients, any unaccepted behaviors such as consumption of alcohol at workplace /in the organization's premises etc. your services will be terminated with immediate effect and without giving any notice.

4. The initial period of employment would be **One** year and further continuation is subject to continued project period and funding thereof, and based on the employee's performance, extension of the contractual terms will be considered annually, till the remaining period of the project.
5. Your compensation package given in **Annexure II** will be effective with the date of formal joining and with applicable deduction as per the Income Tax Authorities.
6. The Notice period for the termination of the employment during its currency, or for the resignation, will be one calendar month or a total salary in lieu thereof from either side. **Bal Sansar Sanstha** can terminate the services of any employee, regular or probationary with shorter notice and/or without compensation in lieu thereof, for any serious violation by the employee of the rules contained in the **Bal Sansar Sanstha** Service Manual and other policies and procedures of the Organization as may be issued from time to time in this regard, after providing the employee an opportunity of being heard or without doing so in case of seriousness of unaccepted behaviors i.e. mentioned at 3.5 above.
7. You are advised not to disclose, divulge or make public any documents and information pertaining to your employment, project or belonging to **Bal Sansar**.
8. Upon completion/termination of the contract period, you shall return all property/gadgets/unutilized funds/resources/ Materials belonging to **Bal Sansar**.



9. All staff regular/probationary, will be governed by the **Bal Sansar Sanstha** Policy Manual (such as, but not limited to the Service Manual) or otherwise communicated to the employee in advance to the effective date, enforced, amended or altered from time to time and by the **Bal Sansar**. Management and conveyed through oral or written work instructions.
10. Please sign below and initial each page of the employment and your intention to accept this offer. Upon acceptance, you are giving an undertaking for staying in the current job minimum for a period of one year, provided you pass through the probation period and found suitable to be with the organization.
11. Annexure II, and the Annexure III, following contains details of your Total Compensation and the Job Description –JD, is incorporated into this Annexure I by reference. Your signature below and your initials at the bottom of each page within Annexure II and III shall signify that you have read and understood and agree with all matters covered in Annexure II and III attached.

**I have read the ToRs carefully; the same is Accepted and Agreed by me:**

**Name:**

**Date:**

**Position:**

**Annexure II**  
**Total Compensation package for the offered Position**

# Annexure III

## Job Description

<b>Bal Sansar Sanstha</b> <b>Project Name</b>	<b>Name of State /District/ Cluster/ Field Office</b> <b>Address</b>
<b><u>JOB DESCRIPTION</u></b>	
<b>Name:</b>	
<b>Job Title:</b>	
<b>Project Title:</b>	
<b>Name of Cluster Office/RA:</b>	
<b>Reports to:</b>	
<b>Date of Joining:</b>	
<b>Job Summary:</b>	
<b>Roles &amp; Responsibilities:</b>	
<b>Key Competencies:</b>	

## 20 Performance appraisal

(Period effective from DD/MM/YY to DD/MM/YY)

Name:	Current Position:
Date of Joining:	Address:  Ph. Email:
<p>Performance ratings are an amplification of the assessment of the staff member's accomplishments of their job description. <b>(It is assumed that the job description is in place and appropriate Weightage has been assigned at the start of the term).</b> Please use the following rating scale to assess how the staff member applied each of the performance factors listed below; in performing his/her key assignments, objectives and overall duties and responsibilities.</p>	
<p><b>RATING SCALE</b></p> <p>The following ratings should be used to describe a level of performance by the staff Member.</p> <p>5 - Employee demonstrates superior performance greatly exceeding job requirements in all areas (Exceptional)</p> <p>4 - Employee consistently performs above job requirements (Superior)</p> <p>3 - Employee performs well in all areas of responsibility, consistently meeting all job requirements (Good)</p> <p>2 - Employee has not fully achieved minimum performance levels. Needs further development and training. (Requires development)</p> <p>1 - Employee performance is inadequate. Consistently fails to meet minimum job requirements (Unsatisfactory).</p> <p><b>Use only whole numbers from 1 – 5</b></p>	

