

HUMAN RESOURCE DEVELOPMENT MANUAL



BIHAR MAHADALIT VIKAS MISSION
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1 INTRODUCTION AND GUIDING PRINCIPLES FOR HUMAN RESOURCE POLICY

Any Project which aims to empower people and for which processes through which the objectives are met are as important as the results itself, has to handle its most critical asset – Human Resources, well. In such projects, the role of the ‘staff’, their motivations and attitudes towards work and the community assume critical importance along with their knowledge and skills. A community demand driven project like BMVM, thus, has to invest in developing and operationalising a Human Resource Development Policy which ensures retention and high morale of the staff.

The Bihar Mahadalit Vikas Mission (BMVM) aims to enhance social and economic empowerment of the Mahadalit Family in Bihar through development of their self sustained and community managed institutions. This is expected to be done by running different development project and different way to make socio, economic and cultural awareness among Mahadalit community.

Bihar Mahadalit Development Mission has been constituted by the Government of Bihar for specific planning and development of the most deprived scheduled castes of the State. These deprived sections are termed as Mahadalits. Latter on the name Bihar Mahadalit Development Mission had been changed to Bihar Mahadalit Vikas Mission. Mission is formed as independent, autonomous body under SC/ST Welfare Department, Government of Bihar and has an independent three tire implementation structure at the State, District, and Block/Field level. At each level, a team of professionals (and field staff at Block level) would be inducted to manage the Project to achieve its objectives. Considering the outreach as well as profile of the project, there requires a Human Resource Development (HRD) manual to suggest policy framework and its implementation guideline for governance as well as meeting the requirement of Human Resource associated with the Mission. This HRD manual is prepared to meet these objectives.

1.1 Definitions of terminology commonly used in the manual

- “The Mission” mean Bihar Mahadalit Vikas Mission and all its offices at District and Block levels.
- “BMVM” mean Bihar Mahadalit Vikas Mission.
- “The Project” means different project being run by BMVM or assistance to run the project.
- “Government” means the Government of Bihar.
- “Employee” or “Staff” in these rules means individuals appointed to posts on contract or deputation. This will not include those working under services being outsourced.
- “Employer” means the Bihar Mahadalit Vikas Mission.
- HR Policy/ HR Manual means HR Policy/ Manual of BMVM
- “Executive Committee” means the Executive Committee of Bihar Mahadalit Vikas Mission.

1.2 Preamble of HR Manual

- The HR Policy would proactively contribute towards achieving the overall goals of BMVM by laying down principles, guidelines, and rules/norms to ensure smooth functioning of the BMVM staff.
- The HR Policy would encourage building of a shared vision of the project among all the BMVM staff to ensure that their respective jobs are complementing each other.
- The HR Policy would advocate for outcome based performance by all BMVM staff which is aligned with the organisational goal.
- The Policy aims to build a culture of trust, transparency and integrity among all staff.
- The HR Policy would create a learning environment within BMVM where each staff member improves his/her understanding about the Project and enhances skill for delivering outputs as assigned.
- The HR Policy would try to ensure that the best available talent is attracted to work in the Mission, and to ensure that this pool of talent is retained with high motivation and performance levels.
- The HR Policy would provide equal opportunity for all staff across all levels to display performance ability and exercise rights as available within project framework.
- The HR Policy would not tolerate any discrimination of staff on grounds of gender, disability or selection.
- The HR Policy would try to establish high levels of accountability towards the BMVM among staff at all levels.

1.3. Contents of the Manual

The HRD manual lays the policy as well as related rules for the following

- Staff Contract Policy
- Process of Recruitment, Selection and Induction
- Deputation as well as hiring of employee and outsourcing services
- Staff Compensation Package, Incentive and Rewards
- Staff transfer, travel and leave
- System of appraising capacity building needs of staff
- Performance Management System
- Grievance Redressal mechanism
- Disciplinary control system, communication and professional conduct as well as accountability of staff

1.4 Important considerations while preparing the HRD Manual

- Realizing the dearth of skilled human resources and fast changing work environment, BMVM reiterates the need to revisit and constantly renew its HRD manual to ensure its objective. Thus the HR Policy would be a dynamic document subjected to review and redesign as per the changing needs.
- The success of the document lies in it being accepted and owned by all. The HR manual does not claim to have laid rules for each and every situation; however it has tried to lay down the policies and the principles by which these rules could be evolved and be made part of the manual (if needed) in due course of time. Hence the manual should be treated as an evolving document.
- HRD manual claims at creating “minimum hygiene” for smooth functioning by staff and display ‘care’ for the employee. Hence a proactive role is required by all. This has great role in retention of good staff within Mission.
- The HRD manual recognizes the importance of laying down Business Processes and Service Standards for all provisions being mentioned. All possible efforts have been made to describe the process flow and standards to be followed while operationalising HRD provisions. Since this manual is considered as an evolving document, the time, quality and processes will be further defined from time to time for each provision as and when required.

1.5 Salient Features of HRD Manual

This HRD manual aims to nurture an environment where the human resources employed remain motivated to excel in their performance and contribute towards achieving the overall goals of BMVM. This manual proposes relevant policy frameworks aimed to attract and retain good human resources in the Mission and provides them opportunities to learn, improve professional skills and develop an experience which is valued across the development sector.

Equity is one of the core principles of this manual. It ensures no discrimination on the basis of caste, class or gender. The policies framed under the manual bring fair representation of women and weaker sections in employment with BMVM. Thus, related provisions in recruitment (viz. following reservation rules of Government of Bihar, lowering eligibility criteria for women in case of field positions etc.) are made.

The manual also acknowledges its staff as critical resources for the success of the Project, providing opportunities for enhancing learning through structured capacity building, exposure visits etc. It also provides opportunity to existing BMVM staff to compete for higher positions within Mission.

Continuing its focus on human resources, it has put in place a robust selection process which is transparent, and not only assesses knowledge and skill, but also the attitude of the person to explore whether s/he fits the profile of the job. To retain them, it provides challenging job profiles, invests in building the capacity of its staff, and provides a stable job security by contracting them for a longer period, subject to their performance. The remuneration package designed for various positions is comparable to the best available in the development sector in Bihar. The remuneration and benefits package are proposed with consideration of meeting both present and future requirements of the staff. Hence this package includes Basic Pay, HRA, Project Allowances, EPF and Insurance Cover for a staff till s/he serves in the Mission.

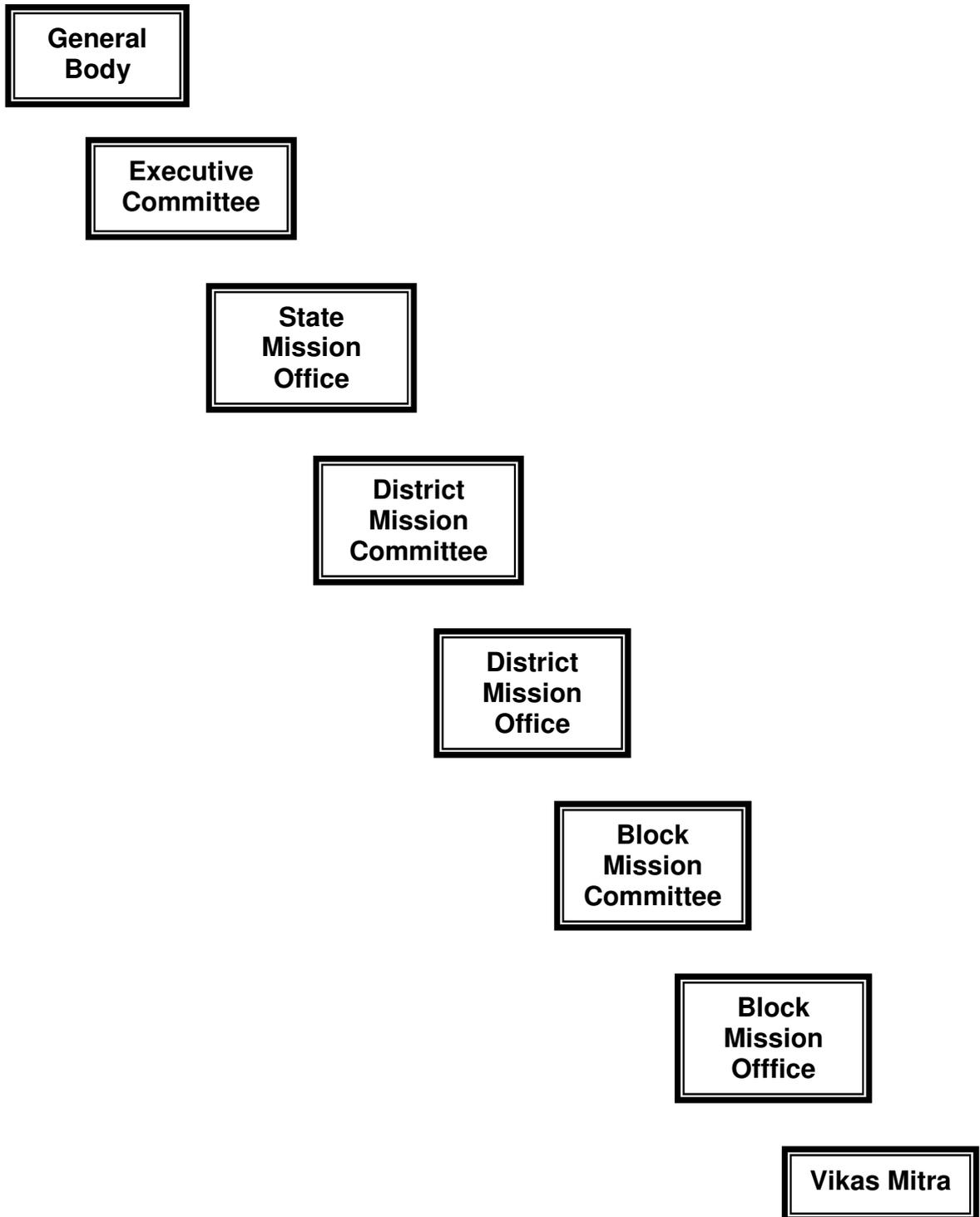
A key initiative prescribed in the HR Manual, is the provision of a Performance Management System, where performance is measured on predefined parameters, and staff is provided incentives, recognition and rewards, thus placing a value on productivity and performance. A system of Grievance Redressal of staff is given due importance and it is significantly said in this manual that late response to grievance would be treated as denial of it. A structured mechanism is proposed therefore to address grievances on time.

