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PREAMBLE

This Human Resources Policy Manual aims to give employees of Child In Need Institute a clear communication of its policies and procedures concerning its Administrative systems and Human Resources guidelines.

This manual was formulated to cover and shall be implemented to employees at all levels regardless of rank, level and status of employment, except for some policies with specifically stated coverage. Policies are needed to set standard guidelines for all employees to have a uniform understanding and harmony in the workplace.

The organization believes that fair and just policies and implementation thereof are due to all employees regardless of rank, level and status of employment. As such, all employees and officers are called upon to practice fairness in all their official dealings and in carrying out their functions based on these policies and procedures. If there be non-implementation or neglect on its appropriate and proper implementation, employees have the right to bring such breach to the Management of CINI and Governing Body if required.

Policies can be changed or modified for some reasons but should be disseminated to all employees at least 15 days prior to implementation. In some cases, policies can be susceptible of different interpretations by employees. However, the Human Resources Head and the Governing Body shall have the responsibility, to guide and give appropriate interpretation to all those policies, which have ambiguous meaning and they have the responsibility to modify such policies, to make it clear and understandable to all employees.

The Management and its employees together have a shared responsibility in the attainment of the goals and objectives of the organization and the proper implementation of this policy.
1. Recruitment procedure: -

REQUISITION FOR STAFF:

i. A written requisition for recruitment of staff is to be submitted to the HR unit in order to initiate the recruitment process. (Annex 1 - Staff Requisition format)

ii. It should contain the job description / job profile of the proposed staff as far as possible.

iii. Clearly mention the competencies required with minimum academic qualification required for the post

iv. If the post requires previous experience, this should be specifically stated for how many years and from what type of organisation

v. The requisition should also mention the name of the project where s/he will be absorbed and for what period.

vi. The amount of compensation (Salary/CTO) proposed as per the project.

vii. Any other relevant information justifying the recruitment

viii. The requisition should be made by the Unit / divisional head or the designated person responsible in this regard.

1.1. Guidelines for entry at different level:

<table>
<thead>
<tr>
<th>Post</th>
<th>Minimum qualification/experience</th>
<th>Cost to Organization (according to years of experience)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Field Associate/ Programme Assistant</td>
<td>Graduate</td>
<td>48,000 – 72,000</td>
</tr>
<tr>
<td>2. Sr. Programme Assistant</td>
<td>Graduate</td>
<td>60,000 – 90,000</td>
</tr>
<tr>
<td>3. Programme Associate</td>
<td>Masters /PG Diploma Internal – Graduate with 5 years experience with CINI</td>
<td>84,000 – 1,20,000</td>
</tr>
<tr>
<td>4. Sr. Programme Associate</td>
<td>Masters / PG Diploma</td>
<td>96,000 - 144000</td>
</tr>
<tr>
<td>5. Programme Officer</td>
<td>Masters Degree</td>
<td>1,44,000 – 2,40,000</td>
</tr>
<tr>
<td>6. Sr. Programme Officer</td>
<td>Master Degree with at least 3 years of experience</td>
<td>1,92,000 – 4,80,000</td>
</tr>
<tr>
<td>7. Assistant Director and Above</td>
<td>As decided by Governing Body</td>
<td></td>
</tr>
</tbody>
</table>

1.2. APPROVAL FROM CINI HR UNIT:

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

1.3 INTERNAL SEARCH

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

1.4 EXTERNAL SEARCH THROUGH PUBLIC NOTIFICATION:

A public notice will be served through any or all of the following methods
i. Advertisement in News paper.
ii. CINI website / or development or non profit websites.
iii. Serving 'Notice' in CINI and unit office notice boards or.
iv. Referring to the institute data bank from job application file.
v. Search from campus recruitment drives of premier organizations.
vi. Reference to external recruitment agencies.
vii. Employee with at least 2 years experience in the existing post s/he is holding can apply.

1.5 SHORT LISTING OF CANDIDATES:

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

i. Call letters
ii. Telephone calls
iii. Walk in interview
iv. email

1.6 FORMATION OF RECRUITMENT BOARD:

The HR unit will constitute a recruitment board to conduct the interview. The board members include
i. Staff members
ii. Sometime, resource person from outside
iii. For consideration of Senior Programme Associate (SPA) or Programme Officer
   a. For such internal candidate, a Board will be formed preferably with all personnel from and above the Assistant Director level, and
   b. This will be considered only at the time of renewal of contract of such Senior Programme Associate (SPA)
iv. For direct recruitment of Programme Officer and above, the recruitment Board will comprise of at least two Assistant Directors and one from Deputy Director and above.

v. The composition of the recruitment board should follow the gender policy of the institute.

1.7 Recruitment process

i. The scrutiny of original testimonials in support of age, qualification and experience of candidates to be carried out.

ii. Candidates' registration sheet to be signed by each applicant.

iii. For recruitment in the post of Programme Officer and above, outstation candidates will be provided with travel expenses by AC II/III by the shortest route for attending the recruitment process.

iv. For some functional post, TA may be provided in consultation with the concerned Unit.

v. In special cases air fare may be provided in consultation with the Head-H.R.

