This manual will serve as tool for fair and transparent people management practice that will serve the vision of Tamil Nadu Rural Transformation Project, Government of Tamil Nadu.
Foreward

The Rural Development & Panchayat Raj Department of Government of Tamil Nadu is at the forefront in visioning and implementing a wide array of programmes to improve the lives of the poor in the State.

Tamil Nadu Rural Transformation Project (TNRTP), a specialized agency for economic empowerment, poverty reduction and enterprise promotion by focusing on development through value added economic activities and creation of job opportunities. The Project also acts as an agency to bring convergence between all livelihood enhancement programmes, enterprise promotional programmes in the rural sector and rural empowerment programmes.

To help TNRTP to achieve its vision, it is essential to institutionalize Project management processes that serve as the foundation for Project success. This HR Manual is an attempt to build the institutional capacity of TNRTP and to support Project Management Units at State, District and the staff in their performance.

This manual will serve as a guiding framework that provides transparency in staff life cycle at the Project while guiding us on our roles, responsibilities and entitlements. This will serve as a live document which will change as per the evolution and requirement of the scheme.

I am sure, this manual will serve as an important tool for fair and transparent people management practice that will serve the vision of TNRTP. I warmly appreciate the efforts of the TNRTP team in bringing out this Manual.

Thiru. Hans Raj Verma, IAS
Additional Chief Secretary to Government
Tamil Nadu Rural Development & Panchayat Raj Department
Objectives of HR Policy Manual

The objective of the Tamil Nadu Rural Transformation Project (TNRTP) HR manual is to build an organization that promotes:

- Work place exemplified by mutual respect, trust and open communication
- Shape attitude, behaviour and performance
- Empathy and sensitivity to the disadvantaged
- A culture of excellence
- Integrity that embodies highest, whether mandated or not

Through this HR Manual, we also aim to lay down all rules governing our staff in an open and transparent manner to all staff. We hope that all the staff are aware of its contents, ongoing modification and seek support from the HR, as may be needed.

The information provided in this manual would serve as guidelines and would be subject to change, from time to time as TNRTP grows as an organization. Hence we treat this Manual as a dynamic document.

The designated COO – Project Management, TNRTP shall be the custodian of this policy and responsible for its updation and communication. The final Interpretation of this Policy shall vest with CEO – TNRTP, who may consult with the Executive Committee, at discretion.

We look forward to your initiative and voluntary effort to improve this guiding document that will enable the Project Team to achieve the Project Development Objectives.

Thiru. Praveen P Nair, IAS
Chief Executive Officer
Tamil Nadu Rural Transformation Project
Tamil Nadu Rural Transformation Project – HR Manual

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<tr>
<td>BTL</td>
<td>Block Team Leader</td>
</tr>
<tr>
<td>BU</td>
<td>Block Unit</td>
</tr>
<tr>
<td>CB</td>
<td>Capacity Building</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>COO</td>
<td>Chief Operations Officer</td>
</tr>
<tr>
<td>CTP</td>
<td>Cost To Project (Annual Total Cost towards Salary)</td>
</tr>
<tr>
<td>CV</td>
<td>Curriculum Vitae</td>
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<tr>
<td>DA</td>
<td>Daily Allowance</td>
</tr>
<tr>
<td>DC</td>
<td>District Collector</td>
</tr>
<tr>
<td>DEO</td>
<td>District Executive Officer</td>
</tr>
<tr>
<td>DPMU</td>
<td>District Project Management Unit</td>
</tr>
<tr>
<td>EC</td>
<td>Executive Committee</td>
</tr>
<tr>
<td>ESI</td>
<td>Employee State Insurance</td>
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<tr>
<td>FI</td>
<td>Financial Institution</td>
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<tr>
<td>FTE</td>
<td>Fixed Tenure Engagement</td>
</tr>
<tr>
<td>GB</td>
<td>General Body</td>
</tr>
<tr>
<td>GoTN</td>
<td>Government of Tamil Nadu</td>
</tr>
<tr>
<td>HQ</td>
<td>Headquarters</td>
</tr>
<tr>
<td>HRD</td>
<td>Human Resource Development</td>
</tr>
<tr>
<td>IAS</td>
<td>Indian Administrative Service</td>
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<tr>
<td>ICT</td>
<td>Information Communication &amp; Technology</td>
</tr>
<tr>
<td>JD</td>
<td>Job Description</td>
</tr>
<tr>
<td>KPI</td>
<td>Key Performance Indicators</td>
</tr>
<tr>
<td>KRA</td>
<td>Key Result Area</td>
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<tr>
<td>M&amp;E</td>
<td>Monitoring &amp; Evaluation</td>
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<tr>
<td>MoA</td>
<td>Memorandum of Association</td>
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<tr>
<td>NGO</td>
<td>Non-Governmental Organization</td>
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<tr>
<td>NRM</td>
<td>Natural Resource Management</td>
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<tr>
<td>OD</td>
<td>Organisation Development</td>
</tr>
<tr>
<td>PF</td>
<td>Provident Fund</td>
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<tr>
<td>PSU</td>
<td>Public Sector Unit</td>
</tr>
<tr>
<td>R&amp;S</td>
<td>Recruitment &amp; Selection</td>
</tr>
<tr>
<td>Short Form</td>
<td>Full Form</td>
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<tr>
<td>-----------</td>
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<tr>
<td>RDD</td>
<td>Rural Development Department</td>
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<tr>
<td>SPMU</td>
<td>State Project Management Unit</td>
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<tr>
<td>TA</td>
<td>Travelling Allowance</td>
</tr>
<tr>
<td>TNPVP</td>
<td>Tamil Nadu Pudhu Vazhvu Project</td>
</tr>
<tr>
<td>TNRTP</td>
<td>Tamil Nadu Rural Transformation Project</td>
</tr>
<tr>
<td>TNRTS</td>
<td>Tamil Nadu Rural Transformation Society</td>
</tr>
<tr>
<td>VC</td>
<td>Value Chain</td>
</tr>
<tr>
<td>YP</td>
<td>Young Professional</td>
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</table>
1. Introduction

Tamil Nadu Rural Transformation Project is an initiative of Government of Tamil Nadu, with loan component from World Bank (IBRD) and with an objective to promote rural enterprises, access to finance and employment opportunities in selected blocks of Tamil Nadu.

The Project calls for high human interface as the fundamental process of achieving the results, building entrepreneurship culture among the rural poor. Therefore, the quality of human resources involved in the Project plays a vital role in successful implementation of the Project.

The Human Resource Manual has been compiled to provide a current source of reference to staff of the Project. This manual is intended to assist management in the delivery of human resource policies, services, programmes and practices in a fair, equitable, and consistent manner for sourcing, developing, retaining and ensuring performance of the TNRTTP team at all levels.

This Manual is applicable for all direct employment contracts both full time and part time and is not applicable for outsourced and deliverables based contract assignments.

1.1 Contents Covered

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<th>Onboarding and Induction</th>
<th>Competitive Compensation</th>
<th>Performance Management</th>
<th>Staff Administration</th>
<th>Conduct &amp; Ethics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Organisation Structure</td>
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<td>• Benchmarked Compensation</td>
<td>• Goals and Alignment</td>
<td>• Movement and Transfers</td>
<td></td>
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<tr>
<td>• Manpower Planning</td>
<td>• Role Expectations</td>
<td>• Annual Revision Cycle</td>
<td>• Performance Feedback and Rating</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Recruitment Policy</td>
<td>• and KRAs</td>
<td>• Performance Pay / Incentive</td>
<td>• Individual Development Plan</td>
<td></td>
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<tr>
<td>• Selection Process</td>
<td>• Workplace, Tools and Processes</td>
<td>• Salary Process</td>
<td>• Time and Attendance</td>
<td></td>
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<tr>
<td>• Contracts &amp; Terms</td>
<td>• Project Training</td>
<td></td>
<td>• Travel Policy</td>
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</table>

1.2 Preamble to HR Manual

1. The HR Manual enumerates the guidelines, policies and processes that facilitate in achieving the Project Development Objectives.
2. HR Manual would put the process in place to ensure the team members of the Project are aligned in terms of skill and attitude to contribute towards Project Development Objectives.
3. The HR Manual strives to build a culture of continuous learning that enhances the Project capability to deliver on all the components of the Project.