BMVM expects its staff to be disciplined. Standard professional conduct and accountability is expected on part of each and every staff. The Manual treats as a serious offence, any financial irregularity, non adherence to the norms being laid down by the Mission, any involvement in fraudulent or criminal activities and misappropriation of Mission's asset and these are treated as reasons enough for discontinuation from the Mission. Performance and discipline will be valued and given its due weight age.

2. ORGANISATION STRUCTURE AND ROLES

The Bihar Mahadalit Vikas Mission is led by its Advisory Committee/Monitoring Committee, General Body from which a more functional Executive Committee has been formed for taking all policy level decisions and advising the functionaries of the society on the management of the Projects under Bihar Mahadalit Vikas Mission.

2.1 Hierarchy of Different Level of Committee and offices



2.2 General Body

S.N.	Designation in Government of Bihar	Designation
1	Development Commissioner, Govt. of Bihar	Chairperson
2.	Principal Secretary/Secretary, Department of Planning & Development, Government of Bihar.	Member
3	Principal Secretary/Secretary, Department of Finance, Government of Bihar	Member
4	Principal Secretary/Secretary, Department of Rural Development, Government of Bihar	Member
5	Principal Secretary/Secretary, Department of Human Resources Development, Government of Bihar	Member
6	Principal Secretary/Secretary, Department of Health, Government of Bihar	Member
7	Principal Secretary/Secretary, Department of Agriculture, Government of Bihar	Member
8	Principal Secretary/Secretary, Department of PHed, Government of Bihar	Member
9	Principal Secretary/Secretary, Department of Rural Works, Government of Bihar	Member
10	Principal Secretary/Secretary, Department of Labour Resources, Government of Bihar	Member
11	Principal Secretary/Secretary, Department of Information and Technology, Government of Bihar	Member
12	Principal Secretary/Secretary, Department of Information and Public Relations, Government of Bihar	Member
13	Principal Secretary/Secretary, Department of SC & ST Welfare, Government of Bihar	<i>Vice-Chairperson</i>
14	Principal Secretary/Secretary, Department of Social Welfare, Government of Bihar	Member
15	Principal Secretary/Secretary, Department of Home, Government of Bihar	Member
16	Principal Secretary/Secretary, Department of Energy, Government of Bihar	Member
17	Principal Secretary/Secretary, Department of Minor Irrigation, Government of Bihar	Member
18	Principal Secretary/Secretary, Department of Environment and Forests, Government of Bihar	Member
19	Principal Secretary/Secretary, Department of Revenue and Land reforms, Government of Bihar	Member
20	Principal Secretary/Secretary, Department of Food and Consumer protection, Government of Bihar	Member
21	Managing Director, SC Finance and Development Corporation, Government of Bihar	Member
22	Secretary, State Mahadalit Commission	Member
23	Director, SC & ST Welfare Department, Government of Bihar	Member
24	Project Director, Women Development Corporation, Government of Bihar	Member
25	Project Director, Bihar Rural Livelihood Promotion Society, Government of Bihar	Member
26	Project Director, Bihar Mahadalit Vikas Mission	Member Secretary

2.3 Executive Committee

S.N.	Designation in the State Government	Designation in Advisory Committee
1	Principal Secretary / Secretary in charge of Department of SC & ST Welfare, Government of Bihar	Chief Executive Officer(CEO)
2	Principal Secretary / Secretary, Department of Finance	Member
3	Principal Secretary / Secretary, Department of Rural Development	Member
4	Principal Secretary / Secretary, Department of Revenue & Land Reform Department	Member
5	Principal Secretary / Secretary, Department of Health	Member
6	Principal Secretary / Secretary, Department of Human Resource Development	Member
7	Principal Secretary / Secretary, Department of Social Welfare	Member
8	Secretary, State Mahadalit Commission	Member
9	Executive Director, State Health Society	Member
10	Project Director, Bihar Education Project	Member
11	Managing Director, Bihar State SC Cooperative Development Corporation, Government of Bihar	Member
12	Director, SC & ST Welfare Department	Member
13	Project Director, Bihar Mahadalit Vikas Mission	Member Secretary
14	Director, Social Security	Member

2.4 State Mission Office

At the state level, the State Project Management Unit (SPMU) has been formed and staffed with a team of dedicated development professionals. The Mission is headed by a Mission Director of Bihar Mahadalit Vikas Mission, various functional specialists are positioned as State Project Managers, to oversee and manage the various functions within the BMVM. The allocation of roles and responsibilities of this State Project Team will follow a matrix structure where they will be responsible for a function (specialized and thematic) and a district during project implementation. The State Mission Office will proactively work for designing policy, planning intervention and frame operational strategies for the project.

2.4.1 Structure and Role of State Mission Office

1. **State Project officer:** As the coordinator of the team responsible for planning, execution and monitoring of all project activities of the mission.

Specific Responsibility:

1. Develop strategies to build a common vision of project across the staff.
 2. Provide inputs towards bringing synergy in different initiatives of the project.
 3. Managerial, Financial, Technical and monitoring & Evaluation related works.
 4. Grievance / Allegations / Public Complaints
 5. Coordinate and support to State Project Managers.
 6. Guide the district mission office to deliver quality results with the help of State Project Managers.
 7. Organise Meeting of General Body and Executive Committee.
 8. Design PIP and Concept Note.
 9. Support and guide to prepare financial Budget.
 10. Prepare presentation with graphical analysis and evaluating aspects of projects.
 11. Resolve identified problems related to schemes & programs.
 12. Liaison with other departments.
 13. Report to Mission Director.
2. **State Project Managers:** Total 8 Experts of Different Streams will support in specific related work to mission with the kind coordination and cooperation with Administrative Officer / State Project Officer / Assistant Project Officer. All State Project Managers are answerable to Mission Director and will directly report to Mission Director. There will be a culture of team spirit instead of rigid rules, procedural emphasis and conflicting directives.
 - i. **General Administration:** As an expert of administration will be responsible for all establishment work and logistic arrangement of State Mission Office with the help of store keeper.
 - ii. **Management Information System:** As a MIS expert plan for smooth running of Management Information System and support in monitoring and evolution of project. Prepare Programme for monitoring and evaluation, maintain computer system & network with the help of programmer. Statically Compilation of Data with the coordination of SPMs and share to all.
 - iii. **Human Resource:** As Human Resource expert, Maintain HR related database and resolve the related problems.
 - iv. **Capacity Building:** As Capacity Building expert training and capacity building of the BMVM Staffs and community, coordinate & communicate with various reputed institutes / agencies for organizing training. Design and preparation of training module and skill up-gradation training programs with the support of SPM (PI).
 - v. **Communication:** Developing the resource materials and communication strategy. Design and prepare press release, advertisement and publicity and Communicate with Press and Media for publicity and propaganda.
 - vi. **Coordination:** Networking, Coordination and facilitating the project implementation with multiple stakeholders and district / block mission offices.
 - vii. **Project Intervention:** Bringing in innovative approach in designing, developing and implementing projects. Support Administrative Officer / State Project Managers / Assistant Project Officers to design PIP and concept note.
 - viii. **Land Reform & Development:** Prepare strategy and database of Land availability for Mahadalit community accordance with the rules of Government and provide support to landless Mahadalit to get their own house.

3. **Accounts Officer:** Responsible to look after all accounts related work, preparing periodical financial reports and operational prudent financial norms within office with the help of Accountant. Preparation of budget, fund flow management, Bank Reconciliation Statement, Final Accounts, Audit and tax related work are the major work of accounts officer.
4. **Senior Engineer- State :** Responsible for smooth operations of all the construction and infrastructure development works under the mission in Block and District units and also guide and train Block and district functionaries in proper monitoring of the related work with support of Engineer (monitoring).
5. **Engineer (Monitoring) :** Support and work under the guidance of Senior Engineer-State.
6. **Computer Programmer cum Operator:** Support and work under the guidance of SPM-MIS. Especially Programming, Web site maintenance, data entry, backups and computer maintenance.
7. **Accountant:** Support and work under the guidance of Accounts officer. Especially look after all accounts related work like upkeep & maintenance of Voucher, Day Books, Cash Book / Bank Book, Ledger, Bill processing, accounting file initiation, Preparation of cheque, preparing periodic financial reports and operational prudent financial norms within office.
8. **Store Keeper:** Keeping the record of store and support to SPM-GA for secretarial assistance, managing communication and office record keeping.

2.5 District Mission Committee: In every District there shall be district mahadalit Mission Committee which will be constituted as follows:

1. District Magistrate	Chairperson
2. DDC	Member
3. District Project Officer	Member secretary
4. DSE	Member
5. EE, PHED	Member
6. District Agriculture Officer	Member
7. Civil Surgeon	Member
8. Labour Superintendent	Member
9. GM, District Industries Centre	Member
10. District Animal Husbandry Officer	Member
11. Assistant Director, Social Security	Member
12. District Programme Officer, ICDS	Member
13. District welfare Officer	Member

2.5.1 Functions of District Mahadalit Mission Committee : Subject to the provisions of the Memorandum of Association and the Rules, District Mission Committee shall control and manage the business and affairs of the district relating to Mahadalits. It shall have all advisory, executive and financial powers to conduct the affairs of the District Mission office. All the duties, powers, functions and rights, whatsoever, consequential and incidental to the carrying on of the objectives of the State Society shall only be exercised or performed by the District Mission Office as per the decisions taken in the district level Mission Committee.

In particular and without prejudice to the generality of the foregoing provision, district mission Committee shall:

- 1- Preparation of annual budget and the annual action plan for the district.
- 2- Monitoring & evaluation of the schemes undertaken by the mission.
- 3- Control of establishment of the District Mission Office.
- 4- Administrative control of personnel posted in the district mission office.
- 5- Administrative Sanction for different schemes under the guidance of the state mission office.
- 6- To review the accounts, financial statements, consider the audit reports and monitor the financial position of the district mission office so as to ensure smooth operations of the district mission office.
- 7- To engage NGOs for execution of different schemes/purposes on the directives of the state Mission Office.
- 8- Organise training, meetings, conferences, policy review studies / surveys, workshops and inter-State exchange visits, etc for deriving inputs for improving the implementation of the schemes entrusted to the society.
- 9- Do generally all such acts and things as may be necessary or incidental to carrying out the objectives of the State Society or any of them.