The recruitment process may include all or any of following method

a. Written test
b. Computer test
c. Group discussion
d. Viva-voce interview

1.8 RECOMMENDATION OF RECRUITMENT BOARD:

After completion the recruitment process,

i. A report containing the recommendation of the board signed by each board member to be forwarded to HR unit for further course of action.

ii. The report should clearly mention the name of selected candidate and

iii. May add a list of 2/3 candidates to be kept in the panel.

iv. All the documents of the selected candidate should also be attached with the report for future reference

At least 10 days time to be allowed between issue of call letter and interview date

1.9 ISSUE OF APPOINTMENT LETTER:

Based on the recommendation report, the HR unit will issue the offer letter for appointment. Upon acceptance of the said offer letter, the HR unit will proceed to issue the appointment letter followed by agreement and job description wherever necessary.
1.10 JOINING AND ORIENTATION OF NEW STAFF:

The selected candidate will join the service on the agreed day and will officially inform her/his joining by

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

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

Annexure: Performance review form

3. Salary Payment – The salary payment is made on the 28th / last day of every month or if it is a holiday on the previous day. The date of payment may change due to unavoidable circumstances but attempt is made to strictly adhere to the 28th day of the month. Salary payment is made through crossed a/c payee cheque or cash. If anyone is unable to collect his/her salary on the payment date, then it might be collected on a mutually convenient date. Also any one may claim salary, on his/ her inability to collect the same, through a properly executed authorization letter.

4. INDUCTION TRAINING

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

Induction training is mandatory on joining as per the induction schedule. Date of induction will be fixed in consultation with the Unit In charge. In case any staff member fails to attend the scheduled induction, s/he must undergo the same while next induction takes place.
**Strategy:**

CINI will undertake four Induction Trainings in one financial year with the newly recruited staff (Contractual and Assignment). The ideal timing would be in the month of January, April, July and October, preferably in the second week.

5. Organizational Development:

Staff members of CINI working either with the thematic units or the geographic units have a responsibility to demonstrate leadership qualities for both their own growth and for the effective functioning of the units. The organization expects them to help in nurturing talent in their units and to build teams to work towards the organization mission.

This training aims at understanding self and improve motivation, leadership quality, conflict resolution and team building. CINI will undertake OD training as and when necessary

5a. In Service Training

Besides this as a part of skill development the unit will organize In service Training for the unit staff at least once in a year.

6. LEAVE:

Leave cannot be claimed as a matter of right and management has absolute discretion in this matter. Currently the following types of leave are available:

(a) Casual Leave – This should not exceed more than two days in a row. At present that no. of casual leave in a year is eight for all categories of staff. Non-availed casual leave of one year cannot be carried forward to the following year/s. Also, casual leave cannot be considered for encashment.
(b) Sick Leave – Application for sick leave should be submitted on the date of resumption of duty along with medical certificate. The no. allowed in a year is 7 for all categories of staff. This is also not encashable.
(c) Earned Leave – Prior approval is absolutely essential in case of earned leave. The no. allowed in a year for all categories of staff is 15.
I. In case of regular employees, non-availed earned leave in a year can be accumulated up to 240 days and be carried forward to the following years and is considered for encashment at the end of service period.

II. In case of contract employees, non-availed earned leave in a year can be accumulated and be carried forward to the following year/s and is considered for encashment at the end of contract period.

III. Assignment up to 3 months is not eligible for any leave, more than 3 months are eligible for one leave per month only.

(d) Compensatory Leave/Weekly Off

i. Applicable only up to Programme officer only.

ii. For duties on weekly off days and institute holidays (other than the days undergoing training/workshop), prior written permission from the Unit Incharge and above is required to be obtained.

iii. At least 6 hours and above will be considered for CPL/weekly off.

iv. One/two day weekly off will be enjoyed by the concerned staff in consultation with the immediate authority during the following week.

v. Employees with functional designation:

   - Concerned unit will consult Unit In Charge unit for working on holidays and institute holidays.

(e) Special Leave:

The Director only has the discretionary power to sanction special leave to any staff.

7. OFFICE LOAN

To meet emergency requirements, staff members are allowed to take office loan. All such loan requests specifying the reason for taking such loan has to be made through written application to the administrative head/unit head in case of unit. Such loan applications can be made after at least one month’s service has been put in.

The loan is permissible to an extent of one month’s basic + D.A. and adjustable over a maximum equated monthly 10 installments. In case of contract staff, if the remaining period of contract of the applicant is less than 10 months, then the number of installments will be accordingly reduced in number.

8. INCREMENT OF SALARY

This is generally as per terms of contract of each employee and normally increment is considered after the completion of each year/contract. In case of contract employee, fresh contract is made with/without increment. In case of
regular employee, increment / no increment is considered after the end of each completed year of service. Increments are considered based on the recommendations of the concerned departmental heads, evaluation of performance, contribution to the organization and other factors like regularity, timely reporting and leaving place of duty absenteeism etc. These are to be generally followed as per findings of the Performance Evaluation Report.

9. PROMOTION POLICY:

For employees at the levels of Project Worker, Project Assistant and Sr. Project Assistant, the criterion for promotion would be competence and experience. For promotions at the levels of Project Associate and Sr. Project Associate the criterion would be knowledge, competence and experience. For consideration of promotion to the post of Project Officer and above, educational qualification will remain as an additional requirement in general. However, special considerations of promotion from the post of Senior Project Associate to the post of Project Officer may be made on a case-to-case basis at the discretion of the Director.