Performance Factor	Staff comments	Rating	Supervisor comments	Rating
<b>Part-A (JD Based PA)</b>				
<p><b>Job Description (JD) Weightage</b></p> <p>(Assumption is made that the Job description is in place with total weightage of 100. Both staff and the Supervisor will review and give separate ratings to arrive at the average rating for the purpose of Performance Appraisal.)</p>				
<p>A properly defined JD is in place (Annex-I). Pl. list your performance against each point of your JD below and rate it.</p>				

<b>Performance Factor</b>	<b>Staff comments</b>	<b>Rating</b>	<b>Supervisor comments</b>	<b>Rating</b>
<b>Part-B (Skill and Attitude Based PA)</b>				
Example:				
<b>Quality of work</b> (Productivity in terms of accuracy, attention to detail, efficiency and effectiveness)				
Example:				
<b>Quantity of work</b> (Productivity in terms of the amount of work completed, speed of work and ability to meet deadlines)				
Example:				
<b>Adaptability/ Dependability</b> (Adapts easily to new environments/ situations. Demonstrates positive attitude and displays initiative. Is able to work without supervision and reliable in meeting deadlines.				
Examples:				
<b>Communication Skills</b> (Effectiveness in				

communicating an idea or concept clearly and concisely, comprehending or giving instructions, negotiating. Comment also on the staff member's use of more than one working language.)				
Examples:				
<i>The following section applies only to staff that supervise (Officers) and complete the PERS of other staff.</i>				
<b>Supervisory Skills: (To be filled only by the staff in Supervisory capacity)</b> (Ability to BSS, organize and delegate work; to lead, motivate, guide and develop staff, communicate, build team and maintain a harmonious working environment).				
Examples:				
<b>Total Ratings:</b>				

**Job related Training Needs Assessment and Evaluation and recommendation (To be completed by the Supervisor and Staff Members)-**

**By Appraise:**

Strengths:

Areas need strengthening:

Areas for exposure and higher level of training:

**By Appraiser:**

Signed by:

Approved by:

**Agreement with the Ratings - Staff Member**

Do you agree with the ratings and comments given by your Superior? Tick one	Entirely		Mostly	
	To some extent		Not at all	

If you do not agree with your Superior's assessment, please identify the ratings/ comments with which you disagree and briefly explain why

**General Comments:**

<b>By Appraise</b>	
<b>By Appraiser</b>	

<b>Staff Member's initials:</b>	<b>Date of Review:</b>
<b>Supervisor's initials:</b>	<b>Date of Review:</b>

## 21 Professional Development Need Assessment: Fact Sheet

<b>Section-I: Basic Individual Profile</b>	
Name :	
Sex :	
Date of Birth :	
Marital Status :	
Qualifications :	
Institution/s Served/ Position/s held:	
Working Languages :	
Work Nature(s) :	
Specialization :	
Training Received (give details)	
Present Organization of employment:	
Job Address :	
Private Address :	
Email (Work) :	
Tel.: (work) (Home)	
<b>Section-II: Professional Strengths and Skill areas: List Five Key Areas</b>	
Professional Strengths:	
Skills:	
<b>Section III: Areas for Development Needs: List three Key Prioritized Areas:</b>	
<b>Section IV: How will this contribute to your professional growth:</b>	
Section: How do you think that this will benefit / contribute to achieving the objectives of your organization of employment.	
<b>Section VI: Views and specific recommendations of Supervisor / Resource agency / Project Officer</b>	
Supervisor:	
Resource Agency:	
Partner NGO	
Project Officer:	



## **CHILD PROTECTION POLICY**

Say “YES”! To Keeping Children Safe SUMMARY / PURPOSE As an Indian child-centered community development organisation whose work is underpinned by the United Nations Convention on the Rights of the Child (UNCRC), BSS is committed to promoting the rights of children including their right to be protected from harmful influences, abuse and exploitation. BSS takes active measure to ensure children’s right to protection are fully realized. BSS acknowledges its expectation that its employees and other who work with BSS have children’s best interest at the heart of their involvement with BSS. The Child Protection Policy is BSS’s statement of intent that demonstrates our commitment to safeguarding children from harm and makes clear to all in the organisation and who come into contact with us what is required in relation to the protection of children, and that child abuse in any form is unacceptable to BSS.

A. BSS’s vision for child protection Vision We aim to create “child safe” environments, both internally and externally, where children are respected, protected, empowered and active in their own protection, and where Staff are skilled, competent and well supported in meeting their protection responsibilities.