2.6 District Mission Office

The District Mission Office (DMO) will be operational at district headquarters of all 38 districts. A District Project Officer (DPO) will be appointed by the mission to head each of the district unit. The DMO will be responsible for coordinating, implementing and managing project activities across the blocks of District. The DMO will be a lean and flexible structure, as the pattern of programme expansion in specific themes and specific districts will be dependent on a variety of factors.

2.6.1 Functions of District Mahadalit Mission Office

There shall be a district level Mahadalit Mission Office headed by District Project Officer to carry out administrative, financial and executive power of the District Mahadalit Mission Committee, under the supervision guidance and control of the State Mission Office.

2.6.2 Structure and Role of District Mission Office

1. District Project Officer: Office Management, Correspondence, Establishment, Financial, Project Implementation and monitoring, Supervision, Reporting and Legal role of the respective District.

2. Accountant: To Assist District Project officer and all type of financial work.

3. Assistant cum Data Entry Operator: To Assist District Project Officer and all type of Computer Related work.

4. Store Keeper: Keeping the record of store and support in official work.

2.7 Block Mission Committee

In every block there shall be a Block Mahadalit Mission Committee which will be constituted as follows :-

1. Block Development Officer	- Chairperson
2. Circle Officer	- Member
3. CDPO	- Member
4. Block Welfare Officer	- Member
5. Block Education Extension Officer	- Member
6. Block Agriculture Officer	- Member
7. Lady Extension Officer/Extension Officer	- Member
8. Block Project Officer	- Member Secretary

2.7.1 Functions of Block Mission Office

Subject to the provisions of the Memorandum of Association and the Rules, Block Mission Committee shall control and manage the business and affairs of the Block relating to Mahadalits. It shall have all advisory, executive and financial powers to conduct the affairs of the Block Mission office. All the duties, powers, functions and rights, whatsoever, consequential and incidental to the carrying on of the objectives of the State Society shall only be exercised or performed by the Block Mission Office as per the decisions taken in the Block level Mission Committee.

In particular and without prejudice to the generality of the foregoing provision, Block mission Committee shall:

- 1- Preparation of annual budget and the annual action plan for the Block.
- 2- Monitoring & evaluation of the schemes undertaken by the mission.
- 3- Control of establishment of the Block Mission Office.
- 4- Administrative control of personnel posted in the Block mission office.
- 5- To review the accounts, financial statements, consider the audit reports and monitor the financial position of the Block mission office so as to ensure smooth operations of the Block mission office.
- 6- Do generally all such acts and things as may be necessary or incidental to carrying out the objectives of the State Mission Office and District Mission Office or any of them.

2.7.2 Block Mission Office

At block level, the Mission will place a Block Mission Office (BMO). This is a key unit will determine how effectively the project rolls out in the field. The Block Project Officer will be the functional head of BMO. S/he will be supported by Area Coordinators, Community Coordinator and a minimum number of Finance and Administrative staff. Primarily this unit of the mission will work as a mirror functional unit to the proposed Community Organization to be built up over the project period. Hence one of major functions of BMO will be to facilitate the formation and functioning of Block Level Federation. The block unit will facilitate a graduation process of community institutions which over a time period would take over the functions of the BMO.

2.7.3 Structure and Role of Block Mission

1. Block Project Officer: As a head of Block Mission office, responsible to implement, monitor, report and evaluate all the projects running under the jurisdiction of block mission office.

2. Accountant cum Clerk: To assist the BPO, all type of Financial and official work.

2.8 Classification of Positions in the Mission

For administrative and governance purposes different positions in the society are categorized as per following:

Categories	Posts	Scale
Category – I	<ul style="list-style-type: none">• Mission Director	As per provision of Government of Bihar
Category – II	<ul style="list-style-type: none">• State Project Officer• State Project Manager• Senior Engineer• Engineer Monitoring• Accounts Officer• District Project Officer	Scale with Salary range 20000-45000
Category – III	<ul style="list-style-type: none">• Accountant• Computer Programmer cum Data Entry Operator• Computer Operator• Store Keeper• Block Supervisor• Clerk Cum Accountant	Scale with Salary Range 5000-15000
Category - IV	<ul style="list-style-type: none">• Driver• Peon• Night Watchman	Scale with Salary Range up to 5000

2.9 Reporting Structure

The reporting structure within the mission will work as follows:

S.No.	Positions	Reporting to
1	Chief Executive Officer	Chairperson
2	Mission Director	Chief Executive Officer
3.	State Project Officer	Mission Director
4.	State Project Managers	Mission Director
5.	Senior Engineer	Mission Director
6.	Engineer	Mission Director
7.	Accounts Officer	Mission Director
8.	District Project Officer	State Project Managers
9	Accountant	Accounts Officer
10.	Programmer cum Data Entry Operator	State Project Manager (concerned)
11.	Computer Operator	District Project Officer / State Project Manager (concerned)
12.	Store Keeper	District Project Officer / State Project Manager (concerned)
13.	Block Project Officer	District Project Officer
14.	Clerk cum Accountant	Assistant Project Manager

The reporting structure will be reviewed and changed as and when required by the Mission. For the purpose, Mission Director will be the final authority.

3. RECRUITMENT & SELECTION OF STAFF

3.1 System of Recruitment

The following methods will be applicable for selection of all positions in the Mission except the CEO & Mission Director.

- 3.1.1 By recruiting individuals from the open market, through a competent external agency or by the Mission itself
- 3.1.2 By selection of personnel on deputation from Government Departments and other Instrumentalities of Bihar State, Government of India or Nationalized Banks
- 3.1.3 By outsourcing the services to an external agency for support services e.g. security, cleaning etc.
- 3.1.4 By head hunting through HR Agencies or through generating applications by soliciting recommendations from staff, well wishers, other Govt Departments.
- 3.1.5 By direct campus recruitment from reputed rural development, rural management, management, social work, agriculture as well as other technical colleges/institutions.

For purpose of recruitment, staff categorization and method of appointment will be as indicated in the table below.

SL	Categories of Staff	Methods of Recruitment & Selection		
		Directly from Open Market	On deputation	Outsourcing the services through an external agency
1	Category I	NA	All	No
2	Category II	All	All	No
3	Category III	All	All	All
4	Category IV	All	All	All

Recruitment process has to focus on selecting competent individuals who have people centered attitude and their approach must reflect genuine thinking on working for the advancement of deprived community, ability to perform in team and commitment towards his/her job. Before recruitment of employee in the Mission creation of posts must be approved by the Executive Committee of BMVM. Once the post is created, CEO and Mission Director will be authorized to choose the selection method and accordingly recruit and select staff for all the positions. For normal recruitment for all other positions the following steps will be followed.

- Chief Executive Officer approves the job profile of the positions to be recruited.
- Minimum eligibility criteria for each position are defined. The criteria should define the education and experience necessary for that position, plus desirable criteria if any.
- Selection of Agency as per procurement norms (if it is decided by Mission to conduct recruitment through external agency)
- Notification in leading newspaper/s and/or on related job sites on internet.
- Receiving the applications, short listing them, inviting short listed candidate and conducting selection process.

Suitable working Mission staff will also be given fair chance to apply for any vacant position. An internal circulation will be made across the Mission offices along with notification in the newspaper and floating vacancy on relevant websites.

3.2 System of Selection

The selection process of BMVM will comply with Government of Bihar's rules of reservation as applicable. The grouping of positions would be made keeping the MISSION as a unit. Grouping would also be done keeping in mind the qualifications, skill sets and remuneration fixed for various position.

All possible effort will be made to fill the reserved positions within the Mission. The benchmark of eligibility for selection in BMVM for reserved position may be lowered and approved by the Executive Committee. In case of reserved categories being vacant, vacancies would be filled as per norms followed by Government of Bihar but following the prescribed process herein. Further, to encourage women to join BMVM, eligibility criteria for women for field level positions may be lower than the standard prescribed in general in case required numbers of staff is not available.

In case of filling regular vacancies or conducting recruitment for a few numbers of positions, the Society will conduct recruitment by its own. Mission Director will be authorized to take this decision based on urgency and cost implications. In this case selection process would be followed as described under clause 3.3.

Secretary, SC/ST welfare will be the CEO and appointment of Mission Director will be done by the Government of Bihar. For appointment of all other positions under the Project, the Executive Committee authorizes the Project Director to recruit and select suitable individual either directly or through hiring a competent external HR Agency.

3.3 Selection Process

For selection of staff, the Project may utilize the present staff or seek the services of a qualified HR Agency. The selection of the agency should follow the procurement norms of the Project.

For each position a set of minimum eligibility criteria would be defined before hand based on which candidates would be short listed for the selection process. This would detail out the following

- a) Minimum Educational Qualification required
- b) Minimum years of Experience required
- c) Age limits (if any)

BMVM would relax the criteria of Years of experience giving weightage in the following cases

- a) If the candidate has been working with BMVM for more than one year, the experience of working with BMVM would be given due weightage.
- b) If the candidate has graduated from a premier institution (e.g. IIM, IRMA, XLRI, XISS, IIFM, TISS, XIMB etc.) A list of premier institutions for which relaxation could be given would be drawn by CEO as and when required.
- c) If a candidate has worked in reputed organizations, the experience of which would be an asset to BMVM. A list of premier organizations for which relaxation could be given would be drawn by CEO from time to time.

In all the above cases, the minimum years of experience prescribed in the eligibility criteria for the position could be relaxed up to one year.

Broadly, the following characteristics, consisting of knowledge, skills, attitudes, and values, are considered desirable for the different professionals to be selected for different posts in the Project. The table below provides a general list of these attributes.

Attributes	List of Competencies
Knowledge	Conceptual clarity on Poverty in local context, development principles, strategies Knowledge of successful interventions, various actors in development, their roles, and their limitations
	Thematic knowledge based on positions e.g. micro-finance, micro enterprise, finance and accounts, women empowerment, disability etc
Skills	Communication: Listening
	Communication (oral & written), Presentation
	Group facilitation (leading, confronting, clarifying, supporting,) [Process related skills]
	Conflict Resolution
	Leadership (initiating, consensus building, problem solving, providing new ideas) [Task related skills]
	Decision Making (Information Processing, planning, scheduling, Problem solving)
	Community organization skills (promoting groups, conflict management at group level, inclusion, ability to convince)
Attitudes	Pro Poor Facilitative Orientation - Belief in the skills and understanding of the poor, seeing himself/herself as a co-learner with the poor, low stereotyping
	Colleague Orientation - Collegial, Supportive, low stereotyping
	Work Style i) Perseverance, Willingness to work under stress ii) Self Driven/ proactive, Risk Taking, result oriented
	Thought Orientation - Creative, critical thinking, willingness to learn, Openness
Values	Honesty, Commitment, Accountability, Transparency

The set of knowledge, skills, attitudes and values would vary from position to position of the project. For teams working directly with the community, attitudes like empathy, pro poor orientation are more crucial than for those for example at the state level. Similarly task orientation, assume criticality, mentoring etc for those at State and District teams.