10. CONSULTANCY:

Employees may be called upon to do consultancy for which the organization gets consultancy income. Out of such income, employees will be allowed a certain portion in recognition of their efforts. This sharing of consultancy with employees will not be applicable if such consultancy service is provided to any unit / sister organization. Consultancy to be done with prior permission from the authority. The entitlements of the employees will be as follows:

Up to Senior Project Associate – 40% or Rs 300/- per day which ever is higher
Project Officer and above -- 40% or Rs 500/- per day which ever is higher.

Institute’s share will be the remainder.

*There will be no additional compensation (CPL/weekly off) for consultancy.*

11. TRANSFER & SHIFTING POLICY

For the benefit of the organization, staff may be required to be transferred OR shifted from one unit to other.

i. Transfer & shifting both will mean relocation of staff from one unit to another.
ii. The authority of the institute will decide the transfer or shifting as per the necessity of the institute.
iii. The decision of the authority would be final in case of any transfer or shifting.
iv. The staff should be apprised by the immediate supervisor regarding the transfer or shifting.

v. In case of shifting the staff will get no additional benefit.

vi. In case of transfer, the staff thus transferred will be reimbursed transportation cost that includes the actual travel cost (up to AC II tier in the shortest possible route) of the staff and dependent members, cost for transporting the belongings to new location, etc. For the said reimbursement the staff has to produce original bills for transportation of belongings and Xerox copies of railway tickets.

vii. An employee so transferred will be entitled to a Transfer Allowance called Special Allowance. This will be on the basis of 1% of Cost to organization per month subject to a minimum of Rs. 2,500 and a maximum of Rs. 5,000 per month. Any employee so transferred, if sent back to the previous location will no longer get the transfer allowance.

viii. Rules regarding TA / per diem / travel entitlements to be interpreted so that the new unit becomes the base unit of the transferred or shifted person.

ix. Mutual transfer/shifting may be considered

x. Transfer will not include promotions / fresh contract in a higher level.

xi. Unit wise Classification of relocations are as below:

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<tr>
<th>FROM</th>
<th>SHIFTING</th>
<th>TRANSFER</th>
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<tr>
<td>HEAD OFFICE</td>
<td>CHETANA, DIAMOND HARBOUR, GOLPARK, CINIASHA, MONOBITAN</td>
<td>MURSHIDABAD, SILIGURI, JHARKHAND, CHHATISHGARH</td>
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<tr>
<td>CHETANA</td>
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<tr>
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<tr>
<td>CINIASHA</td>
<td>HEAD OFFICE, CHETANA, DIAMOND HARBOUR, RAJDANGA, POTTERY ROAD, BOWBAZAR, MONOBITAN</td>
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<tr>
<td>CHHATISHGARH</td>
<td>HEAD OFFICE, CHETANA, DIAMOND HARBOUR, GOLPARK, CINIASHA, MONOBITAN</td>
<td>MURSHIDABAD, SILIGURI, JHARKHAND, CHHATISHGARH</td>
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12. OFFICIAL TRIP:
All employees, while leaving station from their respective place of work for official trips, are supposed to furnish information as per an appropriate format (FORM: IOT) with due approval of the respective Divisional / Departmental / unit heads.

Annexure: Form no....
A copy of the format, complete in all respects and duly approved, must reach the Deputy Director- Admin before the trip / journey is undertaken.

12A. Travel policy

i. Up to AC 2 tier for all categories below Assistant Director (air to be considered for exceptional cases as decided by any official at least in the level of Assistant Director)

ii. For Assistant Director and above-- Air fare

12B. Other Entitlements:

i. For Assistant Director and above

The institute will provide Mobile phone set and pay / reimburse the monthly mobile bills

ii. Others

Depending on the nature of job, reimbursement of mobile phone calls will be decided by the Unit In charge only.

13. BOARDING, LODGING, TRAVELLING AND INCIDENTAL EXPENSES

While on tours, the employees are entitled to boarding, lodging and incidental expenses. These are as per norms fixed by the Finance Committee and changes in the limits / conditions are to be duly notified.

For all cases noted below, Actual bills are to be furnished for accommodation while no bills are required for food.

At present the limits/conditions are:

A. **Metros**
   
   Accommodation : Rs. 1,800/- per day + Tax
   
   Food : Rs. 400/- per day

B. **Other State Capitals & Cities**
Accommodation : Rs. 1,500/- per day + Tax  
Food : Rs. 400/- per day

C. **District towns** :  
Accommodation : Rs. 1,000/- per day + Tax  
Food : Rs. 300/- per day

D. Accommodation with relative and friends : Rs. 300/- per day

E. Boarding at train/ : Rs. 300/- per day

For stay at out station places for a period of at least 12 hours, full days’ rate is applicable. Otherwise for stay of less than 12 hours, 50% of the usual rate is allowed. (DAY IS CONSIDERED FOR A PERIOD OF 24 HOURS FROM 12 TO 12)

Boarding at train: Rs 300/- per day for stay over 12 hours in train. Otherwise for stay below 12 hours, 50% of this is allowed. (DAY IS CONSIDERED FOR A PERIOD OF 24 HOURS FROM 12 TO 12).

Anyone boarding a train at/after 10 pm from the home station (that is the station of his reporting place) will not be eligible for any allowance for food on train till 12 midnight for that day.

For consideration of allowance for food, simultaneous application of daily allowances at places visited and allowance during boarding on train for the same period will not be applicable.

Predominance of stay at station or train will determine applicability of either of the above allowances.