4. The HR Manual facilitates a culture of transparency and openness for increased trust and shared knowledge.

5. The HR Manual promotes objectivity as a way of life in the Project in every HR process.

6. HR Manual puts together processes to attract the best talent.

7. The HR Manual strives to drive the Project team towards outcome-oriented practices especially in performance and management.

8. The HR Manual is designed to address the geographic spread of field staff operating areas and its implications in managing them in terms of performance as well as benefits.

9. Though the processes are defined in the Manual, the results still depend on the management staff and leadership in effective HR Management.

10. The HR Manual strives to encourage good conduct and ethics across the implementation lifecycle among the Project team members. Any misconduct or unethical practices are not to be tolerated.

11. This Manual helps the TNRTP to avoid any form of discrimination in people management especially in terms of gender, caste, religion, language or disability.

12. The HR Manual strives to build high level of accountability and ownership among the team members of the Project across all levels.

1.3 Factors and Imperatives

Legacy
The Project is built on legacy of various initiatives by different Projects particularly in building community based organizations. However there is a shift in perspectives and approach to community from livelihood to enterprise development perspective. The HR processes are developed keeping this factor and its implications in mind.

The Project leadership and management are invited to carry forward this perspective in every walk of people management over Project period from pre-planning phase until exit.

Talent Pool
The Project is focused on creating an enabling ecosystem for rural enterprise promotion and for that purpose will acquire the best talent from the open market in enterprise development sector. The teams especially at leadership levels – both at the State and the district, will have expertise in various aspects of enterprise and entrepreneurship development and will preferably be from reputed Tier 1 and Tier 2 management institutes. The Tier 1 and Tier 2 institutes will be determined based on NIRF rankings of Ministry of Human Resources Development and also reputed institutes specializing in fields of Rural Development & Management.
Various development Project teams have done extensive work in the same districts where TNRTP is envisaged, best of whom may join the Project as a part of the team or as technical advisors. This Project plans for capacity building on enterprise promotion and entrepreneurship development skills for the team selected from other similar Project teams. Availability and ability to attract and retain the resources is imperative for successful Project implementation. The HR Manual keeps this challenge in perspective.

**Gender-Just Workplace**

Talented women are increasingly vital to the success of the Project. Building trust is used as a strategy for increasing their retention, where every woman works with confidence and conviction for their career aspirations. A host of policies and infrastructural support is also required, which are designed to provide women staff with a seamless work environment.

**Competency**

The relationship and interaction style between the community and Project team needs to nurture entrepreneurial spirit. Competency to build entrepreneurship attitude and skills among these households is a vital success factor.

This document provides for mentoring and capacity building so that the Project staff is capable of interacting positively with the community.

**Openness**

The Project delivers most of the core resources for economic participation through convergence and partnership with Government departments, financial institutions and private sector. The Project teams across levels require deeper levels of openness to learn and collaborate with such convergence and partnership opportunities. The people management processes incorporates the need for openness to learn and collaborate.

### 1.4 General Definitions

- **State Society**: Tamil Nadu Rural Transformation Society and all its offices at State.
- **District Society**: District Rural Transformation Society and all its offices at Districts.
- **Project**: TNRTP (Tamil Nadu Rural Transformation Project) implemented in 120 selected blocks of 26 districts of the State through Tamil Nadu Rural Transformation Society (TNRTS).
- **Government**: The Government of Tamil Nadu.
- **Department**: Rural Development & Panchayat Raj.
- **Staff**: Individuals engaged/appointed to posts on contract or deputation. This will not include outsourced services.
- **Outsourcing staff**: Staff engaged for the project by an identified outside agency which will pay to them, based on agreement between the project and the agency.

Definitions of Specific Terms are detailed in respective chapters in this Document.
1.5 Amendments to this Manual

i. All policy and budget impact amendments should have Executive Committee approval.

ii. All process and administrative amendments should have the Chief Executive Officer approval.

2. TN RTP Implementation Structure

The Project follows the State, District and Block level management, implementation and monitoring arrangements and are described below.

2.1 State Project Management Unit (SPMU)

The TN RTP has set up a SPMU that is directly responsible for the implementation of the Project. The SPMU is headed by a Chief Executive Officer (CEO) and holds responsibility of implementation, oversight and monitoring of the Project interventions. The SPMU will have two units as mentioned below:

i) Project Implementation Unit is headed by a Chief Operations Officer – Project Implementation (COO-Project Implementation) and is directly responsible for implementation of Project interventions. The unit has multi-disciplinary teams comprising of thematic experts and is accountable for various Project activities under Project components. This unit is responsible for executing activities in a time-bound manner to deliver outputs in a qualitative manner. This unit would comprise of experts from fields including Planning & Value Chain Strengthening, Enterprise Promotion, Financial Institution Linkages, Business Plan Financing, Skills and Innovation and Partnerships.

ii) Project Management Unit headed by a Chief Operations Officer – Project Management (COO-Project Management) has functions that directly support the Project implementation unit to enhance efficiency in the programme implementation. This unit will also be responsible to build and implement systems that help in analyzing the progress of the Project and help taking policy and implementation level decisions based on the information system. The expertise in this unit would be in Financial Management including accounts and audit, Personal and administration, procurement and contracts, Environment and Social Management Framework, Monitoring and Evaluation systems including ICT, and knowledge management.

2.1.1. SPMU Organization Structure

The SPMU Functional Structure is given in the Figure 2.2.1 below:

The leadership roles at the State level i.e. COO and the Associate COOs will be from the reputed Tier 1 institutes like IIM, IRMA, FMS-Delhi, etc and the remuneration for these positions will be competitive as per market rates. The
detailed job description and pay scale of the Project staff, including State Core Team members is summarized in Annexure 1.

Figure 2.2.1

2.2. District Level Implementation Structure
At the district level the responsibility for guiding and facilitating the implementation of the Project is vested with District Rural Transformation
**Society** (District Society). The District Society is governed by the Governing Body and Executive Committee, which is chaired by the District Collector and has representation of district level officials from DRDA, District Industries Centre, Labour and employment, Agriculture, Animal Husbandry, Lead Bank etc.

### 2.2.1 District Project Management Unit (DPMU)

To ensure coordination and review of Project progress at the district level, a District Project Management Unit will be set up which would be responsible for planning, implementation and monitoring of Project activities at the district level, resolving cross cutting implementation issues and maximizing convergence of complementary activities. The DPMU will be the operational and implementation unit of the District Society headed by the District Executive Officer (DEO) and consisting of multi-disciplinary team with experts working on Planning, Value Chain Strengthening & Enterprises, Business Finance, Skills, M&E and Accounts.

**TNRTP will be implemented in 26 Districts. The blocks in these districts will be organized into 24 DPMUs. Karur and Theni districts with only 2 blocks have been merged with Trichy and Madurai DPMU respectively. An additional human resource at the level of Executive Officer (Enterprise) will be provided to these two districts to manage from the neighboring district.**

### 2.3 Block Unit (BU)

At the sub district level, a set of blocks has been identified for Project implementation and a multi-disciplinary team of experts will be hired for implementing the Project in the field. The BU will be headed by a Block Team Leader and a team of 3 Project executives working on Enterprises Development, Skills & Jobs and Accounts & Admin. The Project executives at the block team will work closely with Community Professionals (CPs). The Project will develop Enterprise CPs and Job CPs who will in turn be responsible for providing the last mile link in delivering the Project services to the community.
2.4 DPMU & BU Organization Structure
The organization structure at district level is as in Figure 2.4.1 below:

![Organization Structure Diagram]

Figure 2.4.1
The job description of DPMU and BU Team members is detailed in Annexure 1

2.5 Regional Technical Assistance Group (Experts)
As the Project will implement activities on prioritized commodities under various sectors; there is a need for sectorial thematic experts in the Project implementation teams. The Project will hire thematic experts who will work at the regional level and provide their technical knowledge as and when required. These thematic experts will be of higher order who can offer quality technical knowledge and practices required for the Project. The requirement of these experts will be based on the prioritized value chain and the business proposals that will evolve from the planning process. Therefore, placement of these experts will be flexible, and they will be brought in on a need basis as individual expert consultants on short term or medium-term basis. These experts will be few in numbers but high quality.
2.6 Technical Support Agencies

The Project will enter into various partnerships with a range of institutions including technical and research institution partners such as the Tamil Nadu Agriculture University (TNAU), Auroville Foundation, Madras Institute of Development Studies (MIDS) and Indian Institute of Technology (IIT) etc. There will also be partnerships with technical service agencies to provide support in field implementation in specific thematic areas. All partnerships will be guided through the partnership framework developed by the Project team. Memoranda of Understanding (MOUs) will govern the partnerships or contracts to support implementation, supervision and monitoring of the Project at various levels.