The selection methodology would take these into account and accordingly identify instruments through which these attributes could be tested. Hence along with tests that judge an applicants knowledge, skill, attitudinal tests too would be conducted to get the right fit between the job requirements and the candidates. Village immersion programme would be included as a test for final selection of Area Coordinators and Community Coordinators or for any other positions as required.

3.3.1 Selection Methodology

The Selection Methodology for BMVM would be an amalgamation of the following components:

- **Use of Multiple, and formal, Tests of Selection.** This allows for a more wholesome understanding of the person to be selected. In order to be able to understand and rate candidates, three kinds of Tests would be used:
 - Psychometric Tests. These are Tests designed to indicate how psychologically comfortable an individual is with the kind of work expected to be taken up in BMVM. There are various types of psychometric tests which could be used depending on what we want to assess in an individual.
 - Sociometric Tests. These Tests are used to indicate an individual's ability to work in groups. Usually Group Discussions are used as instruments.
 - Evaluation Interview. It is a Test, if handled well, which gives an overall view of what makes an individual tick. The Interview, like other tools in this methodology, is used not so much as a tool of selection, but as a tool of rejection.
- **Having a formal mechanism of Selection.** A Selection panel would be formally constituted and would have a prefixed date and place for selection. Clear, unambiguous and transparent criteria for selection or rejection of candidates should be placed. The panel members should be oriented on the interview process and techniques of observation/evaluation. In case the process is outsourced, the constitution of the panel would be done by the HR Agency in consultation with the Project.

The Panel for selection of candidates in case the selection is done by the Project itself.

Positions	Panel Members
Category I	Not Applicable
Category II	CEO, Mission Director, Concerned Sector Specialist SPM and 1 External (Others) Sector Specialist (in the field for which vacancy has arisen) and/or SPM – HR
Category III	Mission Director, SPM – HR, Concerned SPM, AO and/or 1 HR Specialist
Category IV	SPM – HR, AO, PM – HR and concerned DPM/BPM

3.3.2 System of Outsourcing Support Services

Service of individuals to man the positions like Assistant, Accountant, Stenographer, Receptionist, Driver, Guard, and Office Boy may be outsourced by entering into a contract with a single or multiple service provider agency/ies. The service provider/s could be empanelled by the project and their services sought as per the procurement norms of the project. The Mission Director will hold the authority of engaging and contracting such agencies.

The Mission Director will have the authority to renew the contract with the out sourcing agencies based on the satisfactory performance. In case of unsatisfactory performance by the person whose service is hired, the Mission Director will warn the service provider agency and ask for necessary action. If required, Mission Director will annul the contract made in this regard. The individuals whose service is hired through outsourcing will be the employees of service provider agencies; they shall not be the staff of BMVM. Hence all liabilities of such person will lie upon the service provider agency.

3.4 Re-employment of Staff

BMVM would consider reappointing staff that leave the Project due to personal reasons and wish to join back. This would be applicable only if they had no reported disciplinary action against them and were not asked to leave on disciplinary grounds.

In cases of re-employment, selection process of BMVM as described earlier shall apply.

3.5 Induction Programme

All new staff who have joined the Society will undergo an extensive induction programme. The purpose of induction is to ensure the effective integration of staff into or across the organization for the benefit of both parties. The induction programme would provide all the information that new employees should know at the time of joining.

The programme will also involve existing staff of the organization. A design for the programme has been provided below.

S No	Topic	Inputs on	Suggested Methodology
1	Organization	Background, Vision, Objectives, Goals, Organizational Chart	MM presentations – Interactive session with participants Session with Mission Director
2	Terms & Conditions	<ul style="list-style-type: none"> • Probation period • working time, • holidays/special leave • discipline procedure • grievance procedure 	MM presentations – Interactive session with participants
3	Terms & Conditions -Salary & Benefits	<ul style="list-style-type: none"> • Salary break up, • payment date and method • Bank account opening forms & requirements • Other Benefits - Insurance, etc 	MM presentations – Interactive session with participants
4	Terms & Conditions -Travel related	<ul style="list-style-type: none"> • Travel claim norms and procedures • Formats 	MM presentations – Interactive session with participants
5	Thematic Orientation	<ul style="list-style-type: none"> • Project Locations • Project Components • Strategies of Implementation 	MM presentations – Interactive session of participants with concerned SPM Location Visits Village Stay in Project Location
6	Role Clarity	<ul style="list-style-type: none"> • Job Profile • Reporting Structure 	Interaction with existing staff MM presentations
7	Performance Management System	<ul style="list-style-type: none"> • Key Result Areas • Measures of Indicators 	MM presentations – Interactive session with participants

The induction programme would be planned by the SPM- HR and SPM-CB. It should be completed for all appointed staff before they take programme responsibilities. For field staff, Induction Programme could be organized at the District Level, with District Project Manager anchoring the programme with support from the SPM-HR and SPM-CB.

4 STAFF CONTRACT POLICY

4.1 Terms of deputation of employees from the Government

Once selected, the appointment of employees from the Government departments and other instrumentalities of the State on deputation shall be in accordance with the terms and conditions stipulated by the Government of Bihar. A provision of an additional Project Allowance for those being appointed on deputation will be made. Once appointed, the deputed employee will be

governed by the rules and regulations of the BMVM, to the extent that they are not in contradiction of the terms and conditions of service of their parent department. They would go through the process of Performance Appraisal⁷ and would be entitled to rewards as prescribed by the BMVM.

4.2 Appointment of persons on Contract

- The authority to appoint Mission Director will be with the CEO and the Government of Bihar.
- The authority to appoint rest of the positions in the Mission will be with Mission Director.
- If and when the Society requires personnel with specific skills/ expertise in handling specific subjects/ special qualifications, such personnel shall be contracted for a consultancy assignment following the procurement norms of the BMVM.
- The duration of contract of staff employed with Society will be for three years, further extendable based on performance.
- Those appointed on contract shall be initially on probation for a period of 3 (extendable to 6) months and on their successfully completing probation, will be retained for a period of three years including the period spent on probation. In case the probation is not extended even after one extension (a total of 6 months), the candidate would be terminated.
- Probation would be assessed on the following parameters
 - Performance on tasks given during the period of contract
 - Task orientation and Team work
 - Communication skill displayed
 - Sensitivity towards the target population

4.2.1 The panel for assessing the performance during probation would be as follows

Positions	Panel Members
Category II	Mission Director
Category III	Mission Director, State Project Officer and Concern SPM
Category IV	State Project Manager / DPM/BPM

4.2.2. The candidate whose performance and character and conduct are not up to the mark while on probation shall be discharged after giving them a fair hearing. They may be discharged without any notice.

4.2.3 The authority to renew contract for all employee lower Mission Director will be with Mission Director.

4.3 Termination of Contract

The employment with BMVM may be terminated by the Mission or by employee, through a written notice as follows.

- 4.3.1 One month notice from either side or one month's salary (gross) in lieu of notice period.
- 4.3.2 In case of termination during the probation period, 7 days notice from the employer and one month notice or one month's salary (gross) in lieu of notice period from the employee.
- 4.3.3 During the month of termination, the employee will be eligible to all allowances on a *pro-rata* basis. This clause will however not be applicable to cases of termination without any notice period.
- 4.3.4 Days in service will be calculated till the last day (*rounded off to lower day in case of fractions*) presence at office.

4.4 Separation:

Employees may separate from the Mission for various reasons including unfortunate case of death of employee. In all cases of separation, settlement of all dues should be made fast and fair not only for the sake of appreciation of her/his services to the organisation but also as a matter of financial discipline.

In all possible cases, a process of counseling would be undertaken to know the reasons due to which the employee is seeking separation. In case there are misunderstandings or an issue which can be resolved, the SPM HR along with a team of two other employee of the Mission (appointed by Mission Director) would try to counsel the concerned person.

The following procedure and guidelines will guide cases of separation:

4.4.1 Separation because of

- i. Resignation tendered by employee
- ii. Non-renewal of contract
Dismissal due to compelling reasons

The resignation letter should be addressed to the Mission Director with a copy marked to the reporting officer.

In all cases of separation due to above causes, the employee concerned should take a 'No Dues Certificate' before the last day of his/her duty from all concerned offices/department of the Society. This certificate should be finally signed and approved by Mission Director for payment of all dues. Accounts unit shall prepare a final list of recoverable (*in case of advances*) and dues within fifteen days of receipt of the copy of the approved resignation letter. All recoverable must be first settled as per the accounting norms before payment of dues.

The employee should hand over charge to her/his reporting officer or the DPM for all positions at the district and block level. For DPM and all State level positions, the charge should be handed State Project Officer.

4.4.2 Separation because of desertion

In such cases the Society shall make contacts over telephone to enquire about reason of desertion. If suitable answers are not received the Society may serve at least two letters to the permanent residential address as per Society records. Accounts unit shall prepare a final list of recoverable (*in case of advances*) and dues and inform Mission Director. If required legal proceedings (notice through newspaper) may be initiated against the person.

4.4.3 Separation due to death of employee

In case of unfortunate death of an employee, SPM – HR will be responsible to prepare a status list of clearance from all offices/ departments of the Society and submit to Mission Director for approval. A condolence message from the Society signed by the Mission Director and all the employees may be sent to the bereaved family. Recoverable (*in case of advances*) may be settled as per the accounting norms and payment of dues made to the nominated member as per Society records within a fortnight.

4.5 Exit Interview

Employees in whatever ranks are ambassadors of an organization and its culture. In all cases of separation except unfortunate death of an employee exit interviews shall be conducted. The purpose of the exercise would be gain critical feedback from the employee on areas which could be further improved within the BMVM. This process shall be conducted just before the actual release of employee.

Exit interview would be conducted by two senior people within the BMVM. It should be conducted by person not in the direct line of command. It would be done through an in depth interview, with the purpose of seeking feedback for improvement.