No other incidental expenses are allowed.

The above rates are applicable universally and are to be considered as benchmark rates.

**Reimbursement of traveling expenses:**
Anyone going for any official duty will be reimbursed the traveling expenses. Similarly, anyone traveling from one office/site to another will also be reimbursed the traveling expenses.

Generally, no categories of employees are allowed traveling allowances or reimbursements for going to their usual place of duty from residence or from their usual place of duty back to residence.

*However, anyone going from residence to another office which is not his/her place of duty will be allowed reasonable reimbursement if this place of duty is distant.*
from his/her normal office/place of duty. Similar reimbursement will be allowed on return journey to residence.

There may be occasions where projects may be conducted in areas where the above rates for TA/DA may not be sufficient. In that case, a special office order would be required for allowing the higher rate to be allowed as per approved budgets in the projects.

14. PERSONNEL WITH SPECIAL DESIGNATION AND PAY

There are special occasions where service of a very specialized / technical person would be required for the interest of the project. S/he may be required for specific project/s with special designation and emoluments. The entire terms & conditions and nature of service would be unique in nature and would be different from the other general categories of employees. In all such cases such personnel will be given a special designation and will be allowed such special pay.

14A. Staff seconded for a Project with higher pay:

Generally all employees are categorized as per institute designations and their annual cost to organization is fixed as per norms. There may be occasions where they may be seconded in a project with higher pay. In all such cases the concerned employee would become entitled to the higher pay provided in the project budget. The additional pay, over and above the usual entitlements of the employee will be given as ‘Special Allowance’.

On the termination of the project the project employee is reverted back to his/her former position, and would become entitled to his/her normal pay only unless otherwise decided.

15. INSURANCE:

It is essential that all capital / fixed assets of the organization are adequately insured against perils like fire and burglary at w.d.v. Cash held by the unit in safe/vault and cash in transit during inward and outward remittances are also to be insured. Vehicles are to be insured against accidents/thefts.

16. MEDICLAIM INSURANCE:

Requisite premium pertaining to Mediclaim policy of regular and contractual employees and their kith & kin upto a ceiling of total policy amount of Rs 50,000/- will be reimbursed against production of photocopy of relevant receipt. Claim for this reimbursement should be made within the policy period concerned. It is to be ensured that only one such reimbursement is made for the concerned employee for each financial year.

17. NO SMOKING/Tobacco chewing
Smoking/Tobacco Chewing is prohibited in the institute’s campus as well as the unit offices.

18. **INSTITUTE POLICIES ON IMPORTANT ISSUES**

The CINI Governing Body, as per its resolution taken on 25th July 2005, adopted the Child Protection Policy. It was further decided that a three member committee will closely monitor the proper application of the said CPP in CINI as a whole. It was also decided that the same committee will also address the following issues in respect of CINI:
   a) Sexual harassment at workplace
   b) Gender Policy
   c) HIV/AIDS Policy

In addition new policies will be enforced from time to time.

19. **VRS Benefit for regular employees**:

   a) VRS benefit will be as follows: -
      @ 8 (eight) months Basic & DA up to a maximum of 60 (sixty) months Basic & DA for remaining service period.

20. **Job Description**:

   **JOB DESCRIPTION**

<table>
<thead>
<tr>
<th>Job Title: ADDITIONAL DIRECTOR</th>
<th>Reports to: DIRECTOR</th>
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<td>Division:</td>
<td>Unit:</td>
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   **GENERAL PURPOSE OF JOB:**
   Responsible for overseeing all organization’s activities and ensuring its mission and values as well as the overall management and development of CINI programs/projects. In addition, the position is expected to develop and maintain linkages with international and local donors, funding agencies and affiliate organizations.

   **ESSENTIAL DUTIES AND RESPONSIBILITIES**

   1. Oversees the management and monitoring of the daily operations of entire CINI head office and other satellite/State branches.
   2. Performs as Lead Director for assigned Program/Project/Unit/Departments.
      a. Performs overall management and monitoring unit/department projects and programs.
b. Manages, supervises and monitors performance of assigned staff and officers/supervisors based on goals and objectives of the unit/department.
c. Manages and approves project/program funds.
d. Conduct team building to unit/department personnel.
e. Conduct annual performance appraisal to all assigned senior program / project officers.
f. Conduct periodic and regular meetings with unit/department staff.
g. Attends periodic and regular meetings with management and other organizational projects/programs.
h. Attends to organizational and departmental/unit problems and concerns.
i. Maintains good connection and relationships with government, donors, partner NGO’s and other concerned parties.
j. Maintains harmony and order in the organization and assigned department/unit.
k. Addresses employee and/or departmental problems and ensures implementation of appropriate action to solve conflicts and disorder.

3. Attends to all departmental and project/programme internal and external meetings.
4. Presides and participates in all project/programme development meetings.
5. Ensure that all activities and projects/programmes of CINI are in line with its mission, vision and goals.
6. Indirectly supervises and monitors activities under all CINI projects and programmes.
7. Establish communication and networking with local and international NGOs, People’s Organizations, government officials, diplomats and donors.
8. Establish linkages with international and local funding agencies.
10. Attends to the International conferences, fora, etc. in relation to CINI present programs and projects.
11. Oversees and coordinates visits of foreign dignitaries, ambassadors, officers, etc. in CINI offices.
12. Spearheads the promotion of CINI to international and local contacts.
13. Oversees the coordination of CINI organizational activities and programmes.
14. Oversees all CINI Support Groups/Departments/Units.
15. Attends and oversees functional committees.
16. Spearheads the development of organizational strategies, ideas and plans and market the same to concerned parties/individuals such as government officials/agencies, public/private agencies, donors and partner beneficiaries.
17. Performs other duties as maybe assigned from time to time by the Top Management and Governing Body.