2.7 Young Professionals (YP)

The SPMU nurtures a pool of young professionals whom the Project will hire from premiere academic institutes across the country. These postgraduates/PG students’ who want to pursue Project with TNRTP will be drawn from disciplines like Business Management, Agri-business, Agriculture, Automation, Engineering, Marketing, Finance, etc. These young professionals will be recruited either through campus placement or through open market recruitment annually. Based on requirement, campus recruitment will be conducted periodically by TNRTP to get the YPs on board. YPs who are fulfilling the requisite qualifications will also be hired from the open market through a competitive selection process. A detailed YP policy for recruitment and management of YPs has been included in the HR manual (Chapter 17).

2.8 Reporting Officer Table

<table>
<thead>
<tr>
<th>S No.</th>
<th>Position</th>
<th>Reporting Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>COO</td>
<td>CEO</td>
</tr>
<tr>
<td>2.</td>
<td>Associate COOs in Project Implementation Unit</td>
<td>COO Project Implementation</td>
</tr>
<tr>
<td>3.</td>
<td>Associate COOs in Project Management Unit</td>
<td>COO Project Management</td>
</tr>
<tr>
<td>4.</td>
<td>Deputy COOs</td>
<td>Corresponding Associate COO</td>
</tr>
<tr>
<td>5.</td>
<td>Deputy COO (Environment &amp; Social Development, Procurement, Personnel &amp; Admin)</td>
<td>COO Project Management</td>
</tr>
<tr>
<td>6.</td>
<td>DEO</td>
<td>CEO</td>
</tr>
<tr>
<td>7.</td>
<td>Executive Officer</td>
<td>DEO</td>
</tr>
<tr>
<td>8.</td>
<td>Block Team Leader</td>
<td>DEO</td>
</tr>
<tr>
<td>9.</td>
<td>Project Executives</td>
<td>Block Team Leader</td>
</tr>
</tbody>
</table>
3. Recruitment Policy

The objective of this Chapter is to enumerate policy and procedures to be followed by TNRTP in the recruitment and selection of appropriate human resources for the organization.

3.1 Applicability

This Policy is applicable to all recruitment and selection undertaken by TNRTP including: Internal recruitment, External recruitment and Recruitment through Deputation, Young Professionals Recruitment from Campus, Recruitment through Staffing agencies and Hiring of consultants and any other type of recruitment that will be decided by TNRTP from time to time.

3.2 Definitions

- **Recruitment**: The process of defining a job vacancy and attracting the best-qualified candidates for the job or a vacancy.
- **Selection**: A process of choosing the most appropriate candidate from the universe of candidates who have applied for the job or vacancy.
- **Internal Recruitment**: This refers to the process of recruitment and selection from the internal staff of TNRTP.
- **External Recruitment**: This refers to the process of recruitment and selection from open job market through advertisement or head hunting with help of staffing agency.
- **Deputation**: This refers to the process of filling a vacancy by inviting and appointing staff serving in any of Government of Tamil Nadu Departments or PSUs.
- **Campus Recruitment**: This refers to the process of identifying potential staff, from amongst students, through campus visits to reputed institutes. The selection process is in general administered in the campus of academic institutions.
- **Interviewer**: A person who has been identified to assess the competency and suitability of candidate for the applied position through face to face interaction.
- **Interviewee/ Candidate**: Any individual with the required qualification who has applied for a job advertised by TNRTP.

3.3 Need based Recruitment

i) **Vacancy**: A vacancy caused by the exit of an existing incumbent, for any reason such as resignation, Disciplinary actions and in case of deputation, transfers, promotions, etc.,

ii) **Expansion**: Need for recruitment arising out of expansion in the work of TNRTP through new initiatives or Projects or geographies.
3.4 Sources/Modes of Recruitment & Selection

As may be noted from the definitions, Recruitment and Selection could be done through:

i. **Internal Recruitment & Selection**: Internal recruitment, from amongst the staff of TNRTP, is one of the sources / modes of recruitment. This mode may be generally adopted when knowledge of internal working and operations of TNRTP is a critical pre-requisite for a job. All such internal recruitments are required to follow the norms specified in this policy and shall be subject to availability of staff with suitable skills and competencies, within TNRTP.

ii. **External Recruitment & Selection**: TNRTP will follow this approach to obtain a large pool of talent from the open market or from the similar projects.

iii. **Campus Recruitment**: This may be a preferred mode to hire Young Professionals.

iv. **Deputation**: Deputation may be adopted as a mode of recruitment for those vacancies/positions where experience in the Government sector is a key pre-requisite or in cases where the required competencies are generally to be found within the Government sector/ PSUs.

v. **Hiring Manpower or Staffing Agencies to provide human resources for TNRTP**: A manpower agency may be contracted to supply staff for several of the positions. The hiring of such manpower agencies shall however follow the procurement norms of TNRTP.

vi. TNRTP may choose to combine any of the above sources or in special cases may adopt new modes; to ensure a large pool of human resource talent, for effective recruitment and selection.

3.5 Guiding Principles & General Conditions for Recruitment

i. The General Body (GB) and Executive Committee (EC) of TNRTP has designated the CEO as the authorized officer for all types of recruitments and for all positions except for the position of CEO. For appointment of all other positions under the Project, the CEO has been authorized to recruit and select following the approved selection process mentioned herein.

ii. All recruitment initiations by CEO require the existence of an approved post. It may be noted that only the Executive Committee (EC) can approve creation of new posts with the approval of the Government.

iii. The creation of new post would be as per the process noted in this policy.

iv. All recruitments shall begin with a detailed Job Description (JD) including reporting structures, eligibility criteria, pay and other benefits related norms. Such a Job Description shall be caused to be prepared by COO – Project Management in due consultation with the COO-Project Implementation and functional / domain managers. The JDs for all positions shall be approved by the CEO.
v. The initiation of recruitment for approved posts across all levels can be undertaken only with the approval of the CEO, TNRTP. The activities and processes relating to recruitment may be decentralized but the proposal for recruitment and the Job Description-JD (as detailed in clause 4.10 below) and the selection process would need the formal approval of CEO, TNRTP before execution, by any field level administrative Unit or a functional Unit of the State.

vi. TNRTP may choose any mode of recruitment or a combination of these (Internal, External Only or Open or deputation etc.) based on an assessment of its recruitment needs. Open advertisement (that would also allow participation of eligible internal candidates/ deputationists) would be the norm, unless otherwise decided for suitable reasons.

vii. The recruitment and selection process in TNRTP would ensure the following:
- Fair and equal opportunity to all eligible candidates, irrespective of religion, faith, caste, tribe, creed, gender, region, etc.
- Encourage women to apply and provide equal opportunity to women for selection, at all levels in line with the overall Project implementation plan. The Project will engage women team members across levels and teams at SPMU, DPMU, Block Units and Young Professionals.
- Focus on selecting competent individuals with people centered attitude, a genuine aptitude for working for the advancement of the poor, and the ability to work constructively in teams and commitment towards job.

viii. The Recruitment and Selection process would maintain the highest level of transparency and fairness.

ix. The recruitment and selection process may be outsourced on a turnkey basis to a HR Agency. The methodologies of recruitment to be adopted would be spelt out in the contract to be entered into with it. The management will closely monitor recruitment undertaken by the agency at every stage and will have the liberty to change selection methodology where necessary.

x. Overall recruitment of all managerial positions at State level and the recruitment of District Executive Officer (DEO) will be closely scrutinized by a monitoring committee with Secretary Expenditure (Finance) as a part of the team.