5. TRANSFERS

The Mission is spread across 38 districts in Bihar. Teams are placed within the districts as well – at the sub block Level. In the interest of the project, it is expected that staff may be transferred to different locations based on organizational requirements. The arrangements described below are intended to facilitate such moves, and provide for adequate reimbursement of expenses incurred in such transfers. Transfers should not be made a matter of routine, but generally in order to;

- i) Transfer necessitated by the exigencies of the Project
- ii) Effect lateral transfers for broader development between similar positions
- iii) Transfer in a district/hub unit or division/unit having less than required cadre
- iv) Effect physically removing an officer from one duty station on a personal conflict one who made with another officer inside or outside the organization
- v) Transfer in a district/hub unit or division/unit on disciplinary grounds
- vi) undertake responsibilities of a new district/hub unit or division/unit or vacant position due to expansion
- vii) accommodate the request of one district/Block unit to another on personal request

In this context, a transfer is defined as relocation exceeding a six month period. Such a move would normally entail shifting of household belongings and family. In such cases, the following expenses may be reimbursed:

5.1 Allowances during transfer

5.1.1 Transfer Allowance: In case of a transfer, one month's gross salary would be given in advance as transfer allowance, to cover all costs of relocation (including shifting the family, finding new accommodation, schooling of children, etc). This advance would be payable to the staff within a week of the approval of the transfer.

5.1.2 Freight & Packaging: The cost of relocation of personal would be reimbursed to the employee transferred as per actual on production of bills, subject to a maximum of Rs 12,000. No allowances would be payable in case of a request for transfer from staff.

5.2 Authority

For all transfers, the Mission Director would be the final authority. The request for transfer could be initiated by the State Project Managers or the District Project Managers, either due to requirements or due to a request from staff.

5.2.1 Staff on request transfer

The request of transfers of a new employee shall be considered only after one years of service is completed. The request should be made to the Mission Director in writing, through the reporting authority specifying the reasons with adequate information and documentary proof.

5.2.2 Process of Approval

The request of transfers may be considered by the panel which could include Mission Director, SPM – HR and Administrative Officer / State Project Manager. The decision of approval/ rejection should be conveyed to the concerned staff within thirty days of the receipt of request for transfer, with a copy of the approval/rejection to accounts. In case approval is granted, the accounts would release the transfer allowance equal to one month's salary of the person transferred. This amount should be released within seven days of receiving the approval to facilitate early relocation and ensure that work is not hampered on account of any delays.

5.2.3 Joining Period after Transfer

A staff on transfer shall join the new location of duty within 7 working days of the Issue of transfer letter/ order. This period of 7 days will be granted as leave with pay and will not be accounted for in the staffs leave account. If staff joins immediately and doesn't take leave, s/he will be entitled to avail this leave within a year.

6 REMUNERATION AND BENEFITS

The success of Project of the Mission depends on the people who would implement it. The Project requires high quality interaction and facilitation with the target communities, which will be done by the BMVM staff. Thus remuneration and benefits for BMVM have been designed keeping in mind those being

offered in similar Projects in other states, and based on market realities to attract the best talent to the Project.

6.1 Remuneration and Benefits to Staff on Deputation

Those joining on deputation from Govt. of Bihar would continue to draw salaries as per the scales in their parent department. In addition, staffs hired on deputation are entitled to a monthly Project Allowance of 20% of their monthly basic pay (which includes basic pay and dearness pay), subject to a maximum of Rs 4000 per month. The staff on deputation may avail either monthly Project Allowance or Deputation Allowance as per his/her option.

6.2 Remuneration and Benefits to Other Staff (from Open Market)

The package would follow a broad based pay structure, with less number of scales within each Level, but higher range within scales. Thus most of the levels would have three scales (two in some). The base pay would be combined with an incentive pay component which will be performance linked.

The compensation has been divided into a monthly pay and an annual pay. The structure for all positions except Community Coordinators is as follows.

S.No.	Components	Remarks
A	Monthly Pay	
1	Base Pay	
2	Provident Fund	As per statutory regulations.
3	HRA	20% of Base Pay for Positions based in State Capital and 15% for District and Block level positions
4	Project Allowances	
4.1	Medical Allowance	To meet employee's (including family) regular medical expenses
4.2	Conveyance Allowance	To facilitate conveyance at station where employee is positioned
4.3	Child Education Allowance	To cover cost of tuition fees of employee's children
4.4	Communication	Mobile phone and other communication costs to facilitate smoother communication across all levels.
4.5	Self Skill up gradation	To facilitate Capacity Building
B	ANNUAL PAY	
5	Performance linked incentive	Maximum of 10% depending upon the performance. The percentage fixed can be increased later on.

All the allowances mentioned above are part of the salary to which the staff is entitled to. They are not reimbursable to be given against claims. Some of the allowances attract tax rebates. The same can be enjoyed by the staff on production of relevant documents. In this case, TDS can be deducted based on the tax plan submitted by the staff. In case no documents are produced at the end of the year, TDS based on the tax liability as per the prevailing tax rates, would be deducted. Salary should be credited to the staff's bank account before the 5th day of every subsequent month.

All new staff recruited would be taken in at scales applicable (based on experience and education) under their respective Positions. The Mission Director, however can use his/her discretion in allowing people to join in higher scales or with higher salary to a maximum of 10% of what is prescribed for a scale. A salary structure for various positions in the Society with related details is given as **Annexure 1**.

6.3 Benefits

BMVM aims to develop a policy which 'cares' for the employee. This plays a critical role in building an image of a 'caring employer'. Thus apart from the salary, BMVM would also extend the following benefits to its entire staff:

6.3.1 Medical & Accident Insurance: The project will benefit all contracted staff as well as staff on deputation with Medclaim and Group Accidental Insurance (GAI) cover with appropriate coverage as explained under.

SI	Categories	Maximum Coverage (Rs.)
1	Category I	Medicclaim up to 5,00,000 and GAI as decided
2	Category II	Medicclaim up to 3,00,000 and GAI as decided
3	Category III	Medicclaim up to 2,00,000 and GAI as decided
4	Category IV	Medicclaim up to 1,00,000 and GAI as decided

This benefit will be available to staffs till their services are continued with the Society.

6.3.2 Support to staff in case of crisis arising while on duty: In case of an unforeseen incident taking place with staff while performing office duty, the Project will take all steps possible to benefit and support the employee concerned.

6.3.3 Self Learning: Provision of reimbursement of expenses incurred for purchasing books and other periodicals will be made to BMVM staff with a limit as described hereunder.

5 No	Category	Max limit per year
1	Category I	Rs 5000
2	Category II	RS 2500
3	Category III	Rs 1000

Employees who have completed their probation will be entitled for this reimbursement. The reimbursement will be made on production of bills and verified by the supervisor. In case of Mission Director s/he will be the self verifying authority.

6.3.4 Learning Opportunities for Staff: BMVM would create opportunities to build the capacity of its staff by sending them for exposure visits to other successful Projects, by organizing training programmes etc.

6.4 Annual Increment (to compensate increased cost of living)

An increment of 10% of the total remuneration would be provided to all contractual staff after completion of one calendar year of working with BMVM.

6.5 Advance for purchase of Motorbike for Field Employees

For purchase of motor bike, a provision of advance against their salary has been made. The maximum amount, permissible as advance for this purpose, will be Rs 20,000 (Rupees Twenty Thousand only). This amount would be recoverable from the salary of the concerned employee in a maximum of ten equal installments. For getting advance for purchase of motor bike and claiming mobility expense, the concerned employee must possess a valid driving license in his name, a photocopy of which shall be submitted to BMVM. The motorbike purchased by staff using advance from BMVM would be hypothecated to the Mission till the advance is completely settled.

Those employees who have purchased their motor bikes after joining BMVM can also avail of advance as mentioned above for prepayment of their loans taken from other sources if any.

7. LEAVE & TRAVEL RULES

7.1 Leave Rules

7.1.1 General

- a) Leave is to be regarded as a privilege, and not as a right. It is allowed both in the interest of the employee and that of the organization. The employee can not claim leave as an unqualified right.
- b) All leave is granted subject to exigency of services and leave already granted can be curtailed or cancelled at any time by the authority granting the leave. However, this condition will apply to an employee on casual and vacation leave only.
- c) Any leave not covered under these rules shall be referred to the Executive Committee of BMVM for consideration through the Mission Director.
- d) An employee when on leave shall not take up any paid service/ employment elsewhere unless approved by the Mission Director.

7.1.2 Leave Entitlement

- a) All staff excluding casual and daily paid, shall be entitled to following number of days leave with pay for a calendar year, subject to the provisions under each category of leave. These leaves are over and above the holidays declared as per the Government of Bihar.
 - Casual Leave (CL) earned @ 1 leave after completion of every month of service.
 - Earned Leave (EL) earned @ 2 days after completion of every month of service
 - 6 Sick Leave (SL) will also will b provided in a year. On the basis of need and intensity of the situation it may extended by the Mission Director.
- Every employee may entitle for Compensatory leave if working on Govt. holiday with the prior permission of Mission Director.
- b) Altogether an employee of BMVM will be entitled to 36 days of leave on completion of one year of service. These leaves will be credited to individual leave account in each calendar year. Any employee joining in between the calendar year will be entitled to leave on a pro rata basis.
- c) Casual leave lapses at the end of each calendar year and can not be carried forward or used for encashment.

7.1.3 Absence without Leave

An employee shall not absent herself / himself from duty, without prior approval except under medical emergencies. Even in such cases, intimation about absence shall be sent at the earliest.

If an employee is absent without intimation to his superior officer for more than five days and s/he does not report for duties he shall be deemed to have vacated his post. In extreme cases, the CEO could decide whether the staff should be allowed to join back.

7.1.4 Leave without Pay

- a) Normally, leave without pay will not be granted if leave with pay is due to a staff. Under normal circumstances, leave without pay shall not be granted in excess of 30 days in one occasion.
- b) Mission Director at her/his discretion may sanction such leave in excess of 30 days in event of any emergency. During the period of leave the staff is not entitled to any kind of salary or allowances.

7.1.5 Leave Encashment

- a) No unutilized leave can be encashed while the staff is employed with BMVM. Encashment of leave will be allowed only when the staff is separated from the services of BMVM after completing at least one year of service.
- b) Any staff leaving BMVM is entitled to full encashment of Earned Leave only subject to maximum limits prescribed under conditions. For encashment of leave, amount payable will be calculated as: Amount Payable = (current basic pay/30) x No. of days of due leave⁸.