SUPERVISORY RESPONSIBILITIES

Oversees all units/departments/projects/programs in CINI head office. Directly supervises all Asst. Directors, team leaders, and other staff concerned.

JOB DESCRIPTION

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<th>Job Title: DEPUTY DIRECTOR – HR &amp; Admin</th>
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GENERAL PURPOSE OF JOB:
Responsible for overall management of the operations of various units/departments such as Human Resources, Information Technology, Administration, and Finance Units/Departments as well as indirectly oversees all units/departments/projects/programs of CINI in all its offices across states. The incumbent is also expected to actively participate in various organizational committees such as Finance, HR, Purchasing, etc. on the planning, decision making and other activities.
ESSENTIAL DUTIES AND RESPONSIBILITIES

A. Human Resources
   Oversees recruitment procedures and attends to recruitment inquiries.
   1. Supervises and approves manpower pooling communications in internet, newspaper and other means of recruiting qualified applicants.
   2. Participates in panel interviews of candidates and ensure appropriate implementation of the screening process.
   3. Signs employment contracts upon hiring.
   4. Oversees and monitor orientation training of newly hired personnel.
   5. Oversees and monitors proper submission of employment requirements of newly hired employees.
   6. Oversees the implementation and preparation of employee pay/compensation and benefits.
   7. Approves attendance and payroll computation reports.
   8. Oversees the maintenance and safekeeping of employee records.
   9. Determine areas to be improved in every staff under HR and conducts regular coaching and counseling.
  10. Conducts performance appraisal of all staff under HR.
  11. Supervises and motivates staff under HR in the performance of their respective duties & responsibilities.
  12. Facilitates and attends to HR Committee meetings.
  13. Spearheads HR & Admin policy formulations and modifications.
  14. Initiates and monitors coordination of various organizational activities of CINI.
  15. Oversees the proper implementation of the annual employee appraisal system.
  16. Initiates and spearheads improvement of HR policies and procedures.
  17. Signs and approves all legal documents related to HR.
  18. Signs and approves all external and internal communications related to human resources, legal matters and employee contracts.
  19. Attends to all activities related to Human Resources as may be assigned from time to time.

B. Administration
   1. Oversees administration functions.
   2. Supervises the administration of CINI main office, CINI Guest house, CINI Staff Houses and CINI Clinic and Infirmary buildings.
   3. Signs and approves administrative communications.
   4. Checks and monitors administrative reports and updates.
   5. Monitors and approves the use of vehicles.
   6. Signs and approved official trip tickets and employee travel itineraries.
   7. Manage and monitors employee travel itinerary board.

C. Information Technology
   1. Oversees the daily activities and projects under the unit/department.
   2. Signs and approves internal and external communications.
   3. Determine areas to be improved in every staff under IT and conducts regular coaching and counseling.
   4. Conducts performance appraisal of all staff under IT.
   5. Checks and monitors IT reports and updates.

D. Finance Unit
   1. Indirectly oversees the daily activities and projects under the unit/department.
   2. Signs and approves financial documents in all CINI projects/units/departments, including other affiliate organization like SANCAR.
   3. Checks and monitors financial reports and updates.
   4. Monitors annual performance appraisal of Finance Unit staff.

SUPERVISORY RESPONSIBILITIES
Directly supervises the HR, IT, Administrative staff and unit/department/program heads
Indirectly supervises Finance staff and other departments/unit/programs

**JOB DESCRIPTION**

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<th>Job Title: ASSISTANT DIRECTOR</th>
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**GENERAL PURPOSE OF JOB:**
To manage, supervise and lead Unit and/or Department and its human resources, daily operations and respective projects/programs effectively and efficiently based on organizational goals and objectives. The position also works closely with the Director in identifying organization growth areas and developing strategic plans.

**ESSENTIAL DUTIES AND RESPONSIBILITIES**

1. Performs overall management and monitoring unit/department projects and programs.
2. Manages, supervises and monitors performance of assigned staff and officers/ supervisors based on goals and objectives of the unit/department.
3. Participates over-all organizational strategic planning and conduct the same with assigned department/unit.
4. Acts as representative of the organization in official public functions, gatherings, meetings, conventions, etc.
5. Helps in developing organizational strategies, ideas and plans and market the same to concerned parties/individuals such as government officials/agencies, public/private agencies, donors and partner beneficiaries.
6. Attends local, national and/or international training, conferences, conventions and institutionalized the learning and experiences to other members of the organization.
7. Manage and approves project/program funds.
8. Conduct teambuilding to unit/department personnel.
9. Conduct yearly performance appraisal to all assigned senior program / project officers.
10. Conduct periodic and regular meetings with unit/department staff.
11. Attends periodic and regular meetings with management and other organizational projects/programs.
12. Attends to organizational and departmental/unit problems and concerns.
13. Maintains good connection and relationships with government, donors, partner NGO’s and other concerned parties.
14. Maintains harmony and order in the organization and assigned department/unit.
15. Addresses employee and/or departmental problems and ensures implementation of appropriate action to solve conflicts and disorder.
16. Performs other duties as maybe assigned from time to time by the Top Management and Governing Body.

