People's Action for National Integration-PANI

COMMUNITY CADER HR MANUAL

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Content table:

Definition

All persons officially hired by PANI, following procedures as laid down in the HR Policy, designated a position, given responsibilities for effectively and efficiently attending to certain defined roles, and held accountable to PANI for successful implementation of the its programs / projects in return for a salary/honorarium will be considered as PANI employees.

Classification of Employees

There will be two types of employees in PANI:

Full Time Employees: Full Time Employees are the employees who work a full schedule according to the hours of work defined in the hours of work section under this policy.

Part Time Employees: Part Time Employees are the employees who work less than full time schedule. The working hours of the part time employees will be determined by their respective Supervisors and approved by the Chief Functionary.

Advertisements:
For Community resource person, PANI Invite's application through Local villages and Panchyat level contacts, through contacts of existing field coordinators. During the household visit and induction meeting in village, Field Coordinators meet with local people and Gram Pradhan for interested candidate for CRP. Targeted community would be given first preference.

CV Collection:
CV (Curriculum Vitae) will be required as application documents from the applicants. During the induction meeting in selected village, field Coordinator and Block Coordinator will collect the CV from those CRP who have interest for working with us. We have collected 5 CVs in each village through Field Coordinator. Other interested candidate of village is also submitted their CV directly to our FCs or at out block offices.

CV Short Listing:
After collection of CV from each village, Block Coordinator and HR Manager will short listing the CV as per following criteria:
1. Qualification of Candidate (minimum intermediate).
2. The age limit for the post of CRP should be between 20 to 35 years.
3. Candidate should be from progressive farmer's family.
4. Candidate belongs from same GP.
5. Preference is given to experienced candidate.
6. Know bicycle riding.

After Short listing of CV, finalize the interview date in consultation with selection panel and inform to shortlisted candidate individually by phone.

Selection Panel:
We have prepared two selection panels for selection of community cadre:
Panel-1: Project Manager, Sr. HR Manager, Block Coordinator and one from district team
Panel-2: Project Director, HR Manager, Block Coordinator and one from district team

Selection Process:

All the shortlisted candidates for the post of CRP are required to come prepared with five questions related to their Gram Panchyat. They are expected to bring these answers in written. If the candidates need to take the help of community peoples they may do so**.**

Written test: Written test is an important part of selection process of each CRP in PANI. All eligible candidates are called for tests on a predetermined day at schedule time. Written test and result announce will be done on same day. Written test will conduct at block office. Similarly, Project Director, Project Manager, HR Manager and Block Coordinator are responsible for conducting written test for CRP. Basically for CRP written test content is basic math, Knowledge of crops, Community and society. Only passed candidates are qualify for next round of selection process.

 Group Discussion: We will conduct a session for all candidates in the next round. we will create 10-12 candidates group of candidates and we will give different topics to each group. During the group exercise selection committee observe to them on properly participating with task. After complete of task, they are present their tasks with chart paper in front of selection committee, Than selection committee is finalize the candidate who have qualify the next level of selection process.

Personal Interview:

After complete of the above process all candidates undergo with the interview process conducted by selection panel. After the personal interview of CRP we are conducted 5 -10 minutes meeting with their guardian (individually) regarding their consent & final approval for job with PANI if candidate is selected.

On field assignment: After the group decision exercise, we have conducted on field assignment with qualify candidates like: Meeting with Community, Household survey and collect some village level data from Gram Pradhan etc. During the assignment we are observe to all candidates on performance basis like: Communication, Personality, Timeline etc. After qualify from this assignments, Candidates are finally select for personal interview.

Document Process:
At the time of interview, each invited interviewee need to present the following documents:

- Photocopies of the Testimonials
- Photocopies of the Certificates of qualifications

Documents at the time of Joining

The following documents will be required to submit at the time of joining the organization:

- Latest Passport size Photograph
- Original certificates of qualification to be presented for verification. However, PANI will return back all original certificates after verification. No original certificate of any employee will be held by PANI under any condition. [Experience certificate, permanent address, permanent phone no, PAN card, Aadhar card, two references, no dues/relieving certificate to be added.]
- After receiving of above document, PANI will give an agreement letter to CRP for one year.

Job description:
1. Community mobilization.
2. Collectivize farmers in producer groups (PGs).
3. Orientation &field training of farmers on improved practices through meetings, field day, video dissemination etc.
4. Crop planning of farmers.
5. Water budgeting through technology tools
6. Provide on field support to farmers in adoption of practices and trouble shooting
7. Monitoring of farmers crops at field.
8. Establishment of demonstration fields.
9. App based data collection.
10. Popularize FRC services among farmers& Link farmers to FRCs
11. Facilitate farmers in input & output aggregation.
12. Orientation of farmers on different govt. schemes.
13. Facilitate farmers for linkage with govt. scheme.
14. Coordination with other service providers in village.
15. Orientation of water management committee of village.

Orientation & Trainings:

Orientation & trainings are absolutely vital for newly selected CRP different type of training given as an initial preparation upon taking up a post. An attempt may also be made to introduce the individual to key employees and give an impression of the culture of the organisation. Its goal is to help new employees reach the level of performance expected from an experienced worker.

Major orientation / training with main content is given in below table-

Orientation/Trainings	Period	Content
Induction meeting	1 Day	- About organization - Organizational HR Manual - Code of conduct - Basic financial rules & regulation - Salary, Leave & other benefit - Dos & Don'ts in community
Project perspective	3 Days	- About project - Why we implement this project

		• Why they join the project • Personnel vision of CRPs • Ideal CRPs • Component of project • Reporting structure • Importance of farmers in project
Communication, Analytical ,Articulation & problem solving	3 Days	• How communicate with community • Problem tree analysis • Solution tree analysis • Basic math tricks • Solution games
Producer group function (Farmers collectives & their function) & WMC	3 Days	• What is producer group • Characters of a good PG (Panchsutra) • Role & responsibilities of office bearers in PG • Role & responsibilities of members in PG • Rule & regulation formulation • What is WMC • Role & responsibilities of WMC members.
Video dissemination & equipment handling (3+2)	3 Days	• What is video dissemination • Importance of dissemination in technology extension • Different part & their functions of pico projectors • Maintenance of pico projectors • Practice on pico projectors • How to disseminate films • Importance of mediated video dissemination. • Do's & don'ts during dissemination
App based MIS (2 days) & net platform, VTI	2 Days	• Importance of MIS data in our work • Installation of app • Practice on app
Aggregation & distribution principle & operation	2 Days	• What is produce aggregation • Importance of aggregation • Procedure of aggregation • Transparency in group produce aggregation • Grading & packaging • Principles of agregations
Govt. scheme & their provisions	2 Days	• Why linkage with govt scheme is important • Different govt. Schemes for our farmers • Procedure to link farmers with govt. Schemes • Follow-up of linkage
Water budgeting , water measurement & crop planning	3 Days	• Water availability & use dynamics • Water measurement units • Water discharge calculations • Water budgeting • Crop-water relations • Crop planning
Crop specific best practices	5 Days (2+3)	• Local context of different crops • Profit loss analysis of different crops

		• Hurdle in existing crops & methods
		• Improved POPs
		• Demonstration management
		• Crop cutting
		• Field days

Deployment of CRPs in Field: Field coordinator or Block coordinator will give at least two days on field training to each CRP in their respective villages.

Handhold Support to CRPs: Field coordinator or Block coordinator & other senior members of team will give handhold support to CRPs based on their need or based on their own assessment.

Internal learning mechanism: we make a whatsapp group of all CRPs for their internal learning & sharing's.

Salary and Incentives:

A CRP salary first of all comprises the fixed amount of pay they receive for their work, which is usually stated in monthly amount. Benefits complement the salary by providing additional monetary compensation to the CRPs. Incentives (both financial and non-financial) are additional rewards designed to encourage staff members to work (more) effectively and efficiently. PANI will pay 3000/- rupees to CRP in monthly basis and 1000/- rupees will pay to CRP as incentive which is depending on her work performance. If work is satisfactory, honorarium will be increased by 10 percent per year.

Leave & Holidays

Provisions of leave for all types of employees

A list of Occasions or Holidays/18 Days per year will be declared /distributed by the Chief Functionary at the beginning of each calendar year.

If an employee is required to work on a holiday due to pre-scheduled training, meetings with donors or she/he is on travel status, he/she will be entitled to take that holiday at another time within the same calendar year subject to Team Leader's approval. Maximum 6 such leaves will be permitted in a calendar year.

Vacation/Sick Leave

All confirmed employees will receive total 30 days of paid annual leave. The sick leave is included in it. However, no Employee can take all the leave at a time. If any staff takes excess leave, then his/her leave will be considered leave without pay.

Apart from the above, the chief functionary will have the discretion to provide additional leave to staff (up to maximum 45 days) on serious medical ground and unforeseen situations in families.

The purpose of sick leave is to provide time off with pay when illness or an accident makes it medically inadvisable to work for a temporary period of time while recuperating. A sick employee must notify his/her Team Leader of an illness as soon as possible.

Moreover chief functionary will also have the discretion to provide leave on humanitarian ground and in special circumstances. The number of such leave will be decided by the chief functionary himself / herself.

Any leave during probation period will be considered as leave without pay

Staff will not be able to carry forward the unused leave at the end of the year to next year. Any unused leave will automatically be lapsed at the end of the year.

Leave for Childbirth

Maternity:

All women employees of PANI, who have been on the staff role for one or more than one year will be eligible for paid maternity leave for three months. Such leave may be further extended by the Chief Functionary if the employee's recovery is interrupted or slowed by complications, or if for documented medical reasons the newborn child requires extraordinary care.

Process of leave sanctioning

Leave application for leave up to 5 days can be given to the respective supervisory level and approving authority will be the respective Team Leader.

Leave beyond 5 days needs to be submitted to the respective supervisory level and the approving authority will be the Chief Functionary.

If any staffs take leave without prior information and sanction, then it will be treated as leave without pay and such practice will be considered as serious offence / violation of organization's code of conduct. If staff is absent for 5 days without information, and then he/she could be terminated from the job also.

Performance Appraisal System

All employees in PANI will go through a systematic performance appraisal system. The frequency of the performance appraisal will be annual. The results / comments / feedbacks from the informal or formal reviews of the staff performances done from time to time or on an ongoing basis will be included and considered in the annual PA.

Team Leaders (Project Coordinators) will be responsible for conducting the performance appraisal of the project staffs

Process, Parameters and Implications of Performance Appraisal:

Process: The process of the performance appraisal of the staff at PANI will include:

- Performance appraisal of all staff will be done annually.
- Quarterly performance feedback for each staff will be prepared by his / her respective team leader.

- Team leader will be responsible for the annual appraisal also with the help of the HR team of PANI.
- All Staff will be thoroughly oriented on the appraisal format prior to conducting the appraisal
- Self appraisal will be done by the staff through filling the format & scoring
- One to one discussion will be held between the staff and the team leader on filled format & then team leader will give their comment & score on same format.
- Team Leader will prepare the summary sheet & submit the same to the HR Manager.
- Team Leader will also compile individual capacity building need of the team members & submit the same to the HR Manager.

Key Parameters:

Key parameters that will be used for the staff performance appraisal in general, will include the following aspects:

- Outcome of the regular monitoring of the performance during the day to day work.
- Summary of quarterly performance feedback.
- Quality & understanding of Planning, monitoring & implementation.
- Accountability
- Team sprit
- Value & culture
- Professionalism & Volunteerism
- Interpersonal skill
- Ownership & Creativity
- Relation with community & stake holders

Implications:

The positive and negative implications of the performance appraisal will include:

- Identification of the capacity building need for individual employees (which will be helpful in organizing capacity building programs for them in future)
- Plan for HR development.
- Taking decisions about continuation / discontinuation of the staff in the organization
- Taking Decisions about Promotion or demotion or continuation in the same position
- Taking decision on whether the salary of the staff to be increased or not and the amount / percentage of the increment

Promotions: Promotion within the organization will take place when an employee fulfills the criterion for a more senior position that is vacant at that point of time. A review of salary and increase in salary may take place at the time of promotion. The decision for promotion will be taken by the Chief Functionary of the organization, based on the recommendation from the CMG.

Employee Exit:

There are several reasons for an employment to exit the organization. Employees may leave the organization out of their own will or the contract may be terminated by the organization due to a lack of performance or misconduct. By carefully planning the termination the following can be assured:

- The overall shock or distress will be reduced significantly for the terminated individual
- The organization will potentially face fewer difficulties with the former employee afterward
- The office morale can be maintained
- The dignity of the individual can be maintained

Reasons for Leaving

Organization does track the reason for leaving of each employee. The main reason found is - getting better opportunities. All employees are required to tell the reason before leaving PANI. This form is helpful in determining the reason for leaving the organization and further for the improvements within the organization if found necessary.

People's Action for National Integration (PANI)

Post: Community Resource Person- CRP
Reporting to: Field Supervisor
Location: Balrampur

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CRP PERSONAL INTERVIEW QUESTIONS

1. Tell us a little bit about you, your education and family background?

2. Why have you applied for this role? What do you think you will achieve from being a CRP? (Dream about the future – passion)

3. What is your understanding of a CRP? What do you think she can do in the community? How will it help the community? (Passion and community orientation)

4. Where would you like to see yourself in the next 3-4 years? How will you get there? What if you are not able to get there? What is your back up plan? (Passion and confidence)

5. Explain a situation where you learnt something new. How did you learn? Who was involved? What were some challenges you faced? How did you overcome those challenges? (Passion and confidence)

6. Tell us about a time when you failed at something. How did you manage that situation? What did you learn from that? (Confidence)

7. Tell us about a situation where you had to bring a group of people together (at school, in the community). What was the objective? How did you bring them together? What was the outcome of the situation? (Community orientation; passion; commitment)

8. Do you think your family will be ok to allow you to work and travel? What kind of problems do you foresee for yourself? How will you tackle them? What support do you need to tackle them? (Commitment)

Please note:
   A. These are broad questions that can be asked during the interview. Each of the questions needs to be probed a bit more depending on the answers shared
   B. Interviewers need to be oriented to interviewing skills (building rapport with the candidates, making them comfortable, asking the right questions, listening, suspending judgment etc.) before the interviews
   C. Interviewers need to be calibrated on how to rate different candidates (so there is consistency)

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PANI
Interview Assessment Form

Interviewer _____   Date _____

Note: 1. While assessing the performing of the candidate, please consider each factor separately.
           2. Please give your rating in regard to each factor by entering one of the following grade.

Score :   **5- Excellent   4- Good   3- Satisfactory   2- Average 1- Below Average**

Sub	Factors	C.No.	C.No.	C.No.	C.No.	C.No.	C.No.	C.No.	C.No.	C.No.	C.No.	C.No.	C.No.	C.No.	C.No.
Personality	Take into account the candidate's poise, appearance, grooming, dress, habit, mannerism etc.														
Knowledge of subject	Consider the candidate's knowledge, concept and practices relevant to the subject.														
Experience	Gauge the quality and depth of his/her work experience, relevant to the job.														
Expression	How fluently and effectively he/she able to express himself/herself														
Skill	* Dealing with people. * Working in group or ability to work in a team. * Intellectual abilities. * Communication skills. * Soft skills. * Ability to keep the team motivated. * Operational skills like planning, organizing and execution etc.														
Attitude	* Desire to achieve and succeed. * Inclination to respond positively to practical challenges. * Low fear to failure. * Disinclination to stereotype others. * An attitude of not getting paralysed by ambiguity. * Personal traits/ personality assessment . * Respecting others viewpoint. * Desire to learn new things. * Motivation to work in development sector.														
Knowledge of computer/Mobile															
Knowledge of English/language	Speak, read & write														
Total															

Overall assessment:

Recommended for position: Yes/No (also put the candidate no.)