7.1.6 Maternity Leave

- a) All female staffs are eligible to avail Maternity Leave upon production of a medical certificate.
- b) The period of leave granted may extend up to 3 months, subsequent to its date of commencement or six weeks subsequent to the date of confinement, whichever is earlier.
- c) The leave would be considered as leave with pay up to 45 days and subsequent period would be considered as leave without pay.

- d) This leave is applicable even in case of a miscarriage, including abortion – supported by a medical certificate to that regard.
- e) Maternity leave may be combined with any other leave.
- f) Maternity leave shall not be debited against the leave account.
- g) Such leaves will be limited to two occasions subjected to the maximum number of 2 living children. Prior written approval must be taken from the Mission Director before availing maternity Leave.

7.1.7 Special Leave

1. All BMVM Staff may avail leave in any emergency with prior permission of Mission Director.
2. All BMVM Staff may take leave for marriage perpose.
 - a. For own 12 days
 - b. For Blood Relations 5 days

women staff is eligible to avail two days of special leave every month because of biological reason.
This is in addition to all the other eligible leaves.

7.1.8 Paternity Leave

- a) Male staff may be granted Paternity Leave on production of medical certificate of spouse.
- b) Paternity leave shall be granted to a maximum of 15 days from its date of commencement. Period of leave must be within 15 days before / 15 after the date of delivery.
- c) Such leaves will be limited to two occasions subjected to the maximum number of 2 living children. Prior written approval must be taken from the Mission Director before availing Paternity Leave.

7.1.9 Conditions of Admissibility of Leave

- a) Leave shall be granted for all working days involved. Any Sunday/ Holiday which may fall during the leave period (except in case of EL) may not be counted as leave.
- b) An application for leave must normally reach the office of the authority granting leave at least three working days before the date from which the leave is to be commenced. However, when an employee is unable to report for work due to illness or due to un-foreseen urgent circumstances, s/he may convey a message over the telephone or any other means to his/her supervisor and receiver of such message should record it in a register maintained for such calls. Once the employee returns to work, s/he should submit a leave form to cover her/his absence. In such cases, leave applications should be submitted and approved within two day of joining.
- c) The EL can not be availed in anticipation of approval by the competent authority. The employee will avail EL only if it is approved on or before the date of leave. Any special consideration related to EL will only be done by Mission Director.
- d) Leave will not be normally granted for more than 15 days (excluding non-working days) in one spell. Mission Director at her/his discretion may sanction leave in excess of 15 days in event of any emergency.
- e) Merger of two different types of leaves will not be permissible except in case of maternity leave or by approval of Mission Director.
- f) Casual Leave (CL) may be approved by the reporting officer.
- g) Casual Leave may be taken in terms of half day, for either the first or second half; the first half ending with conclusion of lunch interval and the second half beginning with the commencement of lunch interval.
- h) Earned Leave (EL) will be taken for a minimum of three days. Only upon exhaustion of CL, EL can be taken for less than 3 days. A written application should be submitted at least seven days before the date from which leave is requested.
- i) Extension of leave already granted shall not normally be allowed. Mission Director at her/his discretion may grant extension in event of any emergency.
- j) In case of non-compliance to any of the above norms, the Mission Director shall have the full authority to treat the whole period of leave as leave without pay.

During leave, the salary of the staff shall be disbursed as per norms during normal period of work. Only Earned Leaves (EL) not availed, will be carried forward to the next calendar year subject to a maximum of 12 days. For staffs joining in the middle of a financial year, number of leaves carried forward will be calculated on a pro-rata basis. The maximum limit for accumulation of leave shall not exceed 60 days.

In calculating Casual Leave, government declared holidays and Sundays should be excluded. Earned leave when it is to be spent outside the station includes Sundays and Government declared holidays falling within the period of such leave.

- Note: 1. EL of the officers on deputation shall be sanctioned as per the rules applicable to them.
2. Mission Director may further delegate the authority of sanctioning EL as and when required.

7.2. REIMBURSEMENT OF JOURNEY FARES

An employee on official tour will be entitled to Traveling Allowance which is intended to cover expenditure incurred in connection with journeys performed for the Society's work, as provided hereinafter.

The reimbursement of fares for journeys performed between the Headquarters station and tour station by the employees of various categories by different means of transport shall be as per the following entitlement, subject to actual.

Nature of Entitlement:

SI No.	Category	Entitlement for travel		
		Rail	Air	Road
1	Category I	1 st AC	Economy	Actual Charges by Taxi fare for all types of Vehicle
2	Category II	2 nd AC	With Prior permission of Mission Director	Actual charges by Taxi fare for all types of Vehicle, limited to Rs. 12.00 per K.M. In Case of own Vehicle, Rs. 8.00 per K.M. will be permissible.
3	Category III	3 rd AC	N/A	Actual charges by Taxi seat in a taxi, limited to Rs. 8.00 per K.M. for non AC and auto rickshaw limited to Rs. 6.00 per K.M.
4	Category IV	Sleeper Class	N/A	Within 3 K.M. – Rs. 20/- Within 4 to 8 K.M.- Rs. 40/- Within 9 to 15 K.M. – Actual fare of three wheelers/shared taxi, limited to Rs. 4/- K.M.

Mission Director may allow traveling on higher class in special cases.

Charges for sleeper accommodation, tatkal charges, super-fast train surcharge, reservation, telegram charges by railways for booking of tickets as well as telegram charges levied by airlines for reserving accommodation and, with the approval of the Mission Director, charges for cancellation of tickets for journey not undertaken due to official reasons will be reimbursable.

In addition, agency charges paid to travel agents for booking of tickets, subject to such monetary limit as may be prescribed from time to time by the Chief Executive Officer / Mission Director for each journey are also reimbursable on production of vouchers.

NOTE: The current monetary limit for reimbursement of agency charges paid by the employees to travel agents for booking of rail tickets is Rs.50/- per ticket for each journey. Reimbursement may be allowed on production of vouchers/receipts only. Reimbursement of agency charges for booking of Air Tickets on production of actual bills is permissible.

In exceptional cases, cancellation charges may be reimbursed, at the discretion of the Controlling Officer where the journey is not undertaken due to unforeseen mishap in her/his family.

Non-availability of reservation by train is not an acceptable reason for not performing the journey connected with official work. Also, in case of non-availability of accommodation in the entitled class and/or modes, a employee can travel by higher class but will be entitled only for the fare of designated class, unless specially allowed by Mission Director.

It is clarified that in case of journeys between place situated in the Urban Agglomeration (UA) of 'A' Class cities journeys between places connected by rail should be undertaken, if the journeys are performed by road between such places voucher will needed to be produced with self attestation, However category III will be allowed the journey in special circumstances after taking permission of Mission Director.

Employees proceeding on official tour for work in suburbs of 'A' class cities or contiguous industrial complex should normally stay in such places where the official work is to be performed. In case they choose to stay in the 'A' Class city proper, the journeys between the place of stay and the suburbs/contiguous industrial complex if connected by rail should be undertaken by rail, and in case the journey is performed by road between such places, the reimbursement will be made after production of voucher with self attestation

In respect of the Mission Director who are entitled to staff car facility for official duties at their headquarters/tour stations/tour stations as per their terms of appointment or otherwise, the restrictions will not apply and they will be reimbursed the actual cost of conveyance charges incurred by them at tour stations, if not provided with staff car facility at such stations.

At tour stations the employee will be entitled to travel by rail for local journeys to the places falling within urban agglomeration (as notified by Govt. of India from time to time for the purpose of HRA and CCA) of the relevant tour station.

7.3 DAILY ALLOWANCE

An employee on official tour will be entitled to daily allowance intended to cover expenses incurred on food and incidentals in the course of traveling and for boarding and lodging at places other than headquarters, as provided hereinafter.

Sl.No.	Category	Accommodation charges subject to Max of (Rs/Day) max. of (Rs./Day)			Allowance for food & incidentals (Rs./Day)		
		Category X (Metro)	Category Y (Patna)	Category Z (Others)	X	Y	Z
1	2	3	4	5	6	7	8
1	Category I	5000	4000	3000	700	600	500
2	Category II	3000	2000	1000	600	500	300
3	Category III	1500	1000	500	400	300	200
4	Category IV	1000	500	300	300	200	150

Mission Director will, from time to time, issue circulars indicating the admissible rates based on details from the ITDC Hotels which revise the tariffs w.e.f. 1st October of every year.

An employee, who having proceeded on official tour, returns to his Headquarters within a period of 24 hours from the time of his departure from his place of work/residence, will be entitled to daily allowance, at the rate applicable to the place of visit, as per following:

Period of Absence (Hrs)	Admissible Allowance
Upto 6 hours	Nil
6- 12 hours	Half
12-24	Full

Provided that where the accommodation booking is for a full day, accommodation charges in full will be admissible. Notwithstanding what has been mentioned above, in case the absence from Headquarters involves overnight halt, full Daily Allowance shall be admissible to the place of visit.

In case an employee proceeds on official tour and the period of absence from Headquarters is for more than 24 hours from the time of his departure from his place of work/residence, he shall be entitled to daily allowance for his day of departure, from headquarters, day of arrival at the Headquarters and for each day in between as detailed here under:-

1. DA for day of departure from place of duty-full DA if time of departure is 12.00 noon or before and half DA if time of departure is after 12.00 noon, at the rate of applicable to the place where the employee spent the first night (with reference to midnight).
2. DA for day of arrival back at place of duty-full DA if time of arrival is 12.00 noon or there after and half DA if time of arrival is before 12.00 noon, at the rate applicable to the place where the employee spent the preceding night (with reference to midnight).

The allowance will be admissible for the period of absence from Headquarters starting from the time of departure from place of work or residence, as the case may be, and the time of arrival at residence/place of work.

For prolonged halts, full daily allowance may be drawn for a period of 15 days and for a further period of 28 days, half daily allowance will be admissible. These limits relate to stay at any one station only. The CEO may relax these conditions in special circumstances for an additional period upto 60 days with half daily allowance as different entitlements, as the case may be, irrespective of the place of stay. Notwithstanding the above provision, actual accommodation charges as per entitlement will be reimbursed, when daily allowance is not claimed.

If an employee is provided with both boarding and lodging free of cost, he will be entitled to draw 1/4th of the DA as per entitlement. If only lodging is provided free of charge, he will be paid allowance as per entitlement as the case may be. If only boarding is provided free of cost, he will be paid 1/4th of the amount of the entitlement, in addition to charges for accommodation as per entitlement, subject to actuals as the case may be.