3.6 HR Agency

TNRTP will choose to hire the services of one or more HR agencies to provide support to TNRTP in managing the process of recruitment and selection including internal recruitment. Such an agency or agencies may also be hired when recruitment are large or where specialized selection tools are to be administered. Such agencies may also be hired to support a lean HR Team for timely completion of recruitment including internal recruitment. TNRTP may at any point of time choose such multiple agencies based on necessity to support different categories of recruitment or to support recruitments from a wider talent pool, across different geographies.
3.7 Process for the creation of New Posts

i. All new posts in TNRTP, at all levels, across the organization can be created only with the approval of the Executive Committee.

ii. A request for creation of new posts with Justification and indicative Job description shall be submitted by Heads of District and functional heads of the State unit to the CEO/ COO-Project management. The units below the district will route their request through the DEO. In case of new initiatives, the COO may initiate the process of creation of new posts in consultation with relevant functional heads/ unit heads.

iii. On receipt of such a request, the COO – Project management with due consultations, develop a detailed job description, eligibility norms, pay and benefit norms and other relevant aspects and submit the same for the review of the CEO. On due concurrence of the CEO, a proposal would be prepared for review and approval of the Executive Committee (EC).

iv. On due approval of the EC, a post would be deemed to be created for further action relating to recruitment and selection.

3.8 Notifying Vacancies for Deputation, Internal and External Hiring

i. Deputation: The vacancy/ vacancies may be circulated along with Job Description and eligibility criteria to identified line departments and suitable Government organizations. The COO – Project management on behalf of TNRTP, would receive applications.

ii. Internal Hiring: The vacancy/ vacancies, once identified by the Unit Heads, would be consolidated by the COO – Project management, and notified internally with due approval of the CEO, along with detailed job description and eligibility. The notification would be issued in the form of an internal advertisement and circulated to all the units through letters or emails, on websites or on notice boards.

iii. External Hiring: Once identified by the Unit Heads, all vacancies would be consolidated by the COO – Project management and approved by the CEO. The required eligibility criteria for these positions would also be notified along with the vacancies. To reach out to a larger talent pool, advertisements may be released in multiple media including local and national newspapers, magazines, websites etc. The advertisement shall also be released on TNRTP website. All advertisements shall provide details of JD. If required CEO, TNRTP may also give advertisement in International newspapers/ magazines after approval of EC. In the absence of 3rd Party Hiring Agency, the CEO may advertise or the Selection Committee may solicit CVs of potential consultants. The Selection Committee may solicit appropriate candidates through other Government, national and international agencies and experts, of repute. There should be at least three CVs of consultants for initiation of selection process.
3.9 Movement from Other Similar Projects to TNRTP

The Project will also undertake selection of certain positions from the talent pool of other similar Project teams given they meet the suitable criteria in line with the Project requirement. The movement from other similar Projects will be restricted to the Executive Officers at the district level (excluding EO for enterprise development which will be from open market) and Project Executives at the block level (excluding PO for Enterprise Development which will be from open market).

Since, Community Based Organizations will be one of the facilitating institutions, there are opportunities to select some staff from similar Projects in Tamil Nadu. It is proposed CEO may engage a third party agency that helps identify staff from other similar Projects who can be effective in TNRTP.

Team members from other similar Projects with the following observations are not eligible to apply for any position in TNRTP:

i. Enquiry proceedings of any sort open as on date.
ii. Enquiry proceedings closed negative finding the staff guilty.
iii. Members held responsible for causing audit observations & objections / involving misappropriations.
iv. Serious process deviations as reported by M&E.
v. Non performance on job responsibilities and below performance on PAR.
vi. Consistent 2 years of bottom percentage-band rating through Appraisals System.

The selection process will be as follows:

i. The third party agency will identify critical competencies for each role.
ii. They will develop selection process to be approved by the CEO.
iii. The selection methodology may vary depending on level of requirement.

3.10 Selection Process for Deputation, Internal and External Hiring

i. **Screening Applications:** The screening panel may be formed. The screening panel would be approved by the CEO.

ii. **Relaxing Eligibility Criteria for Internal Staff:** TNRTP may relax the eligibility criteria for internal staff that apply against such advertisements. Such relaxation may be considered for those internal staff, who have served TNRTP for a minimum of six months or as decided by the EC. Such a relaxation shall be at the sole discretion of TNRTP and shall not set any mandatory precedents.

iii. **Invitation for Selection Process:** Shortlisted candidates would be invited to attend the selection process through email/Post or notices on the Project website.

iv. **Selection Process:** The Selection Process may include a range of tests to assess knowledge, skills and attitudes etc., as decided by the CEO, TNRTP. The selection may use a combination of methods such as written tests, case study discussion approach, group discussion approach, presentations and interviews, based on the level of selection. Appropriate weightages would be assigned to each of the selection tools being used before initiating the selection process.
required, TNRTP may hire external resource persons to conduct/ administer some of the tests/ tools.

v. **Interview Committee:** An Interview committee would be formed to identify suitable candidate for the position and recommend selection.

vi. **Merit List:** The COO – Project management would consolidate the scores obtained by candidates in each test and prepare a position wise merit list.

vii. **Wait List:** If selection panel deems fit, it can also prepare a wait list, with the provision that this wait list would remain effective for a period of **six months**. However, **hiring of candidates from the wait list would be at the sole discretion of TNRTP.**

The CEO or a representative of the CEO who has been authorized for issue of offer letters to the candidate/s would approve the merit list and the wait list.

viii. **Contract:** Upon acceptance of the offer letter, a contract would be offered to the selected candidate for that position. The COO – Project management along with Dy.COO-Personnel and Admin would verify that the candidate has met all the applicable deputation norms/clearances, before formal signing of the contract.

ix. **Re-advertisement:** In case, no suitable candidate/s are found after completing a selection process, TNRTP may re-advertise and follow the same process as described above.

x. **Re-employment of Former Staff:** In case, a person has been removed from TNRTP on ground of in discipline/ misappropriation, the staff would not be considered for future vacancies. All other former staff may be considered for re-employment in accordance with the recruitment and selection norms, as applicable to all other candidates.
3.11 Head Count and mode of selection for the staff in TNRTP

The head count required for TNRTP is arrived at as per table below:

<table>
<thead>
<tr>
<th>Levels</th>
<th>Head Count</th>
<th>Proposed Mode of Selection</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.Chief Executive Officer</td>
<td>1</td>
<td>On Deputation</td>
</tr>
<tr>
<td>b.Chief Operations Officer</td>
<td>2</td>
<td>One On Deputation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>One from Open Market</td>
</tr>
<tr>
<td>c.Associate COO at SPMU</td>
<td>5</td>
<td>On Deputation/Open Market</td>
</tr>
<tr>
<td>d.Deputy COO at SPMU</td>
<td>11</td>
<td>On Deputation/Open Market</td>
</tr>
<tr>
<td>e.District Executive Officer</td>
<td>24</td>
<td>On Deputation/Open Market</td>
</tr>
<tr>
<td>f.Executive Officer at DPMU</td>
<td>98</td>
<td>Only Open Market for EO (Enterprise Development). For other 3 EOs at each district - either from Open Market or from Similar Projects</td>
</tr>
<tr>
<td>g.Young Professionals</td>
<td>35</td>
<td>Campus Interview in reputed institutions</td>
</tr>
<tr>
<td>h.Block Team Leader</td>
<td>120</td>
<td>Recruitment will be from the open market.</td>
</tr>
<tr>
<td>j.Executive at Block Unit</td>
<td>360</td>
<td>For 120 Project Executives (Enterprise Development related) - from Open Market. For 240 other Project Executives- Either from open market. Preference/Weightage will be given for experience in community based development Projects. In the absence of suitable candidates from these community based development Projects, selection will be done through open market.</td>
</tr>
<tr>
<td>i.Ministerial Staff</td>
<td>94</td>
<td>Outsourcing</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>750</strong></td>
<td></td>
</tr>
</tbody>
</table>

Note: The Job description, qualifications, criteria and pay scale for each category are given in the annexure 2.2.1. YPs Recruitment is detailed in a separate chapter on YP Program in this Manual.