**SUPERVISORY RESPONSIBILITIES**
Directly supervises all senior project officers and indirectly supervises staff of various assigned projects/unit/programs.
BASIC ACCOUNTABILITIES
1. Annual performance appraisal of senior program officers assigned.
2. Manpower and career succession planning
3. Organization of induction training for newly hired employees.

JOB DESCRIPTION

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<tr>
<th>Job Title: SENIOR PROGRAM OFFICER</th>
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GENERAL PURPOSE OF JOB:
Overall management, coordination and monitoring of assigned unit/project/program. Responsible for the effective administration and financial implementation of activities under the unit/project/program assigned.

ESSENTIAL DUTIES AND RESPONSIBILITIES

A. Project Functions
1. Acts as key personnel in project/program strategic planning.
2. Provides coordination and direction in the proper implementation of assigned project/program’s activities.
3. Performs administrative and financial management functions of the unit/project/program.
4. Formulates and develops projects proposals.
5. Liaises and work closely with donor agencies, government offices and national/international organizations concerned.
6. Acts as representative of the organization in local, national, and international forums, meetings, conferences, conventions, etc.
7. Regularly monitors the activities of the projects based on the expected outcome in various phases of the program/projects and overall goals and objectives.
8. Conduct echo learning/experiences from attended seminars/trainings to other staff and officers.
9. Supervises and ensure efficient performance of assigned staff and officers.
10. Participate actively in the recruitment and hiring of qualified personnel under the assigned unit/projects/programs.
11. Coordinate and provide technical assistance to various activities as per project/unit/program requirements.
12. Assesses the performance and achievement of unit/project/program.

B. Other duties
1. Performs other duties as may be assigned by the management from time to time.
2. Attends trainings as the management deemed essential for the growth and skills enhancement of employees.
3. Cooperates in all CINI organizational activities and programs.
4. Keeps assigned workplace clean and in proper order.
5. Safe keeps and maintains office equipment and materials in proper condition.

SUPERVISORY RESPONSIBILITIES
Supervises project officers and staff and coordinate external and internal technical requirements for the project/unit/program.

**JOB DESCRIPTION**

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<th>Job Title: PROGRAMME/PROJECT OFFICER</th>
<th>Reports to: ASSISTANT DIRECTOR</th>
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**GENERAL PURPOSE OF JOB:**
Responsible for effective planning, coordination, implementation and supervision of all activities under assigned projects/programmes.

**ESSENTIAL DUTIES AND RESPONSIBILITIES**

A. Project Function:
1. Participate in unit/department/program planning.
2. Approves and check staff work plans.
3. Formulates budget proposals and budget allocation.
4. Coordinates inter and intra activity requirements for projects/unit/department/programs.
5. Liaise and networks with other concerned NGOs, government organizations, funding agencies and community groups.
6. Performs overall supervision of staff and activities under the department/unit.
7. Monitors the implementation of the activities and staff output.
8. Maintain and update correspondence with concerned parties and individuals concerned regarding the implementation of the activities.
9. Suggests new ideas and strategies on how to go about in the improvement and betterment of the department/unit operations.
10. Identifies training needs of concerned staff under his/her supervision.
11. Participate in recruitment and hiring of qualified staff.
12. Conducts annual performance appraisal of concerned staff.
13. Signs documents pertaining to the activities under the assigned projects/unit/department.
14. Maintains an update of financial information regarding his/her assigned project/unit/program/department.
15. Perform other duties as may be assigned from time to time by the management of CINI.

B. Other duties

1. Performs other duties as may be assigned by the management from time to time.
2. Attends trainings as the management deemed essential for the growth and skills enhancement of employees.
3. Cooperates in all CINI organizational activities and programs.
4. Keeps assigned workplace clean and in proper order.
5. Safeguards and maintains office equipment and materials in proper condition.
SUPERVISORY RESPONSIBILITIES

Supervises all project/unit/department/program staff.

Job Description of:
Programme Associate / Project Associate:

1. Responsible for effective implementation of project
2. To provide supportive supervision and facilitate team building
3. To be an effective inter phase between community and project administration
4. Organize community level meetings, trainings.
5. To assist the Project Assistant / Sr. Project Assistant in implementation of the project at micro level.
6. To help community to identify their needs.
7. To play an effective co-ordination role at the implementation level
8. To keep systematic record / data as required for the project
9. To attend all Block level meetings, Community meetings to achieve objective of the projects
10. To provide support to Project Assistants / Sr. Project Assistant in follow up action
11. Any other responsibility assigned time to time.

Senior Project Assistant / Senior Programme Assistant:

1. Implementation of projects at grassroots / community level
2. maintain linkage with community
3. Involve / motivate community in the project activities
4. Community organization and awareness generation on specific issues
5. To help identify the community needs
6. Maintain field diary
7. To coordinate work with co workers in the same field
8. Organize field level meetings
9. Follow up his / her own work
10. Identify beneficiary in consultation with community
11. To identify indicator of achievement and use it in consultation with Project Associate
12. Any other assignment for the fulfillment of organizational objective

21. Staff Welfare Society:
In order to nurture the staff creativity and support the staff cultural & social activities, a society was registered at the initiative of staff members. All the staff members become the member of this society since they join CINI and continue membership till the end of their service. A Management Committee duly elected from the staff members runs the society. The staff members voluntarily contribute in the society fund. The activities of the society largely includes:
i. Organising blood donation camp
ii. Support to poor community for child Education / marriage / medical treatment / etc.
iii. Annual staff picnic with staff family members
iv. Publication of souvenir
v. Cultural evening on CINI foundation day
vi. Giving farewell to staff members, etc. etc.

22. Development Organization's Employees Provident Fund Trust:

It is a registered Trust created for the purpose of dealing with the employee's PF contributions as per the provisions of law. The employees of CINI and its sister organisations are the members of this trust. Each month the monthly subscriptions are deducted from salary and transferred to the trust fund along with equal contribution of the institute for proper investments in order to yield best returns for its members. The another advantage of PF trust is that PF payable at the end of service period, are quickly settled through this trust. There is also provision for PF loan.

23. CINI employee’s gratuity fund trust:

Similarly, Employees Gratuity Fund Trust is also created and registered for dealing with gratuity payable at the end of service period. Each month the institute contributes towards the gratuity fund as per norms. At the end of service period the employees get the gratuity payment from this Trust as per provisions of Gratuity Act.

24. The Sanchayani CINI Employees Credit Cooperative Society Ltd.:

CINI facilitated formation of a registered credit cooperative society. Any staff members can become member of this society. however, the membership ceases at the end of service period. Members have to make minimum monthly contributions towards the cooperative fund. Loans are available from this cooperative society as per norms. The members decide the maximum limit of loan amount and the interest payable in its general body meeting.

25. Accommodation facility for staff:

In order to facilitate recruitment of quality personnel from any corner of the country, family and single type 'Staff quarters' facility is available in CINI main campus and some of its unit offices. The outstation staff members can apply for this facility subject to availability. The monthly rent charged for family quarter and single type quarters is 10% and 5% of Basic +DA respectively. Electrical charges are Rs. 150 and Rs. 75 per month respectively.
There is also accommodation facility available for the students who come for field placements. Volunteers from abroad are also provided with accommodation facility.

26. **Annexures:**
   i. Vehicle movement slip
   ii. Booking of rail / air ticket form
   iii. Performance evaluation form
   iv. Tour information form
   v. TA / DA claim form
   vi. Personal record form
   vii. Leave application form
   viii. Prior permission for compensatory leave form

**Registers maintained:**
   i. Attendance register
   ii. Salary register
   iii. Employee Personal file at HO
   iv. Category wise General Personnel file at HO
   v. Category wise Personnel file at Unit offices.

**ANNEXURE:**

- **VEHICLE MOVEMENT SLIP:**

**CINI – CHILD IN NEED INSTITUTE**

**VEHICLE MOVEMENT DETAILS**
(Rented cars only)

Owner's name / Company's name:

Date:  

Driver's name:

Vehicle No:

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<th>Project /Dept.</th>
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1st April 2010 23
Driver's signature with date:

- **TICKET BOOKING FORM:**

*CINI – CHILD IN NEED INSTITUTE*

*Vill. Daulatpur, PO. Pailan, Via–Joka, South 24-Parganas.*

**TICKET BOOKING FORM FOR OFFICIAL TRIP**

**(A) For Onward Journey**

Mode of Travel : Air / Train / Bus

Date of Journey : ------------------------------- Class : --------------------------

From : ------------------------------ To : ------------------------------- Via : ------------------

Air / Train / Bus Name & No. : -------------------------------

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**(B) For Return Journey**

Mode of Travel : Air / Train / Bus

Date of Journey : ------------------------------- Class : --------------------------

From : ------------------------------ To : ------------------------------- Via : ------------------

Air / Train / Bus Name & No. : -------------------------------

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Requisition by : ------------------------------- Fund ------------------------- Dated -----------------------

Approved by : ------------------------------------------ ------------------------------

Assistant Director                            Programme Officer

To. M/S. ------------------------------------------
**INFORMATION OF OFFICIAL TRIP**

**FORM: IOT**

**INFORMATION OF OFFICIAL TRIP**

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**NAME:**

**DEPT./DIVISION:**

**PLACE OF VISIT:**

**DURATION OF TRIP:**

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**AT OFFICE**

**PURPOSE OF VISIT:**

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Signature & Date

*THE ABOVE OFFICIAL TRIP IS APPROVED:*
LEAVE APPLICATION FORM:

CINI-CHILD IN NEED INSTITUTE

LEAVE DETAILS OF MS. XXX,
FOR THE PERIOD 01/04/2005 TO 31/03/2006.
AS ON 8/2/2006.

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DATES OF COMPENSATORY LEAVE:

..........LEAVE APPLIED FOR........DAYS ON/FROM........TO.........DUE TO.................

APPLICANT'S SIGNATURE WITH DATE
SIGNATURE OF ISSUING PERSON WITH DATE

LEAVE DETAILS OF MS. XXX,

..........LEAVE APPLIED FOR........DAYS ON/FROM........TO...........IS APPROVED/NOT APPROVED
• PRIOR PERMISSION FORM

CHILD IN NEED INSTITUTE (CINI)

Prior permission slip for work on weekly off days & holidays

Work to be performed by (Name) : _______________________________

Designation : _______________________________

Division/Department/Unit/Project : _______________________________

Proposed date of work : Day __________ Event __________

Work proposed to be performed :

Expected duration of work : _____ hrs., ____ a.m. /p.m. to _____ a.m. /p.m.

Signature of Staff with date ________________________________

Approved / Not approved :

-----------------------------------
Signature of In-charge of the
Division/Department/Unit/Project
with date
• Compensatory Leave Form

CINI - CHILD IN NEED INSTITUTE

COMPENSATORY LEAVE FORM

DATE:

I worked on --- --- --- --- --- --- --- Sunday / Holiday at

Project / Department

Signature --- --- --- --- ---

Name (in full)

Certified by --- --- --- --- --- --- ---

Designation --- --- --- --- --- --- ---

Compensatory leave granted for --- --- day / days

Signature: --- --- --- --- --- --- ---

Designation --- --- --- --- --- --- ---
- **TA / DA CLAIM FORM:**

<table>
<thead>
<tr>
<th>Name:</th>
<th>Project:</th>
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</table>

**Purpose of the Journey:**

<table>
<thead>
<tr>
<th>TRANSPORT</th>
<th>Budget Head:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>Movement Details (to and from)</td>
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**TOTAL TRANSPORT COSTS**

<table>
<thead>
<tr>
<th>FOOD</th>
<th>Budget Head:</th>
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<tbody>
<tr>
<td>Date</td>
<td>Reason for claiming (where / project)</td>
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<tr>
<th>ACCOMMODATION</th>
<th>Budget Head:</th>
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<tr>
<td>Date</td>
<td>Reason for claiming (where / project)</td>
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</table>

Signature of Claimant

1st April 2010
Signature of Senior Approving Expenses

Employees Name

Employee Code / Band

CHILD IN NEED INSTITUTE

PERFORMANCE ANALYSIS

AND

REVIEW FORM

_________________ TO ____________________
### SELF REVIEW / APPRAISAL FORM

### ANNUAL PERFORMANCE & DEVELOPMENT SUMMARY

**TO BE FILLED BY THE EMPLOYEE**

<table>
<thead>
<tr>
<th>NAME</th>
<th>:</th>
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<tbody>
<tr>
<td>DESIG/UNIT</td>
<td>:</td>
</tr>
<tr>
<td>APPRAISAL PERIOD</td>
<td>:</td>
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</table>

1) What were the most energizing/enjoyable aspects of your role in the
given period?

2) What enabled you on the above? What were your key learnings in the given period?

3) Are there any aspects of your work which have not gone so well? If so, why?

4) Do you possess skills, aptitude or knowledge which are not fully
utilized in the course of your work? If so, what are they and how could they be used?

5) What are the top three priorities that you need to focus on/change in the coming months, to enhance your performance?

6) Do you require any developmental inputs (in the form of Training, Coaching etc.) for your current/future role?

7) What were your 2 major achievements during the Review Period?
8) What were the factors which facilitated and inhibited your performance? What steps did you take in overcoming the inhibitors?

3) Are there any aspects of your work which have not gone so well? If so, why?

4) Do you possess skills, aptitude or knowledge which are not fully utilized in the course of your work? If so, what are they and how could they be used?
5) What are the top three priorities that you need to focus on/change in the coming months, to enhance your performance?

6) Do you require any developmental inputs (in the form of Training, Coaching etc.) for your current/future role?

**TO BE FILLED IN BY SUPERVISOR**

<table>
<thead>
<tr>
<th>Job Performance</th>
<th>Understanding Job Procedures</th>
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<tbody>
<tr>
<td></td>
<td>Meeting and fulfilling major job responsibilities</td>
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<tr>
<td></td>
<td>Understanding programme goals and objectives</td>
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<tr>
<td></td>
<td>Keeping records upto date</td>
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<tr>
<td></td>
<td>Cost Consciousness</td>
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</table>
Communication Skills
- Exchanging ideas with others
- Decision Making/Leadership Skills
- Writing Reports, letters etc. in a clear/concise manner
- Skills of delegation

Co-operation & Team Work
- Sharing information and resources with others
- Giving timely response to requests made by others
- Promoting team work
- Exhibiting positive attitudes during time of change

Attendance & Punctuality
- Coming to work regularly without excessive absence
- Maintaining assigned work schedule
- Taking initiative
- Following instructions
Personality / Attitudonal Factors

Organizing Capacity

Decision making ability

Flexibility

Analytical ability

Problem solving

Approachability

Self discipline

Creativity
CHILD IN NEED INSTITUTE (CINI)  
STAFF REQUISITION FORMAT

1. DIVISION/UNIT
2. PROJECT
3. POST
4. LEVEL
5. NO. OF VACANCY
6. LOCATION
7. TYPE OF EMPLOYMENT: CONTRACTUAL/ASSIGNMENT/ANY OTHER (PLEASE SPECIFY)
8. DURATION
9. ELIGIBILITY CRITERIA:
   A) QUALIFICATION
      i) ESSENTIAL
      ii) PREFERABLE
   B) AGE
   C) LANGUAGES KNOWN
   D) ANY OTHER (PLEASE SPECIFY)
10. EXPERIENCE
11. MAJOR JOB RESPONSIBILITIES
12. COST TO ORGANISATION/SALARY
13. MODE OF NOTIFICATION: DEVNET JOBS/NEWS PAPER/OTHERS(PLEASE SPECIFY)
14. ANY OTHER

SIGNATURE OF UNIT HEAD DATE:

******************************************************************************************END******************************************************************************************