The daily allowance will be admissible for journey periods, all halts on tour and holidays occurring during the period of halt subject to the provision in sub-rule 7.2.4.13 but the same will not be admissible for the period of leave of any kind availed while on tour. If an employee breaks journey enroute due to personal reasons, he shall not be paid the daily allowance for such period (s) of halt.

An employee who is in receipt of House Rent Allowance or is provided with government/Society's leased accommodation, for keeping his family at a station other than his headquarters, will be entitled when on tour to such station to draw only 1/4th of the daily allowance as per entitlement, as applicable in addition to the allowance admissible for the period spent on journeys between headquarters station and tour station.

The places, at which duration (more than 28 days) training arrangements are made for the trainees, shall be deemed to be the headquarters. Accordingly, no TA/DA etc. shall be admissible to the trainees for their stay at such place. However, when the trainees are required to be sent for their Headquarters for short duration to other places for work visits, practical demonstration etc. as part of their training; they will be entitled to TA/DA etc. as per rules. For this purpose, any period of stay up to 28 days at a particular outstation shall be treated as short duration visits. In case the stay exceeds 28 days at any one outstation, the Headquarters of the trainees would be deemed to have been changed from previous place to the new place of training.

When the trainees move from one Headquarters to another, the TA/DA etc. for the journey period will be admissible to them; and they will be entitled to bare journey time only, but no preparation time.

When the trainees are recalled from outstation to Headquarters at the fag end of their training for final appraisal and placement etc., and if the period of stay at Headquarters during the period of training is not more than 28 days, the same will be treated as on tour and accordingly, TA/DA etc. will be admissible to them.

If a trainee is sent on official tour other than training TA/DA etc. shall be admissible to him as per his entitlement. Recourse to this provision can be taken only in very exceptional cases with specific approval of Controlling Officer.

7.4 MISCELLANEOUS INCIDENTAL CHARGES ON OFFICIAL TOUR.

The rate of reimbursement for road journey as well as daily allowance rates as mentioned above under different entitlements may be reviewed annually by the Mission Director with approval of Executive Committee who shall have the powers to change the rates subject to a maximum variation of 25% of the prevailing rates on one such occasion, keeping in view the trends in prices of petroleum products, boarding and lodging charges and other relevant factors.

7.5 ADVANCE:

An employee proceeding on official tours may be granted an advance to meet the expenses towards travelling allowance as per his entitlement to the tune of 100% of the anticipated fares for journey(s) and anticipated amount towards daily allowance and conveyance charges for a duration not exceeding 28 days at one time. The request for advance should be made on the prescribed form, duly countersigned by the Controlling Officer.

In case of advances, the advance towards journey fare, conveyance charges and daily allowance may be drawn within a period not exceeding 28 (twenty eight) and 60(sixty) days respectively before the proposed date of journey but shall have to be refunded forthwith if the employee is not able to produce documentary evidence to show that the amount of advance has been utilized for the purpose of tickets within 15 days of the withdrawal of advance.

An account of advance under this rule shall be rendered by the employee immediately after completion of the journey and in no case later than 30 (thirty) days from the date of completion of return journey, wherever applicable.

An employee shall not be granted an advance towards traveling allowance under these rules, if he has failed to render the account of advance(s) earlier drawn by him except with the approval of Controlling Officer in each case.

In case of failure to produce the documentary evidence/account of advance as required, the advance sanctioned shall be recovered from the employee's salary and/or otherwise.

7.6 CLAIM

Claims for reimbursement of traveling allowance in all applicable cases will be entertained only on completion of the return journey, wherever applicable.

Claims for reimbursement of journey fare (other than IInd Class rail fare) and baggage allowance, wherever applicable, must be supported with adequate proof of the amount of expenditure incurred such as ticket number/money receipt/ticket folder (in case of air journey).

Claims for reimbursement of traveling allowance after one month will not be entertained normally except with the special approval of Mission Director, when he is satisfied that non-submission of the claim on the part of an employee was due to reasons beyond his control. .

7.7 LOCAL TRAVEL

The provisions of this section shall apply to local journeys performed by the employees at their headquarters in connection with the Society's work as provided hereinafter but shall not apply to local journeys performed by Society's trainees in connection with their training at their headquarters.

NOTE:

1. In case an employee is deputed to undergo training within a radius of 15 Kms / municipal limits of his headquarters, for a period of more than 28 days on a continuous basis and is normally not expected to get to his place of duty everyday after attending training, the headquarters of the employee concern shall be deemed to have been shifted to the place where he is required to undergo training; and accordingly, s/he shall not be entitled to reimbursement of local traveling expenditure for local journeys performed by him between his residence and the place of training.
2. For local journeys performed by an employee, in connection with Society's work, within his normal place of duty such as from his office to temporary/permanent Township etc. by his own conveyance, reimbursement of local traveling expenditure shall be admissible at the rate of Rs. 5 per kilometer for four wheeler and Rs. 2.5 per kilometer for two wheeler as per his/her entitlement.

7.8 Definition

- "Local Journey" means any journey performed by an employee in connection with Society's work within a radius of 15 kms from the headquarters or within municipal limits of the headquarters, whichever is more.
- "Local Traveling Expenditure" means the expenses incurred by an employee on local journey and includes conveyance charges.

7.9 Entitlement

The reimbursement of conveyance charges for journeys performed by the employees of various categories by different means of transport shall be as per the following entitlement, subject to actual.

7.9.1 Nature of Entitlement :

Category	Entitlements
Category I	Actual charges by Taxi fare for all types of Vehicle.
Category II	Actual charges by Taxi fare for all types of Vehicle. Limited to Rs. 12.00 per KM. In case of own vehicle, Rs. 8.00 per KM will be permissible.
Category III	Actual charges by Taxi seat in a taxi, limited to Rs. 8.00 per KM for non AC and auto rickshaw limited to Rs. 6.00 per KM.
Category IV	Within 3 K.M. – Rs. 20/- Within 4 to 8 K.M.- Rs. 40/- Within 9 to 15 K.M. – Actual fare of three wheelers/shared taxi, limited to Rs. 4/- K.M.

For journeys to places within municipal limits of the headquarters (including the areas coming under urban agglomeration as notified by the Govt. for the purpose of HRA and CCA from time to time) an employee may choose either of the mode of travel namely rail or road depending upon his convenience; but the reimbursement will be as per actuals restricted to his entitlement.

Charges for waiting/halting of taxi/three-wheeler, where unavoidable, will also be reimbursable at the discretion of the respective controlling officer.

When the journey, performed within municipal limits commences from and or terminates at residence of an employee, he will be reimbursed actual conveyance charges. In case

of journey to outside municipal limits actual conveyance charges will be reimbursed. Provided, however, if an employee is deputed to a place other than the office/place of work on a holiday, and the journey commences from and ends at the residence of the employee, he will be allowed conveyance charges from his residence to the place where deputed and back as admissible.

The Mission Director may permit travel by a mode higher than the entitlement of an employee in the following exception cases:

- In case of journey commencing from the office/place of work:
- Outward journey only, when an employee is required to perform the same on urgent basis;
- In case where an employee is directed to perform the official work on urgent basis on his way from residence to office/place of work, for the portion of the journey from the place of visit to office/place of work; and
- When the journeys are performed during odd hours and the public transport/entitled mode of transport is not available during such hours.

The Mission Director shall have the powers to permit an employee to travel by a mode higher than his entitlement in other special circumstances on merits of individual cases, for reasons recorded in writing.

An employee who performs local journey shall return to the Headquarters on the same day immediately after the work is over. However, in exceptional cases, if the employee is required to stay overnight, due to lack of availability of transport or the nature of work being such that it could not be completed on the same day, he will be paid daily allowance in accordance with the relevant provisions, subject to the approval of the concerned Controlling Officer.

The rate of reimbursement for road journey may be reviewed annually by the Chief Executive Officer, who shall have the powers to increase/decrease the rates subject to the maximum variation of 25% of the prevailing rates on one such occasion, keeping in view the increase/decrease in prices of petroleum products, eatables and other relevant factors.

No advance shall be admissible to meet the likely expenditure in connection with the local journeys.

For all the journeys performed in a week, a single claim for reimbursement should be preferred.

Every claim should be preferred in the prescribed proforma, duly countersigned by the Controlling Officer, within a period not exceeding 15 days from the date of completion of the journey(s), beyond which it will not be entertained normally. However, CEO may relax the time limit for a further period of 15 days at his discretion in deserving cases. No claim shall be entertained after expiry of the period of one months from the date of completion of the journey(s) and the same shall stand forfeited.

7.10 Local Travel – Mobility Expense

These norms are applicable in case of the field staff (at DPCU and BPIU) who travel within the place of posting (as defined earlier) on official duty. Those field employees, who possess a motor bike of their own and use it for Project purposes, will be entitled for mobility expense @ Rs 5.00 per km. For this, duly filled log book shall be maintained and produced before the concerned BPMs, DPCs, DTC and SPMs.

7.11 Additional Benefits

- a) For female staff, an additional 25% over and above the prescribed rates for lodging would be permissible in case they are traveling alone outside their place of posting.
- b) In cases when they have to stay at work after office hours due to meetings, etc, an official vehicle would be made available to drop them home.

The cost of obtaining a visa, and other costs related to travel (travel insurance, etc) would be borne by the Mission. An advance to cover the probable cost of the entire duration of travel would be provided to the staff traveling abroad. An additional amount (not exceeding 20% of the probable cost) would also be given as advance to cover any exigencies.

In case a staff travels abroad on official duty, the travel costs would be covered as per provisions to be notified by the executive committee.

7.12 GENERAL

- Unless otherwise specified, relaxations of any nature as provided under these rules can be approved by the Mission Director, in respect of self-controlling Officers, if any.
- All claims for traveling allowance/local traveling expenditure under these rules are to be preferred with respect to the material facts as regards pay existing at the time when the journeys were undertaken.
- In no circumstances, arrears payment/recovery will be made/effectuated due to increase/decrease in pay for any reason whatsoever subsequent to the submission of claims.
- The Mission Director and Chief Executive Officer is empowered to make amendments to these rules which involve changes of a minor nature.
- In case of any doubt in regard to interpretation of any of the provisions of these rules, the matter will be referred to the Mission Director and Chief Executive Officer whose decision shall be final.
- Incidental expenses incurred while on tour can be self verified for bills up to Rs 100 (one hundred). In such cases, two signatories, have to attest the bill.
- Incidental expenses on account of meetings with field staff, consultants and with other stakeholders is permitted up to a limit of Rs 1000 per trip for SPO, SPM, Senior Engineer, Engineer, Accounts Officer, and Rs 500 per trip for BPO and DPO.
- The travel claim shall be verified by the controlling officer/supervising authority before submission to accounts for reimbursement/ settlement of travel advance. The claim form once verified and signed, has to be accepted by the accounts. In case of any discrepancy, the accounts shall seek explanation and clarify its reservations from the concerned employee within a maximum of seven working days. This clarification could be sought over the email, phone or in writing.
- Deductions made, if any, have to be informed in writing or through email to the concerned employee giving explanation for the reasons of deductions.
- Any unspent advances will be settled within fifteen working days, or along with the submission of the travel bills to accounts. The accounts should issue a receipt of the amount received.