Statement BSS is committed to actively safeguard from harm and ensuring children’s right to protection are fully realized. We take seriously our responsibilities to promote child safe practices and protect children from harm, abuse, neglect and exploitation in any form. In addition, we will take positive action to prevent child abusers from becoming involved with BSS in any way and take stringent measures against any BSS Staff and / or Associate who abuses a child. Our decisions and actions in response to child protection concerns will be guided by the principle of “the best interests of the child”. B. DEFINITIONS UNDER THE CHILD PROTECTION POLICY 1. A Child abuse is defined as all forms of physical abuse, emotional ill-treatment, sexual abuse and exploitation, neglect or negligent treatment, commercial or other exploitation of a child and included any action that result in actual or potential harm to a child. Child abuse may be a deliberate act or it may be failing to act to prevent harm. Child abuse consists of anything which individuals, institutions or processes do or fail to do, intentionally or unintentionally, which harms a child or damages their prospect of safe and healthy development into adulthood. 3. Child Protection, within the scope of this policy, is defined as the responsibilities, measures and activities that BSS undertakes to safeguard children from both intentional and unintentional harm C. SCOPE OF THE CHILD PROTECTION POLICY

The Child Protection Policy applies to everyone working for or associated with BSS. It encompasses the whole of BSS and includes without limitation: 1. Staff at all levels - in offices, in field or elsewhere 2. BSS Associates - these include board members (international and National Boards), volunteers, community volunteers, sponsors, consultants and contractors. Also the staff and / or representatives of partner organizations and local governments who have been brought into contact with children or are party to BSS’s child sensitive data while working for or with BSS. 3. BSS Visitors – (e.g. donors, journalists, media, researchers, celebrities, staff family members, etc.) who may come into contact with children through BSS are also bound by this policy. D. Responsibilities under the Child Protection Policy

BSS staff, associates and Visitors must:

1. Never abuse and / or exploit a child or act/ behave in any way that places a child at risk of harm.
2. Report any child abuse and protection concerns they have in accordance with applicable local office procedures. That is a mandatory requirement for staff. Failure to do so may result in disciplinary action.
3. Respond to a child who may have been abused or exploited in accordance with applicable local office procedures.
4. Cooperate fully and confidentially in any investigation of concerns and allegations.
5. Contribute to an environment where children are respected and encouraged to discuss their concerns and rights.

6. Always ask permission from children (or, in the case of young children, their parent or guardian) before taking images (e.g. photographs, videos) of them. Respect their decision to say no to an image being taken. Ensure that any images taken of children are respectful (for example : children should have adequate clothing that covers up the sexual organs. Images of children in sexually suggestive poses or what in any way impact negatively on their dignity or privacy are not acceptable. Stories and images of children should be based on the child's best interest. BSS ASSOCIATES AND VISITORS MUST NOT :
7. Disclose information that identifies sponsored or grant beneficiary families or children or make it available to the general public without explicit consent from BSS.

ALL DIRECTOR, SENIOR PROGRAM MANAGER, STATE & PROJECT MANAGER MUST 8. Ensure that each BSS Office has in place local procedures that are consistent with the global Child Protection Policy and with the document reporting and Responding to Child Protection issues in BSS to respond to incidents of child abuse. Local procedures should be developed with assistance of local advisors in accordance with the local law. Any deviation therefore must have prior formal approval from the National Director. Ensure that local procedures are made available in local languages. E. PERSONAL CONDUCT OUTSIDE WORK We are committed to ensuring that our Staff and representatives apply high standards of behavior towards children within both their professional and their private lives. BSS does not intend to dictate the belief and value systems by which BSS employees conduct their personal lives. BSS's position throughout the world is dependent, however, on maintaining good relations and upholding its reputation as a child-focused community development organisation with numerous organizations. Unlawful or other conduct by BSS employees which jeopardizes BSS's reputation or position whether during or after business hours will not be permitted. Such conduct includes, but is not limited to; any unlawful activities related to sexual abuse; sexual harassment; physically / verbally abusive behavior and public disorderly conduct. Staff and Associates are required to bear in mind the principles of the Child Protection Policy and heighten their awareness of how their behavior may be perceived both at work and outside work. This policy has been reviewed and recommended for approval: