



National Health Systems Resource Centre

Ministry of Health & Family Welfare, Govt. of India

HR POLICIES & PROCEDURES

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Policy Overview

An initiative for the formation of HR Policies & Procedures has been taken to create clear and transparent rules & regulations and an equal platform to resolve issues for all the Consultants working with the Organization.

The Policies & Procedures of HR sets forth personnel policy guidelines to assist Consultants with their operational responsibilities and to make them informed about the working of the Organization. The contents of this manual apply to all the Consultants across all levels of NHSRC. The magnitude of the HR Policies & Procedures will make the Organization grow manifold and enhance the efficiency & effectiveness of the working of the Organization.

I hope that the implementation of the Policies would take the Organization towards the next level of achievement of our goals.

Dr. Sanjiv Kumar



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SUBJECT	ELABORATION
<u>Induction policy</u>	Induction is a formal welcoming process that is designed to make the new consultant feel comfortable, informed about NHSRC and prepared for the role in his/her new position. It is also to give him/her an overview of the organization's history, its core values, vision, mission, goals, objectives, rules & regulations etc. In addition, the new consultant is given an overview of Divisions, Manpower, facilities and key personnel of the Organization. The Induction is conducted by a representative from HR Division alongwith the inputs provided by other divisions viz. Accounts, Admin and IT.
<u>Accommodation Assistance at the time of Joining / Relocation</u>	<p><u>Consultants Recruited for NHSRC Office:</u></p> <p>NHSRC may provide accommodation for upto 7 days for selected candidates residing outside Delhi and are joining NHSRC New Delhi office. NHSRC shall give preference to booking accommodation in NIHFWS, in case, the accommodation is not available in NIHFWS campus, NHSRC shall then book the accommodation in one of the empanelled accommodation, as per their entitlement. A written request (via e-mail) regarding booking of accommodation is to be provided by the prospective joiner well in advance to make the necessary arrangements.</p> <p><u>Consultants Recruited for States:</u></p> <p>Consultants/Fellows who are recruited for the States and are currently residing outside Delhi shall be entitled for accommodation for upto 7 days at Rs. 1000/- per day in the States allotted to them.</p> <p>If the State consultants are required to attend an orientation program at NHSRC Office, New Delhi, before they are posted in States, they shall be provided an accommodation for upto 7 days.</p>
<u>Office Timings</u>	<p>The working hours of the NHSRC Office, New Delhi as well as those of its branches will be the same as observed by the Ministry of Health & Family Welfare, Government of India i.e. from 09:00 AM to 05:30 PM, Monday to Friday. The lunch break is of normally 30 minutes from 01:00 PM to 01:30 PM.</p> <p>The NHSRC Office, New Delhi and branch (es) of the Society, shall remain closed on all national and other holidays declared as such by Government of India.</p> <p>Two RH in a calendar year can be availed after due approval.</p> <p>Punctuality is of utmost importance. Consultant/ staff should maintain the time of arrival but in case of contingency, a 15 minutes grace time period is given.</p>
<u>Issuance of ID Cards</u>	All consultants and contractual staff working in NHSRC shall be issued a valid Identity Card. The validity of the Identity Card shall be upto the last date of the Contract. The HR



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	Division issues the ID card to the Consultants at the time of joining and the Consultant is expected to return the ID card at the time of leaving the Organization.
<u>Probation Clause</u>	<p>The probation period of a consultant will be of three (3) months beginning upon the commencement date of consultancy.</p> <ul style="list-style-type: none">• During the period of probation, in case, if the consultant or the Organization is not satisfied with the work technique/ performance, a 15 days' notice can be given on either side or payment in lieu thereof.• During the probation period, the performance of the consultant will be assessed as to his/her ability to perform the job requirements to the required standard as specified in the key deliverables/ ToR. In case, if the consultant fails to deliver as per the desired expectation, the Division In-charge must give adequate counseling to the consultant.• In case of non-performance of the Consultant post counseling session, Advisor may recommend discontinuation of the services of the consultant mentioning the reason for the same.
<u>Monthly Attendance</u>	<p>1. Monthly Attendance of consultants: The monthly attendance of the consultants shall be processed in the "Monthly Attendance Format" and shall be submitted to HR Division by 12 noon of every last working day of the month. The details of designated signing authorities are as under;</p> <ul style="list-style-type: none">• For Advisors : ED, NHSRC, shall approve and sign the Monthly Attendance Sheet for the Advisors, PAO and consultants (if any) directly reporting in to him/her.• For Sr. Consultants & Consultants: The concerned Advisor / Div. Head / ED shall approve and sign the Monthly Attendance Sheet for Sr. Consultants & Consultants. <p>2. Monthly Attendance of Contractual Staff: An Attendance Register is maintained at reception to record the daily attendance and leave of the Contractual Staff. This is monthly reviewed by HR division for leave record and monthly fee purposes. All absences from the duty should be supported with leave application form, by the concerned staff.</p>
<u>Flexible Timing Policy</u>	<p>A provision for opting flexible work timings has been made to promote a healthy work-life balance for consultants/staff & above. A consultant may obtain an approval from Executive Director through Reporting Head and PAO for availing flexible work timing. Procedure described below will be followed:</p> <ul style="list-style-type: none">• Advisor/ Divisional Head has to ensure that the consultant works for man-hours of 8 hrs 30 mns on all days.• The approval shall be communicated by the Advisor / Divisional Head to HR Division in advance for record keeping purpose.• The flexible work timing option is initially approved for 1 (one) month and can be extended, if deemed appropriate. For short-term duration of flexible timing i.e. upto 5 days, approval of Divisional Head may be taken and intimation is given to the HR Division.



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	<ul style="list-style-type: none">The flexi timing shall be such that the consultant is, on all days, available from 10:00 AM to 04:00 PM in the office.
<u>Leave Policy</u>	<p>For Consultants:</p> <ul style="list-style-type: none">The Leave policy has been rolled out to the existing consultants of NHSRC. For the joiners, it is provided to them at the time of their joining. (Ref: Annexure-1)Leave is credited in advance to the leave account of the consultants – 15 leaves on 1st January of the year and 15 leaves on 1st July of the year. For consultants joining in the mid of the year, it will be calculated on pro-rata basis and shall be credited to their account.The monthly leave data of consultants is recorded by HR Division after receiving Monthly Attendance Sheets from the respective divisions. Overall leave record will be maintained by HR Division after reconciliation with the Secretarial Assistants of the concerned divisions. <p>For Contractual Staff:</p> <ul style="list-style-type: none">The Leave policy has been rolled out to the existing Contractual Staff of NHSRC. For the joiners, it will be provided to them at the time of their joining. (Ref: Annexure-II)Each individual is responsible for submitting the leave details in the approved “Leave Application Form” to HR division to make sure the correct amount of leave balance is maintained in HR Division.No leave shall be en-cashed or carried forward to next year except sick leave. (Ref: Para 3rd of Annex II) <p>If the leave exceeds 5 working days, the consultant needs to submit a note “When I am Away”, mentioning all possible alternate contact details and persons’ name holding charge of work for that time period, to the Reporting Head well in advance.</p>
<u>Consultancy Fee disbursement</u>	On the basis of timely submission of attendance sheet, the Monthly Consultancy Fee is disbursed on the last date of every month after deducting TDS.
<u>Seating Arrangements</u>	Seating arrangement is done by the HR Division in consultation with concerned Divisional Head, prior to the joining of an individual. For any change in the seating arrangement, a written request to PAO will be required from the individual / Divisional Head. The seating arrangements will be changed subject to viability, availability of space and approval of PAO.
<u>Performance Appraisal</u>	<p>NHSRC carries out a two-level annual performance appraisal review in a calendar year. This process is carried out in two stages i.e in July and in January. The first performance review is done in July and on the basis of mid-year review, the final appraisal is done in January after one year of the completion of service. The appraisal form is filled by the consultant in the standard format, which is reviewed and appraised by the Supervisor & Executive Director. A record of the same is to be maintained by supervisor.</p> <p>Annexure:</p> <ul style="list-style-type: none">(i) Annexure III – Mid-Term Appraisal Form(ii) Annexure III A - Annual Appraisal Form



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<u>Staff Learning & Development Policy</u>	NHSRC believes in enhancing learning and development skills of its staff members. A standing Staff Learning Committee is in place for this purpose. Learning & Development needs of the staff members are analyzed during regular interactions and appraisal meetings by the Divisional Heads and the details are shared with Staff Learning Committee. The need analysis are done by the committee members and training/learning sessions are organized within the Organization or outside.
<u>MoH&FW Pass</u>	All Advisors, PAO and the Senior consultants who are nominated by the ED / Advisor shall be eligible to a Ministry Pass. Procedure described below is to be followed: <ul style="list-style-type: none">• Advisor would need to take necessary approval from ED through PAO for issuance of the Ministry Pass.• Once the necessary approvals are in place, Consultant Admin shall process the request with concerned department in the Ministry.• Utmost care is to be taken for safeguarding the issued pass. On the loss of the Pass, an FIR is to be registered at nearest Police Station and the same is to be informed to PAO in writing immediately.• Appropriate action shall be taken by the competent authority against the individual found misusing the MoH&FW Pass.
<u>Confidentiality and Non-disclosure Policy</u>	As part of your normal duties you will obtain, or have access to, confidential information concerning the Organization. Under no circumstances is any use to be made of this information except for purposes directly related to furthering the work objectives of the Organization, as provided within the terms of your delegated authority. In the event of your leaving the Organization, all confidential information and material in your possession must be returned to the Organization and continued confidentiality maintained. If you have any doubt as to whether information is confidential, please obtain your Divisional Head's approval prior to disclosure.
<u>Inland Travel Policy</u>	Please <i>Ref: Annex-IV</i>
<u>Foreign Travel Policy</u>	Consultant, who receives invitation from foreign University / organization, for presenting papers, attending meeting / workshops / seminars and wishes to travel abroad, would require to submit the following documents as soon as possible to take necessary approval on the file from the Executive Director through concerned Advisor / Reporting Head and PAO. Following documents are required to be placed in the file: <ol style="list-style-type: none">1. Copy of Invitation Letter2. Travel Itinerary3. Leave Application4. Request letter for issuance of NOC for Visa purposes, if required.



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	<p>5. Source of Funding. NHSRC shall not bear or reimburse any expenses incurred towards the foreign travel. <i>Contd...</i></p> <p>In case, if the consultant/ Divisional Head is receiving repeated invitation letter personally, the consultants need to take the approval of the Reporting Head and Executive Director prior to any further intimation, confirmation or correspondence made with the organizers.</p>
<u>Extension/ Cessation of Contract</u>	<p>A consultant's contract may be renewed / extended, subject to satisfactory performance (as reflected in Annual Appraisal Review form) and recommendation from the concerned Advisor / Reporting Head. The HR Division shall initiate the process for Extension/ Cessation of the contract 60 days prior to the date of ending of the Contract. The extension letter in original will be handed over to the Consultant 15 days before the expiry of his/her contract.</p> <p>If a Consultant is not performing to the expectation of the Organisation, he/she can be given a maximum of two formal warnings with a gap of 3 months to improve the performance. If the performance is not improved, the contract will not be extended.</p>
<u>Issuance of Miscellaneous Certificates</u>	<p>A. NHSRC may issue letters for the purposes of opening of Bank Account in SBI, NIHFV Campus, for out station candidates joining NHSRC or for visa purposes only.</p> <p>B. NHSRC shall not issue any letters for the purpose of applying for Passport / Driving License / Voter ID card / Mobile-Land Line phone Connections / Adhaar Card/ Gas Connections / Bank Loan / Credit Card Purposes etc.</p>
<u>Candidate Referral Policy</u>	<p>NHSRC welcomes the staff members referring candidates for vacant positions. The staff member may ask their acquaintances to apply as and when the vacancy is advertised by NHSRC. Selection will be done purely on merit basis.</p> <p>No reward of any kind will be given to the staff member referring the candidates.</p>
<u>Internal Transfer</u>	<p>NHSRC gives preference to internal transfers to and from its branches.</p> <ul style="list-style-type: none">• The internal movements will be possible for Consultants fulfilling the eligibility criteria.• For internal movement against a vacancy at NHSRC or RRC-NE, the consultant must have completed at least 2 years in the organization, subject to the consent of the Reporting Officer/Divisional Head and approval of the Executive Director.• No relocation expenses will be borne or reimbursed by NHSRC.
<u>Personal Information Update Form</u>	<p>In case of any change in the personal profile of the staff member, a form is to be filled by the individual and submit the same to the HR Division for record updation immediately. Every year in the month of January, the individual is responsible to cross verify with HR Division that their personal information is up-to-date. (Ref: Annexure V)</p>



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<u>Work From Home Policy</u>	<ul style="list-style-type: none">• Advisors/ Sr. Consultants can be allowed to work from home normally for 2-3 working days in a month. In case, the requirement is for more than 3 days, then the individual needs to take an approval of Reporting Head and Executive Director.• Advisors/ Sr. Consultants would need to inform and take approval from the Reporting Head at least 1 day in advance. The request and the approval will be communicated by the Reporting Head to HR Division on the same day for record keeping purpose.• The approval has to be in the form of e-mail.• The approval on the request is purely on the discretion of Reporting Head.• The Reporting Head will inform the HR Division about the individual's working from home.• Working from home by an individual will be considered as working day.• Reporting Head will ensure that fixed deliverables will be given to the individual and the output of the assigned task will be assessed the following day. <p>Advisor/ Sr. Consultant can be called to report in office at any point of time even after the approval on working from home is granted.</p>
<u>Policy against Sexual Harassment</u>	<p>NHSRC believes in a positive work environment centered on its values and requires the effort of all to create a culture where consultants can work together without fear of sexual harassment. The policy aims at ensuring that the entire workforce maintains appropriate standards of office and personal conduct with colleagues, stakeholders and with the public at large. It is the intention of the Organization to take all necessary actions required to prevent, correct and if necessary, discipline behavior which violates this policy.</p> <p>This policy has been enforced to make the work environment free from sexual harassment.</p> <ul style="list-style-type: none">• Sexual harassment may be one or a series of incidents involving unsolicited and unwelcome sexual advances, requests for sexual favours, or any other verbal or physical conduct of sexual nature.• An individual has a personal responsibility to ensure that his/her behavior is not contrary to this policy.• The organization has constituted a Sexual Harassment Complaint Committee for redressal of sexual harassment complaint (made by the victim) and for ensuring time bound resolution of such complaints. <p>The Committee will consist of:</p> <ul style="list-style-type: none">• One Advisor• One Sr. Consultant• An independent representative (woman) <p>At least two committee members should be women.</p> <ul style="list-style-type: none">• Corrective measures, as decided by the Committee, shall be taken if the allegations are proved to be bonafide. Such action(s) may include written or verbal warnings, suspension, and termination.• False accusation of sexual harassment or other unlawful behavior can be damaging



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	<p>to an accused staff member and disruptive to NHSRC's operations. Thus, intentional misuse / abuse of this policy will also result in strict disciplinary action against the staff member misusing / abusing the policy.</p>
<u>Grievance Redressal Policy</u>	<p>The objective of the Grievance resolution procedure is to provide consultants of the NHSRC with an easily accessible mechanism for settlement of their individual grievances and adopt measures for expeditious settlement of the grievances. This would in turn lead to increased satisfaction, resulting in improved productivity and efficiency.</p> <ul style="list-style-type: none">• Consultants are expected to first discuss their grievance with their Reporting Head. In case, if they fail to reach a satisfactory solution, the staff member wants to take his grievance to the Grievance Committee, he/she is required to forward his grievance to PAO in writing which should include account of efforts made to resolve the grievance at the level of Reporting Head. The PAO shall forward the matter to Grievance Resolution Committee (GRC).• NHSRC has constituted a Grievance Resolution Committee which consists of the following members:<ul style="list-style-type: none">• One Advisor• One Sr. Consultant• HRM <p>At least one of the committee members should be woman.</p> <ul style="list-style-type: none">• Grievance Resolution Committee will communicate their recommendation to the Executive Director within reasonable timelines.• All complaints will be treated with utmost confidentiality and sensitivity. The 'Principles of Natural Justice' would be followed during the procedures.• The decision of the Executive Director would be final.
<u>Zero Tolerance Policy</u>	<p>To establish an atmosphere which promotes a congenial and healthy environment, NHSRC has adopted a policy of courteous behavior. In view of this the organization has nil tolerance to certain misbehaviors'</p> <p>Please report conduct that is unacceptable while keeping in mind that we must be tolerant of other people in general. Also, conduct that is especially outstanding or refreshing should be reported.</p> <p>Commendable</p> <ul style="list-style-type: none">• Courteous behavior towards peers• Use of gentle language• Being helpful• Fulfillment of commitments• Provide best efforts in generating quality of work



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	<ul style="list-style-type: none">• Work in the interest of the Organization Unacceptable <ul style="list-style-type: none">• Submission of false personal details• Theft, fraud, dishonesty• Involvement in criminal offence• Acting in any manner prejudicial to the interest of the Organization• Breach of any provisions of Terms & Conditions of Contract• Misbehavior with Colleagues or Seniors Zero Tolerance <ul style="list-style-type: none">• Any sexual Misdemeanor• Any sort of physical violence at place of work.
<u>Exit Policy</u>	<u>Resignation:</u> <ul style="list-style-type: none">• A consultant, who wishes to submit his /her resignation, has to submit the same in hard copy, addressed to Executive Director, NHSRC. It is mandatory to serve a notice period of 30 days.• On the last working day, the Consultant has to complete the necessary exit formalities. An Exit form is to be filled and clearance is to be taken from various deptts. After getting the necessary clearances the Consultant needs to submit the form to HR Division for full & final settlement.• Resignation letter submitted on an email shall not be considered. <u>Notice Period Waive Off :</u> <p>It is solely discretion of the Executive Director to waive off the Notice Period fully or Partially.</p> <p>Similar action is to be taken if the Consultant is leaving the organization due to cessation of Contract.</p>
<u>Release of Full & Final amount and Issuance of Reliving Certificate</u>	<ul style="list-style-type: none">• The Full & Final settlement of the consultant, leaving the organization, will be disbursed by cheque within 15 days of consultant leaving the organization (subject to completion of exit formalities).• Reliving Letter shall be issued to the individual along with the release of Full & Final settlement amount by the HR Division.
<u>Administration Policies</u>	<u>1. STATIONERY PROCUREMENT</u> <ul style="list-style-type: none">• Consultant needs to co-ordinate with Deptt. Coordinator/ Secretarial Assistant for procurement of stationery. The request can be raised weekly or whenever required urgently. <u>2. VISITING CARDS</u> <ul style="list-style-type: none">• All consultants and above, working in the Technical & Admin division, shall be provided with Visiting Cards. The Secretarial Assistant of the concerned division shall forward the request for printing of visiting cards to the Consultant-Admin for printing in writing with desired information.



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3. LOST & FOUND POLICY

- Any unclaimed item found by an individual, inside or outside the office premises of NHSRC but within the premises of NIHFWS campus, he/she needs to intimate the Admin division about the unclaimed article found.
- All the lost & found items data is entered in the log book and the lost items are kept in safe custody of PAO.
- The Administration division will circulate an internal e-mail informing about the unclaimed object found. If the object is found outside the premises of NHSRC, the administration shall copy the e-mail to Director NIHFWS as well.
- If the ownership of the unclaimed object is established, all efforts shall be made by the Admin Division, to hand-over the article to the individual. The article shall remain in the custody of Admin division for a maximum period of 3 months, if the article is not claimed by the owner within the specified time frame; NHSRC shall reserve the right to dispose of the article without citing any explanation.
- In order to claim a lost item, the owner must describe as closely as possible the lost item. If the ownership of Lost & Found article has been established, the article shall be handed-over to the owner and he will be required to sign for the receipt of the same.

4. VEHICLE BOOKING

- The consultants may avail the facility of using office vehicles for official use only.
- The consultant may request for an office vehicle by filling up Vehicle Request Form, duly signed and approved by Reporting Officer (**Ref: Annex V**).
- In normal circumstance, a minimum of 24 hrs advance intimation is to be given to Admin division to arrange the vehicle. But if the vehicle is required on urgent basis, a minimum of one hour advance intimation needs to be given to Admin division to arrange the vehicle.
- In case if the notice is shorter than one hour, then, the Consultant may hire a taxi (as per the entitlement) after obtaining telephonic approval from PAO keeping Advisor/ Div head informed.
- If the destination and time of two requisitions is same, then, they can be clubbed on one vehicle.
- A vehicle will be provided from office and the individual will be dropped at office after the completion of office work.

5. DAMAGE TO OFFICE PROPERTY

- Staff members are required to take due care of the assets provided to them for office use.
- Damage due to willful negligence or willful carelessness to property or to any asset of the establishment, would make NHSRC to take action against such act performed by the individual.
- To resolve the issues related to the damage to office property, PAO takes the



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	<p>final decision after consulting with the concerned Advisors/Sr. Consultants.</p> <ul style="list-style-type: none">• The individual needs to give an explanation, with all possible references, about the occurrence of incidence to PAO.• PAO, then, will share the outcome with the Executive Director for his concurrence.
<u>IT POLICIES</u>	<p>1. <u>IT EQUIPMENTS</u></p> <ul style="list-style-type: none">• The consultant is required to carry his/ her own laptop, data card etc for official use. The reimbursement for data card usage is done on monthly basis, on timely submission of bills and as per the entitlement. <p>2. <u>USE OF INTERNET</u></p> <ul style="list-style-type: none">• When the asset is provided by NHSRC, the installation of any additional software is strictly prohibited. The generally used softwares like pdf, free antivirus etc. can be installed but with full involvement of IT Executive.• Access to sites that contain obscene, hateful, unlawful, violent or otherwise illegal material is prohibited.• Stealing, using, or disclosing someone else's password without authorization is strictly prohibited.• Downloading, copying or pirating software and electronic files that are copyrighted or without authorization is not allowed.

****Annexure(s) Overleaf***

1. Annexure I – Leave Rules (Consultants)
2. Annexure II – Leave Rules (Contractual Staff)
3. Annexure III – Mid-Term Performance Appraisal Form
4. Annexure III A – Annual Performance Appraisal Form
5. Annexure IV – Inland Travel Policy
6. Annexure V – Personal Information Update Form
7. Annexure VI – Vehicle Requisition Form



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Annexure-1

LEAVE RULES (Consultants)

1.1 Consultants (which is used to denote all technical staff) have considerable flexibility in work timings and days as per their Assignment / Task Framework. The respective Heads / Advisors are to ensure that the conduct of work and its execution allows for sufficient freedom for Work-Life balance. In that case,

- Ordinarily on an average 20 days of working per month is available and required for each consultant.
- Consultant has flexible timings provided work is delivered on time.

Job deliverables within time frames are to be fixed.

Ordinarily therefore no leave shall be admissible for consultants and cannot be claimed as a right. However, deriving from the 20 days of working principle, work allocation and assignments must be given such that a maximum of 30 days leave in a calendar year may be considered for each consultant to cater for personal needs including medical, maternity or paternity related, and other family or personal reasons. In case, the Consultant wishes to undertake any Assignment on remunerative basis with Organization other than NHSRC, prior permission needs to be taken.

1.2 Proportionate reductions in Consultancy Fee Payment: In addition, the experts / staff of the NHSRC headquarters and its branch offices may avail of proportionate reduction in consultancy fee (in exceptional circumstances. This could include consultancies with external agencies where the consultancy is deemed to be



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of value to building of skills and work experience of the concerned staff member. This can be sanctioned after recording reasons in writing by:

- The concerned Director in case of experts / staff in a branch office
- Executive Director in respect of staff of NHSRC headquarters, New Delhi and Director of a Branch office, and
- Chairperson of the Executive Committee in case of Executive Director.

Permission for attending workshops / seminars and other programmes for skill development or improving qualifications would be sanctioned as part of the assignment if it is needed. If not proportionate reductions in consultancy fee would apply.

1.3 In exceptional circumstances, when there is a request of maternity leaves by a consultant at NHSRC, following leave rule may be permissible:

- A. Available entitled leave for the year, crediting leaves of both halves of the year as paid leaves.
- B. 60 days of leave without pay, if required by the consultant.

Annexure-II

LEAVE RULES (Contractual Staff)

1. **Earned Leave:** Those on Contractual appointments shall be entitled to one month's leave in a year. This Leave is earned on a monthly basis, 2.5 days per month and accumulates to 30 days in a year. A weekend or a holiday may be added at both ends while availing this leave. However, Weekends and Holidays falling during a period of Earned Leave are counted as part of Earned Leave. Any leave outstanding at the end of the calendar year / tenure / contract period cannot be carried forward to the subsequent year nor can be en-cashed.
2. **Casual Leave:** Casual leave of up to a maximum of 08 working days per year may be available to all on Contractual appointments. Casual leave may be availed in half days but cannot be availed for more than 2 days at a time. Also, a weekend or a holiday may be added at both ends while availing casual leave, but such period shall be limited to a maximum of 4 days at a stretch. Weekends and Holidays falling during a period of Casual Leave are not counted as part of Casual Leave. Such leave also cannot be carried forward to the subsequent year nor can be en-cashed.
3. **Sick Leave:** Ten days per year calculated from the date of joining. Sick leave may be availed in half days if needed but sick leave in excess of 3 days shall have to be supported by a certificate from a registered medical practitioner. Sick leave cannot be en-cashed. It can be carried over for upto maximum 20 days, but such carried over leave is only applicable only for hospitalization.
4. **Special Leave:** Where essential, women staff can avail 6 additional days of special leave per annum, one day at a time and not exceeding one day per month. Such leave can be availed by



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either pre-fixing or suffixing with any holiday/s or weekends. However, such leave cannot be carried forward to the subsequent year nor can be en-cashed.

5. **Maternity / Paternity leave:** Married persons working with NHSRC or its branch offices may be allowed to avail up to three month's maternity leave or one month's paternity leave, as the case may be, provided that this facility will be available only to those persons who have completed at least one year in the NHSRC headquarters, New Delhi or the branch office of the Society, as the case may be. The paternity leave has to be utilized at the time of birth (where no further permission is requires) or at a period agreed to with the reporting officer at the time of birth.

**All the above leave (Except Maternity / Paternity Leave) are calculated on a prorate basis for Individuals joining duty during the middle of a year and may avail Leave proportionately.*

Annexure-III

NATIONAL HEALTH SYSTEMS RESOURCE CENTRE



(MID-TERM PERFORMANCE APPRAISAL)

Employee's Particular



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Name:

Designation:

Date of Joining the Organization:

Date of joining the Current Designation:

Activity

Distribution of APA forms

Self Evaluation

Appraiser's evaluation

Final review by the Reviewer/HR

Feedback to the employee

GENERAL GUIDELINES

PURPOSE:

- To assess the performance of an employee against the Key Deliverables
- To identify employee's strength and areas of improvement
- To serve as one among various inputs for career development planning
- To provide inputs for compensation decisions

PROCEDURE FOR EVALUATION:

Self evaluation: Each employee will receive the Appraisal forms through his immediate senior officer. After filling Part A of the form, it is to be returned to the appraiser by 18th December 2013.

Performance Evaluation dialogue: The superior, who is the appraiser, is required to schedule a discussion with the appraisee for performance evaluation. Performance of the entire period to be reviewed against agreed deliverables.

Superior evaluation: After the dialogue, the evaluator will assess the performance of the evaluatee and put his views in Part B of the form.

Where an employee has worked under two or more superiors in any financial year, the appraisal will be done by the reporting officer subject to the minimum service under the appraiser being six months.



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Otherwise, the appraisal will be done by the earlier reporting manager. Where the earlier reporting manager has left the service of the organization and the Evaluator- evaluate relationship is less than six months, the appraisal will be jointly done by the current reporting manager and his functional head.

Final review by the Reviewer- The appraiser and the reviewer will fill the performance ratings in Part C

Feedback to the employee : This is a very important step of the cycle whereby the appraiser is given feedback by his appraiser on his annual performance and also about his strength and areas of improvement. This is to be done after the whole process is over i.e. after appraiser evaluation and Moderation of scores.

Appraise comments: The employee, after receiving the feedback, writes his comments in Part D and signs the APA forms.

PART A

SELF EVALUATION

Please list your Key deliverables for the year as specified in the annual work plan initiatives. Against each, mention your actual achievements (and constraints, if any) on each deliverable. (Also, mention other deliverables that were assigned/ taken up during the course of the year).

Sr. No.	Key Deliverables	Achievements



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Signature of the Appraiser:

Date:

The above format is to be used, but as space would be inadequate, takes as many sheets as required.

Other areas of Contribution (Area which are not covered above)

Please mention constraints in your work during the review period



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PART B

(To be filled in by Appraiser)

I. PERFORMANCE SUMMARY AND TREND (Summarize your view of appraisee's accomplishments and comment on performance trend during the past year)

II. STRENGTHS (Describe appraisee's strengths and how they have contributed to the current assignments)



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III. ACTION FOR PERFORMANCE ENHANCEMENT (Identity specific areas needing improvement and development actions you feel would enhance the appraisee's current or further performance)

PART C

(FEEDBACK FORM)

Strength:

Area of Improvement:

(Signature of the Appraiser)



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Comments of the appraise:

(Signature of the Appraise)

Annexure-III A

NATIONAL HEALTH SYSTEMS RESOURCE CENTRE



(ANNUAL PERFORMANCE APPRAISAL)

Employee's Particular



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Name:

Designation:

Date of Joining the Organization:

Date of joining the Current Designation:

Activity

Distribution of APA forms

Self Evaluation

Appraiser's evaluation

Final review by the Reviewer/HR

Feedback to the employee

GENERAL GUIDELINES

PURPOSE:

- To assess the performance of the staff member against the Key deliverables
- To identify the staff member's strength and areas of improvement
- To serve as one among various inputs for career development planning
- To provide inputs for compensation decisions

PROCEDURE FOR EVALUATION:

Self evaluation: Each staff member will receive the Appraisal forms through his immediate senior officer. After filling Part A of the form, it is to be returned to the appraiser by

Performance Evaluation dialogue: The superior, who is the appraiser, is required to schedule a discussion with the appraisee for performance evaluation. Performance of the entire period is to be reviewed against agreed deliverables.

Superior evaluation: After the dialogue, the evaluator will assess the performance of evaluatee and put his views in Part B of the form.

Where the staff member has worked under two or more superiors in any financial year, the appraisal will be done by the reporting officer subject to the minimum service under the appraiser being six months.

Otherwise, the appraisal will be done by the earlier reporting manager Where the earlier reporting manager has left the service of the organization and the Evaluator- evaluatee



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relationship is less than six months, the appraisal will be jointly done by the current reporting manager and his functional head.

Final review by the Reviewer- The appraiser and the reviewer will fill the performance ratings in Part C

Feedback to the employee : This is a very important step of the cycle whereby the appraisee is given feedback by his appraiser on his annual performance and also about his strength and areas of improvement. This is to be done after the whole process is over i.e. after appraiser evaluation and Moderation of scores.

Appraise comments: The employee, after receiving the feedback, writes his comments in Part D and signs the APA forms.

PART A

SELF EVALUATION

Please list your Key deliverables for the year as specified in the annual work plan initiatives. Against each, mention your actual achievements (and constraints, if any) on each deliverable. (Also, mention other deliverables that were assigned/ taken up during the course of the year).

Sr. No.	Key Deliverables	Achievements



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Signature of the Appraiser:

Date:

The above format is to be used, but as space would be inadequate, takes as many sheets as required.

Other areas of Contribution (Area which are not covered above)

Please mention constraints in your work during the review period



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PART B

(To be filled in by Appraiser)

I. PERFORMANCE SUMMARY AND TREND (Summarize your view of appraisee's accomplishments and comment on performance trend during the past year)

II. STRENGTHS (Describe appraisee's strengths and how they have contributed to the current assignments)

III. ACTION FOR PERFORMANCE ENHANCEMENT (Identify specific areas needing improvement and development actions you feel would enhance the appraisee's current or further performance)



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PART C
(To be filled in by Appraiser and Reviewer)

PLEASE READ THE GUIDELINE FOR PERFORMANCE RATING		
Please Tick on the rating (which ever and corresponding to the circle the score applicable)		
CHARACTERISTICS	RATINGS	
	BY APPRAISER	BY REVIEWER



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<p>1. JOB COMPETENCE/ PROFESSIONAL KNOWLEDG Consider</p> <ul style="list-style-type: none"> Subject Knowledge about his/her sphere of work Relevant knowledge & practical approach, adaptability to needs Knowledge about organization of work in their Domain 	<p style="text-align: center;">RATING</p> <table style="margin-left: auto; margin-right: auto;"> <tr><td style="text-align: right; padding-right: 5px;">D</td><td style="border: 1px solid black; width: 40px; height: 20px;"></td></tr> <tr><td style="text-align: right; padding-right: 5px;">C</td><td style="border: 1px solid black; width: 40px; height: 20px;"></td></tr> <tr><td style="text-align: right; padding-right: 5px;">B</td><td style="border: 1px solid black; width: 40px; height: 20px;"></td></tr> <tr><td style="text-align: right; padding-right: 5px;">A</td><td style="border: 1px solid black; width: 40px; height: 20px;"></td></tr> </table>	D		C		B		A		<p style="text-align: center;">RATING</p> <table style="margin-left: auto; margin-right: auto;"> <tr><td style="text-align: right; padding-right: 5px;">D</td><td style="border: 1px solid black; width: 40px; height: 20px;"></td></tr> <tr><td style="text-align: right; padding-right: 5px;">C</td><td style="border: 1px solid black; width: 40px; height: 20px;"></td></tr> <tr><td style="text-align: right; padding-right: 5px;">B</td><td style="border: 1px solid black; width: 40px; height: 20px;"></td></tr> <tr><td style="text-align: right; padding-right: 5px;">A</td><td style="border: 1px solid black; width: 40px; height: 20px;"></td></tr> </table>	D		C		B		A	
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<p>2 WORK OUTPUT/ RESULT ORIENTATION Consider</p> <ul style="list-style-type: none"> Output in terms of cost, quality time & quantity Reliability, dependability & orientation towards Delivering results. Willingness to take additional responsibility Initativeness & Innovativeness End-user Orientation Work under pressure 	<p style="text-align: center;">RATING</p> <table style="margin-left: auto; margin-right: auto;"> <tr><td style="text-align: right; padding-right: 5px;">D</td><td style="border: 1px solid black; width: 40px; height: 20px;"></td></tr> <tr><td style="text-align: right; padding-right: 5px;">C</td><td style="border: 1px solid black; width: 40px; height: 20px;"></td></tr> <tr><td style="text-align: right; padding-right: 5px;">B</td><td style="border: 1px solid black; width: 40px; height: 20px;"></td></tr> <tr><td style="text-align: right; padding-right: 5px;">A</td><td style="border: 1px solid black; width: 40px; height: 20px;"></td></tr> </table>	D		C		B		A		<p style="text-align: center;">RATING</p> <table style="margin-left: auto; margin-right: auto;"> <tr><td style="text-align: right; padding-right: 5px;">D</td><td style="border: 1px solid black; width: 40px; height: 20px;"></td></tr> <tr><td style="text-align: right; padding-right: 5px;">C</td><td style="border: 1px solid black; width: 40px; height: 20px;"></td></tr> <tr><td style="text-align: right; padding-right: 5px;">B</td><td style="border: 1px solid black; width: 40px; height: 20px;"></td></tr> <tr><td style="text-align: right; padding-right: 5px;">A</td><td style="border: 1px solid black; width: 40px; height: 20px;"></td></tr> </table>	D		C		B		A	
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CHARACTERISTICS	RATINGS	
	BY APPRAISER	BY REVIEWER



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<p>3. MANAGEMENT OF WORK/ INCLUDING LEADERSHIP AND HR MANAGEMENT</p> <p>Consider</p> <ul style="list-style-type: none"> Planning and Organizing work without losing track of cost time, safety & quantity. Proper delegation and control Emphasis on problem solving & efficiency Mobilizing resources Decision making Relationship with other departments Getting work done from subordinate Infusing confidence in His/ Her Team Developing Sub-ordinates Relationship with peers, superiors & sub-ordinates Gender sensitivity Equity Sensitivity 	<p style="text-align: center;">RATING</p> <p>D <input style="width: 80px; height: 20px;" type="text"/></p> <p>C <input style="width: 80px; height: 20px;" type="text"/></p> <p>B <input style="width: 80px; height: 20px;" type="text"/></p> <p>A <input style="width: 80px; height: 20px;" type="text"/></p>	<p style="text-align: center;">RATING</p> <p>D <input style="width: 80px; height: 20px;" type="text"/></p> <p>C <input style="width: 80px; height: 20px;" type="text"/></p> <p>B <input style="width: 80px; height: 20px;" type="text"/></p> <p>A <input style="width: 80px; height: 20px;" type="text"/></p>
<p>4. COMMUNICATION & TEAM WORK</p> <p>Consider</p> <ul style="list-style-type: none"> Clarity in written expression Clarity in oral expression Understanding & presenting facts & figures Sharing information with all levels of people Relationship building & networking outside the organisation Sensitive team player Willing to seek as well as give support Display consideration and respect for others Exhibition of commitment to group goals Willingness to share Knowledge, Experience, Resources. 	<p style="text-align: center;">RATING</p> <p>D <input style="width: 80px; height: 20px;" type="text"/></p> <p>C <input style="width: 80px; height: 20px;" type="text"/></p> <p>B <input style="width: 80px; height: 20px;" type="text"/></p> <p>A <input style="width: 80px; height: 20px;" type="text"/></p>	<p style="text-align: center;">RATING</p> <p>D <input style="width: 80px; height: 20px;" type="text"/></p> <p>C <input style="width: 80px; height: 20px;" type="text"/></p> <p>B <input style="width: 80px; height: 20px;" type="text"/></p> <p>A <input style="width: 80px; height: 20px;" type="text"/></p>

CHARACTERISTICS	RATINGS	
	BY APPRAISER	BY REVIEWER



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5. ATTITUDE Consider <ul style="list-style-type: none"> Dependability & Integrity Approach to work Approach to people Approach to organisation i.e. ability to identify with dept. & organization goals & objectives Zest & Zeal Willingness to listen, learn, discuss, be participatory. 	D C B A	RATING <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	D C B A	RATING <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
6. ANY OTHER (Please Specify)	D C B A	RATING <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	D C B A	RATING <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>

Appraiser's Comments on overall performance and Potential

Performance Potential
 Tick the relevant Choice

Attracts/ assignments of relevant nature from multiple sources. Can do advocacy and manage project independently	Gets assignments of multiple nature. Can do project independently	Can do assignments independently	Can do project with minimal support	Can do project with guidance at every step	Unable to deliver assignment even with guidance

Reviewers Comments on overall performance & Potential



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Performance Potential

Tick the relevant Choice

Volunteer to take the project. An do advocacy and manage project independently	Can do project independently	Can do project with minimal support	Can do project with step by step support

INTEGRITY/DISCIPLINARY ACTION/PROPRIETY

Conduct

Above Board		Questionable	

Disciplinary

Initiated	In Progress	Completed	Findings	No Guilty / Guilty

Signature Rater	Signature Reviewer	Signature of PAO
Name: Date :	Name: Date	Name: Date :

IMPORTANT



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1. The appraiser in all cases will be the immediate supervisor
2. The reviewer in all cases will be Functional/Head of Appraiser
3. In case of difference of opinion between Appraiser and Reviewer in score, the average of the two will be considered.
4. The rating, score and its terminology is as Corresponding under:-

Did not meet performance under most of the counts.	D
Met required performance on most / many counts	C
Met required performance level	B
Exceeded required performance level(Excellent)	A

PART D



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(FEEDBACK FORM)

Strength:

Area of Improvement:

(Signature of the Appraiser)

Comments of the appraise:

(Signature of the Appraise)

Annexure IV

INLAND TRAVEL POLICY



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The NHSRC & its branch(es) shall follow the existing government rules/norms in respect of TA/DA Reimbursements.

A. Local Travel for official work (Travel within the limits of NCR)

i. Mode of local conveyance for centrally hired vehicles is mentioned as under:

Positions	Approved Mode of Conveyance
ED	Office Vehicle / AC Indigo or equivalent
Advisors / PAO / Sr. Consultants	AC Indica or equivalent
Consultants	Non-AC Indica or equivalent
State Facilitators / Research Associates	Non-AC taxi
Fellow / Intern	Public Bus / Metro/Auto

ii. When public (taxi/auto) transport is used after prior permission, payment/reimbursement would be on actual or as per the approved rates by the Ministry of Transport, NCR Delhi.

B. Outstation Travel (Domestic)

I. Reimbursement of Accommodation & Per Diem (Domestic Travel):

Positions	Reimbursement for Accommodation/per day	Per diem*
ED / Advisor / PAO / Sr. Consultants	upto Rs 5000/-	Rs 750/-
Consultants	upto Rs 3000/-	Rs 450/-
State Facilitators / Research Associates	upto Rs 1500/-	Rs 300/-
Fellow	upto Rs 1000/-	Rs 300/-
Intern	upto Rs 800/-	Rs 300/-

*During visits in following cities, 50% additional per diem may be allowed:

1. Delhi 2. Chennai 3. Kolkata 4. Mumbai 5. Ahmadabad 6. Hyderabad 7. Bangalore.

II. Reimbursement of Mode of Journey (Domestic Travel):

– By Air

Positions	Approved class
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ED/ Advisor	Economy class
PAO / Sr. Consultants	Economy class
Consultants	Economy class
State Facilitators / Research Associates	Economy class

Endeavor is to be made to travel by Air India (AI) as far as practicable. In case of travel by other airline, Secretarial Assistant of the division will take up the request to Consultant Admin referring to necessity for traveling other than AI. Consultant Admin will take up the matter with M o CA for approval. Air Travel will normally be taken if the distance travelled is more than 500 K M .

- By Rail

Positions	Approved class
ED/ Advisor	1AC
PAO/ Sr. Consultants	1AC
Consultants	2AC
State Facilitators / Research Associates	2AC
Fellow / Intern	3AC

- By Road

Position	Approved class
ED/ Advisor	AC bus/ AC taxi
PAO/ Sr. Consultants	AC bus/ AC taxi
Consultants	AC bus/ non AC taxi
State Facilitators / Research Associates	AC bus/ non AC taxi
Fellow	AC bus/ non AC taxi
Intern	Public bus/ shared taxi

*All travel claims are to be settled within 15 days following the end of tour or before the commencement of next journey, whichever is earlier.



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PERSONAL INFORMATION UPDATE FORM

NAME: _____ DESIGNATION & DIVISION: _____

Change in Address (if applicable):

Permanent Address	Present Address (mentioned earlier in HR records)	Change in Address

Change in Marital Status (if applicable):

Full Name post marriage (to be filled by female consultants only)	
Date of Marriage	
Name of the Spouse	

Change in contact number: (Mobile/ Landline)

Old: _____ New: _____

EMERGENCY CONTACT

Name (IN BOLD LETTERS): _____ Relationship to You: _____

Address: _____

Contact Number: _____.

Signature:

Date:

Annexure VI

VEHICLE REQUISITION FORM