7.13 WORKING HOURS & ATTENDANCE

- a) All BMVM offices below state level shall be opened from 10.00 hours to 17.00 hours on every working day for official duties. State level office will be opened as per time of state secretariat. However the nature of work may require different working hours at times and hence office timings could be flexible across individuals and locations.
- b) Lunch interval for an employee shall be from 1:15 to 1:45 pm.
- c) An attendance register must be kept in every office, in which the time of arrival and departure of all staff of the BMVM should be written, with his/her signature. In case a staff is on official tour or leave, the attendance register will be marked "T" or "L" by a person authorized by Head of office.
- d) A monthly statement showing attendance and leave taken by staff if any would be prepared for

all locations and maintained with the accounts unit at the head office for accounting purpose.

8. PERFORMANCE MANAGEMENT SYSTEM

8.1 Objectives of Performance Management System

Performance management is an integral part of a comprehensive human resource management strategy. Its objective is to maximize staff performance and potential with a view to attaining organisational goals and enhancing overall effectiveness and productivity. A performance management system aims: -

- **To enhance Performance of individuals/Teams/ and thus help achieve Project objectives.**
Projects formulate strategies and objectives to support their vision, mission and values. To achieve these broad objectives, the teams have to turn them into specific objectives and targets for the districts, and subsequently individual job objectives and targets for implementation. Performance Management acts as a tool to define and focus on critical elements on which the overall performance of the organization depends.
- **To enhance self esteem of the staff by rewarding performance**
The staff performance management system provides a mechanism to monitor and evaluate staff/ team performance. Performance objectives are set at the beginning of the performance management cycle through open discussion between the Project Management and the teams. Progress is monitored regularly and feedback from staff is collated to help clarify objectives and output expectation; and to enhance performance. Teams which perform are then recognized and rewarded for their achievements. Thus the system should also be seen as a tool for enhancing the self esteem of the performing employee and to bring in a culture of healthy competition to perform.
- **To identify gaps in performance and pave way for future capacity building**
The performance management system serves as a multi-purpose management tool. It provides valuable information to help identify gaps in performance and hence training needs of staff/ teams to develop their potential further.

8.2 Guiding Principles of Performance Management System

- a. As far as possible, the System should be based on clear and simple Key Performance Areas (KPA), each of which will be defined with Key Performance Indicators (KPI). These should be linked with the action plan for the State/ District/ Block Levels.
- b. The methods of verification of Key Performance Areas should be developed to make the process transparent.
- c. The system should look at the team as a unit of assessment as well. The rewards should be based on the performance of the individual as well as that of the team.

8.3 Measuring Performance

The Project Implementation Plan lists three broad objectives for the Project. There are a number of activities which would be performed to achieve the broad objectives.

The Performance Management System would focus on monitoring the performance of the Project on these three broad objectives which would be the basis of defining the Key Result Areas for the staff. To deliver these, efficient business processes have to be defined and implemented. The Performance Management system would also monitor how well the business processes are conducted.

The role of the district and the state teams are more in the realm of building the capacity of the rest of the staff, ensuring technical resources are available to the Block and the Village institutions, while

the key role of the Block Teams is 'action' which will be measured to assess performance.

From these broadly defined objectives, the Project would prepare Annual Action Plans. From these plans, indicators on which performance would be measured would be developed. Thus a new set of KPIs would be developed every year, once the annual action plan for the project has been finalized. The process for developing the KPIs for Year 2 and every subsequent year has been indicated in the section - Actionalizing Performance Management System. The schedule assumes a January to December cycle annually, so that increments could be announced by end of March for the next financial year.

Performance assessment would be done mainly through two sources.

- a. By collecting secondary data from the MIS Reports. As far as possible, all quantitative data related to performance (viz. no. of groups formed, amount of money disbursed etc) would be collected directly from the Monitoring & Evaluation System of the project.
- b. Through assessment of quality by collecting data directly from the field. This would entail field visits and meetings, getting data from minutes books of people's institutions promoted etc.

In case the project envisages incorporating other systems like Process Monitoring, community score cards etc, the qualitative data could be sourced from these reports to obtain data regarding performance.

All staff working in the project including those on deputation would be assessed. Apart from measuring individuals, team performances too would be assessed.

Define Performance Year

The period of January 1 to December 31 of a calendar year is defined as the performance year. Since the financial year is from April 1 to March 31, the lead-time between January 1 to March 31 can be the period when all appraisals are completed in the organization and necessary advice be passed on to the finance section for award of performances.

Identifying Key Persons for coordinating Performance Management

A key person is needed to anchor the system at the State as well as the District Level. The SPM – HR would be the key person responsible for managing the Performance Management System. These persons would be responsible for collating all the necessary data for performance appraisal.

Component 2 : Performance Assessment

Self performance assessment formats fill by individuals and most of the indicators can be measured by the data provided by the MIS system of the Project. It would be the responsibility of the SPM-HR to obtain the necessary data needed for performance assessment from the MIS system.

It would be the responsibility of the SPM – HR to compile data from any other source in case required.

The Field Team assessment scores would be compiled and shared with them by the concerned DPO along with one representative from the SMO.

Component 3 : Identification of Capacity Building Needs

The appraising team would identify areas of growth and capacity building for staff based on the performance and data from one to one interaction. Areas in which performance is below 60% could be explored for further capacity building. This could be done at the time of the Personal Interview with each staff for reviewing Performance Appraisal Scores.

These would be consolidated by the DPO (for all Block Teams) and SPM – HR (for all DPO and SMO staff). The areas emerging as capacity building needs would be shared with the SPM–CB and a plan to address the gaps will be developed and approved by the Mission Director.

9 CAPACITY BUILDING NEEDS ASSESSMENT

BMVM would endeavour to build the capacity of its staff from time to time in order to promote personal growth of the staff as well as improve the quality of work within the Project. A Capacity Building strategy is being put in place which would ensure that all staff operates at the optimal skill and knowledge levels as required by the Society. All staff would undergo the induction programme as well as various capacity building programmes designed for staff at various levels. These would include exposure visits to other similar Projects.

Moreover, to focus on the growth of the individual, BMVM would try and identify the strengths and the areas which could be further improved. These areas of growth would be identified from the following:

- 9.1 The Performance Management System identifies the key result areas of each staff. Those indicators in which the staff has scored low would be identified from the KPIs. Accordingly capacity building programme would be proposed and executed by SPM – HR.
- 9.2 As part of performance assessment, a one to one interaction with the staff is proposed. All areas identified, would be presented and discussed with the staff during this interaction. Based on this, areas of capacity building would be identified and appropriate programmes would be designed by SPM - HR in consultation with SPM - Capacity Building.

The SPM - HR would follow up with the SPM - Capacity Building or Training Cell to ensure that the required inputs as identified are provided to the staff.

10. COMMUNICATION

10.1 Disclosure of Information

An employee of the BMVM shall not, except in the proper course of his duties, whether of a general nature or special nature, divulge to any unauthorized person or body any information relating to administration, programme of work, experiment or any other information concerning the business or finance of BMVM.

No employee of BMVM shall be in possession of any minute or document circulated within the Society for any purpose other than those conveyed to him/her for his/her information, compliance or action.

An employee is prohibited from making use of any unpublished or confidential information made known to him in the normal course of his work within the Society for any purpose other than his normal duties.

An employee shall obtain prior approval from the Mission Director in writing for any publication of any book or article or any other work, subject matter of which is connected to the official functions of the Mission

An employee shall not release any information to media and /or be involved in any interview with media without explicit approval of the Mission Director.

10.2 Relationship with outside organizations

An employee shall not engage in any outside occupation which is likely to affect the proper discharge of his duties as an employee of the Mission.

No employee may be actively associated with the management of, or hold a financial interest in any business concern, if it were possible for him to benefit from such association or financial interest by reason of his employment in the Society. However, an employee is not debarred from holding shares in a public company unless such holding amounts to controlling interest of such company.

An employee shall not accept any favour or a gift for any services rendered by him on behalf of the Society without explicit approval of the Mission Director.

11. PROFESSIONAL CONDUCT & ACCOUNTABILITY OF STAFF

All employees at BMVM shall live up to the highest standards of conduct, accountability, and performance. The following are guiding principles by which all staff of BMVM shall adhere to.

11.1 S/he will behave in a disciplined manner in all our interactions with colleagues and outsiders. We will operate on basis of trust and mutual respect.

11.2 S/he will not indulge in any activities prejudicial to the interests and reputation of the Mission. We will abide by all the Society rules and regulations.

11.3 S/he will show respect to the dignity of all our colleagues, particularly women, minorities, differently able and other marginalized groups. We will not use authority to undermine a colleague's sense of pride or dignity.

11.4 S/he will show due frugality in the matter of use of all resources (funds and assets) at our disposal. We pledge that dereliction in rendering accounts will be treated as a serious breach of professional misconduct.

11.5 S/he will not have commercial dealings of BMVM with parties in whom we, our friends or colleagues have a direct financial interest or connection, or indulge in any dishonesty with its funds and works, or act in a way which will procure undue enrichment for us or others.

11.6 S/he will not engage in outside employment or reveal any confidential information relating to BMVM work to any outsider, nor defame BMVM or a colleague.

11.7 S/he will not smoke in the work place in the interests of the good health and working comfort of all our colleagues and visitors.

11.8 S/he will not indulge in substance abuse, or the excessive use of alcohol or drugs.

11.9 S/he will endeavour to behave in a manner befitting BMVM, its values and mission.

11.10 In the event that s/he does not observe the code of conduct, in its full meaning, or indulge in unacceptable standards of work, action of behavior, s/he will render themselves liable to disciplinary action.