3.12 Hiring Individual Consultants for Regional Technical Assistance Group (TAG)

Apart from regular staff, TN RTP may need the services of experts from time to time to conduct studies, reviews etc. The need for such expertise may arise to cover competency gaps triggering specific short-term and time bound assignments. Experts may also be hired to undertake pilots, proof-of-concepts or innovations. For this, TN RTP may hire short-term consultants for specific assignments. Such assignments could be for a flexible period(s).
Consultants may be placed in three categories according to their experience/expertise. The details of each category are as follows:

- **A category**: 15 to 20 years or more relevant domain experience or relevant education from best institutions or multi-functional experts with over 15 years of experience.
- **B category**: 10 to 15 years experience, education from reputed institutions/extraordinary display of interest in Project.
- **C category**: 5 to 10 years or more experience, education from reputed institutions.
- **O category**: Irrespective of education and experience, experts in field where there are no formal education.

The professional fees for consultancy may be decided/negotiated with the consultant. Apart from the professional fee, travel, per diem etc. may be provided to consultants from outside the State. The duration of consultancy for consultants would be decided as per Terms of Reference (ToR) of each assignment.

**Process of Engaging**: The process for hire of short-term individual consultants including Regional Technical Assistance Group would, in general, involve the following steps:

The requirement for Regional Technical Assistance Group and Individual consultant/s may be advertised or the Selection Committee may solicit CVs of potential consultants. The Selection Committee may solicit appropriate candidates through other Government, national and international agencies and experts of repute. There should be at least three CVs of consultants for initiation of selection process. Some of the criteria for selection are given below;

1. **General qualifications**: General education and training, length and nature of work experience, positions held, previous assignments as team/ theme expert.
2. **Adequacy for the assignment**: Education, training, and experience in the specific sector, field, subject, and so forth, relevant to the particular assignment;
3. **Experience in the region / sector**: Knowledge of the local language, culture, administrative system, Government organization and so forth.

**Short-listing** of consultants on their resume will be undertakne by a committee constituted by the CEO. The role of the committee will be as follows:

1. Contract formalization with the consultant on clearly defined scope of work/ ToR and deliverables. A sample contract is provided as Annexure under the Contract Policy of TNRTP.
2. Stipulated procurement norms like preparation of Terms of Reference (ToR) with selection criteria would be followed while contracting such consultants.
3. The recommendation of committee needs to have the approval of the CEO.
Terms of Payment
- Payment terms would be negotiated in the contract and payments would be made on achievement of predefined milestones.
- No consultants would be hired in lieu of the defined and sanctioned positions in the organization structure, unless in exceptional cases only.

3.13 Manpower Hiring through Staffing Agency
Services delivered through some of the positions may be outsourced by entering into a contract with a single or multiple service provider agencies, staffing agency /agencies. Such agency/agencies could be identified by the Project and their services sought as per the procurement norms of the Project. The CEO will have the necessary authority for engaging and contracting with such agencies subject to the delegations provided under the procurement manual for TNRTP.

All human resources whose services are hired through such outsourced staffing agencies shall be the staff of the agency and not of TNRTP. Hence all contractual and statutory obligations for such human resources would lie with the concerned staffing agency. TNRTP shall, however ensure due compliance to such statutory norms by the agency.

3.14 HR Agency for Recruitment Services
As TNRTP proposes to be a lean organization, the services of such agencies may be required to support the recruitment processes of TNRTP. TNRTP may engage agencies for all modes of recruitment. Such agencies may be hired where the recruitment is large or for their expertise in specialized sectors or for supporting customized selection through special selection tools or others, as may be relevant for TNRTP. The hire of such agencies would be subject to the procurement norms for consulting services, as may be detailed under TNRTP Procurement Policy.

In the absence of specific procurement norms for consultancy services in the TNRTP procurement manual, approval may be sought from EC for hiring such agencies. The procurement action for such hire may be initiated by the CEO, TNRTP.

Role of HR Agency
Such agencies may be hired, or to offer specific outputs such as:

i. To design recruitment and selection process (including selection tests, question papers, etc.) for specific categories of staff.
ii. To receive and process applications on behalf of TNRTP.
iii. To administer tests as a part of the selection process.
iv. To consolidate the scores and prepare short lists on behalf of TNRTP.
v. To offer turnkey recruitment and selection support services or any other, as deemed appropriate by TNRTP.

Criteria for Selection of HR Agency
The indicative criteria for selection of such agencies may include:

i. Existence of a legal entity as per prevailing law in India.
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ii. Prior experience of undertaking similar assignments for Government Projects/ Organizations.

iii. Experience relating to size of the assignment.

iv. Experience in the relevant domain and region or State.

v. Ability to take ownership for the quality of hire.

Fees: The fee payable to such agencies would depend on the Scope of Work detailed under the ToR. The Deputy COO-(Personnel and Administration) would undertake an internal costing of the services being sought, based on market rates and prevalent fees. The fee payable would be determined based on the financial proposal and negotiations as per the procurement norms of TNRTP.

Formats: Formats required to complete recruitment and selection procedure are given in Annexures.

1. Advertisement Template- Annexure
2. Suggested format for CV- Annexure
3. Format for Verification of Certificates- Annexure
4. Interview Call Letter Annexure
5. Suggested format for scoring sheet consolidation - Annexure
4. Appointment & Contract

TNRTP would recruit human resources either on deputation or on a fixed tenure basis. The objective of this policy is to define standard process and terms for engagement of staff by TNRTP. This policy would be applicable to all staff engaged by TNRTP, including those as trainees/ apprentices, consultants and part-time staff etc.

4.1 Definitions

- **Contract**: A legally binding document / agreement between TNRTP and the staff concerned for performing their roles and duties while engaged as staff.
- **Staff**: All persons engaged under TNRTP either on deputation or on a Fixed Tenure Contract Basis.
- **Consultants (State and Regional)**: Those staff who are engaged for a specific assignment / output on a short duration contract usually for a period of less than six months, or for an year, albeit for a fixed number of days per month(10-15 days)
- **Deputation**: Process through which permanent staff employed from other Government departments is engaged to provide services to TNRTP.

4.2 Deputation

TNRTP targets on both farm and non-Farm sector with greater emphasis on Agri & Allied sectors like Horticulture, Animal husbandry, Fisheries, Sericulture and Forestry, the State and the district teams require people with managerial qualification and experience in these diverse sectors. Further, to ensure transfer of knowledge and inter-departmental coordination for convergence, exemplary and dynamic officers from the line department may also be deputed to the Project at the level of Chief Operating Officer (COO)(Additional Director ) Associate COO, DEO (Joint Director level) & Deputy COO (Assistant Director level).

The recruitment and selection of staff on deputation would follow the Recruitment and Selection Policy as per this manual.

*The appointment of staff from Government departments/ PSUs’ on deputation shall be in accordance with the terms and conditions stipulated by the Government of Tamil Nadu/ PSUs’ as applicable*

4.3 Appointing Authority:

i. The CEO, COO-I would be appointed by the Government of Tamil Nadu and COO-II will be appointed by CEO with approval from EC.

ii. The CEO has all the appointing authority across all levels.

4.4 Mode of Appointment:

Staff would be engaged through a staff contract, detailing the terms of engagement with TNRTP. Once appointed, the staff will be governed by rules and regulations of the Project.
4.5 Contractual Period:
All staff engaged would have annual contractual period. The period of deputation/contract would be for one year, subject to the outcome of the performance appraisal conducted every year (as detailed under Staff Performance Management Policy of TNRTP).

4.6 Performance Appraisal:
All staff on deputation/contract would undergo performance appraisal as per the Staff Performance Management Policy of TNRTP.

4.7 Transfer of Staff:
All transfer of staff on deputation/contractual staff shall be governed by the Staff Transfer Policy of TNRTP.

4.8 Termination/End of Contract:
The contract of staff on deputation/contractual staff may be terminated at the completion of the contract period or unsatisfactory performance or terminated due to disciplinary action or end voluntarily as per the Staff Exit Policy. On termination, the staff on Deputation would revert to their parent cadre. Staff Contract, Consultants Contract (State and Regional) templates are provided in Annexure.
5. Code of Conduct

This policy lays down the Code of Conduct expected from all staff, conditions of work and procedures to handle official assets, work place and official communication. This policy is applicable to all staff of TNRTP. All staff are employees of the Project and they have an obligation to conduct themselves in an honest and ethical manner both in private and public and act in the best interest of the TNRTP at all times. They are expected to demonstrate exemplary personal conduct through adherence to the following:

5.1 Avoidance of Conflict of Interest:
All staff must avoid situations in which their personal interest could conflict with the interests of TNRTP. Conflict, if any, or potential conflict must be disclosed to higher management for guidance and action as appropriate. Some clear cases of conflict of interest are listed below:

- No staff may be actively associated with the management of, or hold financial interest in any business concern, if it were possible for them to benefit from such association or financial interest by reason of employment in the Project.
- Staff shall not accept any favours or a gift for any services rendered by on behalf of the Project without explicit approval of the CEO.
- However, Staff is not debarred from holding shares in a public company unless such a holding amounts to controlling interest of such company.

5.2 Transparency & Auditability
All staff shall ensure that their actions in the conduct of implementation are totally transparent except where the needs of the project security dictate otherwise. All staff shall voluntarily ensure that their activities with regard to their conduct, in person and official transactions, are open to audit and follow the highest norms of accountability.

5.3 Confidentiality
No staff shall disclose or use any confidential information gained in the course of employment/ association with TNRTP for personal gain or for the advantage of any other person/ organisation. No information either formally or informally shall be provided to the press, other publicity media or any other external agency except as per approved policies of TNRTP.

5.4 TNRTP Facilities
No staff shall misuse TNRTP office premises, tool, equipments and facilities. In the use of such official facilities, care shall be exercised to ensure the same with highest level of diligence.
5.5 Interpersonal Relationship
Staff shall uphold the values which are at the core of our HR Philosophy - trust, teamwork, mutuality and collaboration, meritocracy, objective subjectivity, self-respect and human dignity. All staff would strive to create an enabling working atmosphere in the organization.

5.6 Gender Friendly and Socially Inclusive attitude
TNRTTP is committed to a gender friendly and a socially inclusive workplace. It seeks to enhance equal opportunities for men and women of all caste, religion, race without any discrimination including the differently abled. The project strives to prevent, stop, redress sexual harassment at the workplace and institute good employment practices that promote inclusive work practices. All staff are expected to be gender sensitive and adopt non-discriminatory work practices through their behaviour, beliefs, values and attitudes thus mainstreaming gender in the organization culture.

5.7 Sexual Harassment
Sexual harassment includes unwelcome sexually determined behaviour such as unwelcome physical contact; a demand or request for sexual favours; sexually coloured remarks; showing pornography and any other unwelcome physical, verbal or non-verbal conduct of a sexual nature. TNRTTP has a zero tolerance policy towards any incident of sexual harassment. It also has an open door for reportees and encourages staff to report any harassment concerns and is responsive to staff complaints about harassment or other unwelcome and offensive conduct. Grievance Redressal Committees would be extremely sensitive while handling such grievances.

5.8 Discipline
TNRTTP expects its staff to be disciplined, display exemplary professional conduct and accountability. This is expected to be manifested in words and actions relating to attendance, timely and professional performance of work, management of funds and assets of the organization and in dealing with the people and stakeholders of the organization.

5.9 Relationship with external agencies/ stakeholders/ partners
All staff shall ensure that in their dealings with all external agencies, including suppliers, vendors, partners, etc., TNRTTP’s interests are never compromised. Accepting gifts and presents of more than a nominal value, gratuity payments and other payments from suppliers, vendors, etc., will be viewed as serious breach of discipline and would attract disciplinary action as per the Disciplinary Policy.

5.10 Outside Occupation
Staff shall not engage in any outside remunerative occupation, except with the permission of TNRTTP. All voluntary engagements, outside the realm of employment
in TNRTP shall be such that it does not lead to any conflict of interest or adversely affect the staff's performance in TNRTP.

5.11 Legal Compliance
All TNRTP staff shall comply fully with all applicable laws and regulations. Ensuring legal and regulatory compliance is the responsibility of the CEO, Chief Operations Officer, DEOs and the BTLs. TNRTP would not accept practices, which are unlawful or may be damaging to its reputation. All the officials concerned must satisfy themselves that sound and adequate arrangements exist to ensure that they comply with the legal and regulatory requirements. In the event of the implication of any law being unclear, the CEO should seek legal advice before taking a decision.

5.12 Leading by Example
It is expected that all senior staff set the professional tone for the organization. Through both their words and their actions, the organization’s leadership conveys what is acceptable and unacceptable behaviour. Through their actions and behaviour, they must reinforce TNRTP’s beliefs in individual conviction and personal integrity.

5.13 Non-adherence
Any instance of non-adherence to the Code of Conduct / any other observed unethical behaviour on the part of any staff should be brought to the attention of the immediate reporting authority/ Unit heads, who shall in turn report the same to the COO – Project management. The CEO would be the final authority to decide on such cases of non-adherence.
6. Office Management and Procedures

6.1 Personnel Files & Records

TNRTP State Unit, District unit and Block Units shall have an up-to-date Personal Files of staff starting from the date of their appointment. These personal files shall be maintained at the District Unit for all staff at the District Unit and below and at the State Level for staff in State Unit. It would be a preferable practice to maintain a copy of all personal records of all staff centrally at the State Unit, which could be put in place when an HRMS ICT is established.

- The personal file will contain the necessary information and documents (certificates, references, personal details, medical records, performance review and leave records etc.) with regard to the employment of the staff within TNRTP. The personal file should be treated as a "confidential" document.
- **Updation of Personal Records:** All such personal records shall be periodically updated through sharing of the documents with the staff. The updation shall be done at least once a year, financial or calendar year as may be decided by TNRTP.
- All personal records shall be available for review by the staff concerned, at the request of the staff. Also copies of the same may be provided to the staff at a cost, for their record and reference.

All such records may be disposed off as per the Records Management Policy of TNRTP, but in a manner that ensures due care to the nature of its confidentiality.

6.2 Office Hours

The working hours of TNRTP shall in general be from 10.00 a.m. to 06:00 p.m., with half an hour break for lunch.

- Since Field Office Staff would be working with the PRIs and communities directly, they may have to make field visits early morning, late evening as per convenience of the PRIs and communities.
- Drivers and Office Attendants are required to work as per the instructions issued by the Project.
- The Unit head will schedule and monitor work to avoid assigning tasks to female staff requiring to work after office hours / late evenings or on a weekend/holiday, unless there is any special or urgent work. In such cases, the unit head will ensure a safe return of a female staff after dusk from her duty station if she is asked to work beyond normal working hours.
- Staff shall not leave the office during working hours without the concurrence of the Reporting Officer.

6.3 Staff Attendance

- It is the duty of all staff to report in time for work every official working day unless they are on tour, on leave, or sick.
- All Staff must register the attendance daily on arrival. The biometric attendance system would also be used to keep record of staff arrival and absence (SPMU/DPMU/BU).
- Failing to register the attendance in the biometric system will be treated as absence from duty unless appropriately informed.
- Staff when unable to report to work due to unavoidable circumstances should inform their departmental/ unit heads at the earliest possible on the same day.
- The Administration department will retrieve daily attendance data on a daily basis and collate at the end of month. In absence of automated attendance system or the biometric system is not working for any technical reasons, a manual register will be used to register attendance.
- In such situations as above, the manual record of attendance will be converted into appropriate electronic file like MS Excel or MS Word as directed by the IT department and sent to HR for processing.
- Habitual tardiness and unauthorized absence will not be permitted and, if it persists despite warnings, appropriate disciplinary action for such practice may be taken against that staff.

### 6.4 Office Assets
- Any official asset assigned to the staff is the property of TNRTP. The staff will be held responsible for the loss, damage or misuse of the official asset.
- In case of loss or damage caused by external circumstances and not due to the negligence of the staff, the CEO on a case-to-case basis may take suitable decision regarding action against the staff.
- Use of office phone for personal telephone calls should be avoided and restricted to emergency matters only and should not extend to social dialogue.

### 6.5 Use of Office Vehicle
1. TNRTP vehicles shall be used for official purposes only.
2. All drivers shall drive in a responsible, defensive manner and at reasonable and safe speeds. Drivers shall obey all traffic laws and rules. Any violation of traffic laws by a driver is the responsibility of drivers and not TNRTP. Driving under the influence of alcohol or drugs is considered as major infraction and will be subject to disciplinary action or outright dismissal.
3. All drivers and the motorcycle riders shall strictly maintain log books in the prescribed format of TNRTP vehicles.

### 6.6 Accidents
1. The driver and the passengers must report any accidents or traffic violations by official vehicles to the Unit office concerned immediately.
2. If the driver is found guilty of violation of traffic rules and violation of policies mentioned above, disciplinary action will be taken against him/her.
6.7 Identity Cards

1. TNRTP shall issue Identity cards to all its staff. The ID cards will be issued (signed by the CEO or her/ his designated person) and managed by the Administration Department at the State Level.
2. The staff will acknowledge the receival of ID card. Identity card is TNRTP’s property, and is not transferable to others. In case of loss of ID card, the staff concerned must immediately report it to the Unit head. The Unit head should write to the State HR Department with a request to issue a duplicate ID card to the concerned staff. The cost of issuing a duplicate ID card would be borne by the staff. The ID card must be returned to the Project, at the completion of the contract, and/or leaving the Project for any other reason.

6.8 Communication

Information Policy
1. Internal information and communication will be provided through multiple channels – direct, electronic through emails, websites, a mobile communication or through consultations, staff surveys and other forms of engagement.
2. All staff (as supervisors or staff) are required to proactively seek and disseminate information to contribute to the goals of the organization and in relation with their work in TNRTP.

Information Disclosure
1. Staff of the TNRTP at all times ensure absolute confidentiality of information obtained in the course of his/ her work in TNRTP. All such disclosure shall be only to authorize personnel only. In case of doubt, the staff shall seek clarification from the reporting Officer or the Head HR.
2. Staff is prohibited from making use of any unpublished or confidential information made known to in the normal course of work within the Project for any purpose other than normal duties.
3. Staff shall obtain prior approval from the CEO in writing for any publication of any book or article or any other work, subject matter of which is connected to the official functions of the Project.
4. Staff shall not release any information to media and /or be involved in any interview with media without the explicit approval of the CEO of the Project. All communication to external agencies shall be undertaken only with the explicit approval of the reporting officer or the CEO.
1. Communication Channel: Reports or any submissions to the senior management or to outside parties for official implementation should be made through the immediate supervisory officer unless explicit approval has been obtained from the CEO to deviate from the normal channel. Correspondence must follow the norms and standards as laid down.
Letters
1. All letters received must be marked when received with a date and time stamp by the dispatch / received desk.
2. The CEO or the nominated officers may do official letters/communication from TNRTP to external agencies only. If any other staff needs to issue a letter/fax, the relevant officer should initial these communiqués on the office copy, before it is sent out. A minimum of one copy needs to be kept in the Office File. As far as possible standard paper, fonts, colour etc. should be used for all external communication.
3. There should a filing system where every file should have a subject code and all related letters to that subject must contain that code so as to help in locating reference letters whenever required.

Signatory
All letters must be approved / signed by the relevant Authorized personnel as delegated by the CEO from time to time.

Faxes
1. All faxes should be replied (if warranted) within 24 hours of receipt.
2. Outgoing faxes should be filed in the relevant Project file together with the Sending Receipt.
3. All faxes must be sent with a Fax Cover as given in standard fax cover sheet.
4. If the Fax is short or informal, the message should be written on the Cover Sheet itself.
5. Once a fax is sent, a delivery notice must be attached to the original Fax (or copy if the original is sent by post) and then filed in a Project folder.
6. All faxes must include the disclaimer notice.

E-mail
1. All e-mails should be acknowledged within the course of the work day, if received within normal work hours. If e-mail is received after working hours, it is deemed to have been received the next working day.
2. Staff would use the Auto reply function when out of the office for a length of time that would prevent adherence to the policy (i.e. training days, leave etc.). Alternatively, staff should allow access to their inboxes to other staff member for review and supervision.
3. All important e-mails (e.g. those which announce change in rules/ policies, grant/seek approval or authorizes action in anyway) should be printed and filed.
4. Signature must be added in the format as given in standard e mail signatory
5. All e-mails must include the standard disclaimer notice like the recipient must check each email for viruses and that TNRTP cannot be held liable for any transmitted viruses.
6. Staff are expressly required not to make defamatory Statements.
7. Internal emails should be used only for disseminating information such as schedules, guidelines, policy updates and other fact-based messages.

8. Abbreviations such as BTW (by the way) and LOL (laugh out loud) and, emoticons should not be used in official emails.

9. Emails should not be written using CAPITAL LETTERS.

10. Emails should not be used for forwarding chain letters and virus hoaxes.

11. Emails should not be used to disclose confidential and controversial and personal information.

12. Sharing official password, stealing others’ password or using other’s mail account is strictly prohibited and disciplinary action may be initiated against such persons.

13. Using official mail id for sending personal message is prohibited.

14. **Confidentiality Warning in the use of email:** This message and any attachments are intended only for the use of the intended recipient(s) is confidential and may be privileged. If you are not the intended recipient. You are hereby notified that any review, re-transmission, conversion to hard copy. Copying, circulation or other use of this message and any attachments is strictly prohibited. If you are not the intended recipient, please notify the sender immediately by return email and delete this message and any attachments from your system.
7. Job and Salary Levels

At TNRTP, we use job classification system to objectively and accurately define responsibilities, tasks, and authority level of a job. The approach used here is formal and structured with salary grades attached to each of the job class. The results of the job classification process by design, directly impacts recruitment, staff development, retention, and internal and external pay consistency.

Since the responsibilities of any given position may be affected by the dynamics of reorganization and change, it should be understood that the job classification process is designed to respond to change by assessing whether additions or deletions of duties have impacted upon the proper classification of a job.

Job Classification process is intended to realize the following benefits:
1. Providing an objective hiring fitment procedure.
2. Definition and description of duties.
3. Defining in objective terms the content of jobs against which the performance can be measured.
4. Furnishing job information upon which the content of orientation and other in-service training can be measured.
5. Providing a rational criterion for maintaining sound compensation and benefits policies and procedures by making it possible to equate whole classes of positions with similar or like characteristics with common pay ranges.
6. Using standard classification titles to establish uniform job terminology for market benchmarking.
7. Providing an orderly basis for translating needs for positions into budgetary procedures.
8. Providing information on job content that aids in the analysis of organizational role optimization.

7.1 Applicability:
Relevant to all full-time staff on the roles of TNRTP for all purposes and relevant to part time staff and consultants for administrative purposes, like travel eligibility etc. Not relevant to outsourced staff through Staffing Agency

7.2 Factors for Classification of positions:
The following factors have been identified and considered for an objective classification of position
1. Basic duties and responsibilities.
2. Knowledge, skills and abilities required (experience, education and training).
3. Scope and degree of judgment required.
4. Scope and degree of supervision received and exercised.
5. Decision-making responsibility.
6. Working conditions.
7. Special certifications.

### 7.3 Levels

Jobs are classified into the following levels at TNRTP. Each level is defined, though definitions are not exhaustive.

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
<th>Broad Role Definitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>L1</td>
<td>CEO</td>
<td>Provide policy level leadership. Contribution is focused on values than skills. Know and drive quarter-by-quarter performance in line with Project Development Objectives. Require well-developed external sensitivity, ability to manage external constituencies, sense significant external shifts, and do something proactively. Inspire entire staff across levels through a variety of communication.</td>
</tr>
<tr>
<td>L2</td>
<td>Chief Operating Officer (COO)</td>
<td>Leads an implementation unit or Project Management system. There is always a link between the decision and results. Proficient at evaluating strategy for resource allocation and deployment. Identifying and coaching direct reports. Perceptual shift towards development strategy. Shrewd about assessing the right core capabilities to win.</td>
</tr>
<tr>
<td>L3</td>
<td>Associate COO/District Executive Officer</td>
<td>Responsible for a set of related components or support system. Provide leadership in the areas of their technical expertise. Delegation, future oriented strategic perspective, ability to look at sustainable competitive advantage rather than an immediate but short-term gain and be open to more new and unfamiliar responsibilities are critical skills at this level. Leads a team with multiple responsibilities.</td>
</tr>
<tr>
<td>L4</td>
<td>Deputy COO</td>
<td>Responsible for a sub component or support system. Move to pure managing, therefore people need to divest themselves of individual tasks. Selection of people, assigning managerial and leadership work to them, measuring their progress as a manager and coaching them are critical skills.</td>
</tr>
<tr>
<td>L5</td>
<td>Executive Officer/Block Team Leader</td>
<td>Responsible for leading a sub component or support system at District level. Lead a team at the block level. Need to get work done through others as well as contribute individually when required in this level. Helping others to perform successfully, such as motivating, coaching, measuring the work of others are critical skills.</td>
</tr>
<tr>
<td>L6</td>
<td>Project Executive Officer-Block</td>
<td>A team implements different components of the Project at Village Level as per the instructions and guidance from SPMU and DPMU</td>
</tr>
</tbody>
</table>
7.4 Use of Job Titles

Titles used for official purposes will be the titles assigned to each position. This title shall be used on all personnel records, payroll records, budget documents and other official records and publications. A different or augmented functional title may be used for descriptive purposes, but such functional title cannot be a title approved for general usage.

7.5 Establishment of New Positions

1. Positions that involve substantially the same kind of work, equivalent levels of difficulty and responsibility, and require comparable experience and training, have been grouped together into a single job classification and title.
2. No new position or classification may be established and filled without prior evaluation and approval of concerned authorities/Government.

7.6 Reclassification of Existing Positions

1. Reclassification of an existing position will be allowed only when substantial changes occur in the duties and responsibilities with approval from CEO/EC.
2. Associates whose position is reclassified will be eligible for continued employment in the new position provided the incumbent establishes eligibility by meeting the minimum qualifications for the new class.
3. Associates who do not qualify for the new class will be reassigned to appropriate job class based on their credentials.
4. Any reclassification involving increased responsibilities or complexity of duties and in a higher salary range is considered as promoted and would have an equivalent compensation hike with approval from CEO/EC.
5. Likewise, any reclassification having decreased responsibilities and complexity of duties and in a lower salary range is considered to have been demoted and would have an equivalent compensation impact with approval from CEO/EC.

Any reclassification to another class in the same level is considered to have received a title change (inter-departmental transfer) as a result of the reclassification and will not have any impact on the compensation.
8. Performance Management Policy

The purpose of this performance appraisal is to ensure staff performance and encourage competency development. It will also be used to evaluate performance based annual increase in pay, opportunities for advancement and staff training and development.

It is important to consider the staff’s level of demonstrated performance during the specified review period and how it relates to the definitions of performance ratings, as well as the degree of applicability to the job. In each case, select the performance rating that most closely describes the staff’s performance. If an staff earns any extreme rating the Comments section must be completed.

8.1 Performance Management System at TNRTP:

i. **Target / Goal Clarity:** The foundation for performance management is in ensuring goal clarity. It is the manager’s responsibility to ensure that the team is clear about what is expected of them across the performance period. In evolving and during early stages of Project, individual goals are likely to be under constant change at irregular period. In spite of the constantly changing goals, the manager takes responsibility to communicate the updated expectation and keep track of the expectations.

ii. **Performance Coaching:** Ensuring high performance happens only through frequent feedback and coaching to the individuals in team. Manager and Staff have equal responsibility is making this continuous coaching process happen either by giving objective and specific feedback in case of managers and by seeking for coaching feedback in case of staff. This coaching process does not need any formal process and monitoring. It may be recorded as deemed purposeful by either manager or staff or both.

iii. **Annual Performance Appraisal:** This is the formal measurement process that feeds into the process of career growth and rewards management of the organisation. A structured assessment and feedback session is part of the process. This document dwells largely on this part of the whole performance management system as it has got linkages with other people management process in TNRTP.

iv. **Period:** TNRTP Annual Performance Assessment System is an annual exercise where staff are assessed for the performance period and assigned a overall performance rating. The assessment period is January to December.

v. **Eligibility:** All staff who have completed 6 months of association with TNRTP will participate in the assessment process. The manager will complete the assessment process and review the same with his / her manager and login the rating for organisation wide consolidation of rating. In case where the staff have moved across different managers, the manager at the time of assessment take the responsibility to collect all relevant information required for the previous managers
period from the previous manager and include the same in the assessment process. The staff will be eligible for Performance Appraisal and related benefits only when they are on rolls of the Project.

vi. **Performance Factors**: Staff are assessed on performance factors that are derived from the band they belong. Every band has some specific performance factors and some that overlaps with previous or next level band. Therefore each band will have different performance appraisal forms as in the annexure.

vii. **Feedback Objectives**: Managers are expected to communicate unambiguously the accomplishments critical to individual, team and TNRTTP success. Managers are encouraged to involve the Staff in the appraisal process by inviting them to present their accomplishments and contributions. The data that the staff brings may be a good starter for a performance feedback discussion. The purpose of performance feedback is primarily to facilitate better performance of the staff in future. Hence, managers may cover both qualitative as well as quantitative data that impacts the staff contribution and accomplishments.

viii. **Development Plan**: Development Plan is about iterating learning areas for the staff that is important for their career growth. Managers and Staff are equally responsible in coming up with a practical individual development plan. Both jointly will need to identify objectives in order to achieve success. These development objectives may be related to technical capabilities and/or tie back to the TNRTTP’ Performance Factors. During the discussion, stay specific to actions to be taken in order to demonstrate capability, and how success is measured, identify key resources needed (coaching, on the job support, training, resources, etc.) in order to achieve results and plan time.

### 8.2 Process for Annual Appraisal

The annual appraisal process starts when HR sends out the launch mail with blank appraisal forms to staff. The typical next steps and time lines are as below:

1. **Self Appraisal (1 week)**: Staff presents their data on actual achievements, accomplishments and misses against goals set including goals that are modified during the course of the performance period. Staff sends the completed self appraisal forms to respective manager.
2. **Reporting Authority Appraisal (2 weeks)**:
   a. **Feedback session**: This is the central piece of the appraisal process. The quality of the process largely depends on this step. Reporting Authority meets the staff and provides feedback on every performance aspect of the staff including goals and objectives as well as performance behavior.
   b. **Reporting Authority rating**: Reporting Authority records the rating after the feedback discussion. Better correlation between the feedback and rating brings out better quality of appraisal by the Reporting Authority.
c. Reporting Authority reviews the completed appraisal form with their Reviewing Authority and submits the appraisal form with final rating and developmental plan to HR.

3. Reviewer Appraisal: Reviewer appraisal is done by the Reviewing Authority i.e. Reporting Authority’s Reporting Authority. This process is to ensure removing any appraiser bias in the rating. Each Reporting Authority is likely to deploy personal scale in assessing his team members. One Reporting Authority may be stringent in assessing performance than the other. This variation in assessment can be minimised by doing the reviewer appraisal where the Reviewing Authority makes changes to the rating given by appraiser. The reviewer may form a committee to do the review process or may do the review one to one with the appraiser.

4. Organisation level consolidation (2 weeks): HR convenes the organisation level leadership meeting to finalize individual rating with key leadership team members as appraisal committee. Invites managers on need basis to the discussion. At the end of detailed review, individual ratings are published.

5. Any decision on Performance Linked Adhoc Bonus policy, process and methodology should be brought to EC for deliberation.

8.3 Performance Linked Adhoc Bonus
To increase the working competency at the field, district and block level, staff will be provided with an annual performance linked adhoc bonus. Eligibility for the 1st performance appraisal on the first adhoc bonus linked to the performance appraisal will be on completion of 18 months of continued service. There after the periods for subsequent appraisal will be 12 months. Based on performance appraisal, the DEOs/EOs/Block Team Leaders and Project Executives will be categorised as A, B, C and D respectively for which the eligible staff will be given 33%, 24%, 15% and 0% respectively on basis on their appraised category and the adhoc bonus will be given as noted below.

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Designation</th>
<th>Amount in Rupees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Category A</td>
</tr>
<tr>
<td>1</td>
<td>District Executive Officer</td>
<td>21450</td>
</tr>
<tr>
<td>2</td>
<td>Executive Officer</td>
<td>12540</td>
</tr>
<tr>
<td>3</td>
<td>Block Team Leader</td>
<td>9900</td>
</tr>
<tr>
<td>4</td>
<td>Project Executive</td>
<td>6600</td>
</tr>
</tbody>
</table>
Typical Monthly Timelines for Performance Management System

Any changes to the appraisal system or the process of appraisal will be decided by the Executive Committee.

8.4 Dealing with Low Performing Staff

The method of performance appraisal will ensure that the staff who’s level of performance is poor will be classified as ‘D’ category. In such cases, the manager of the staff will impress upon the staff (in writing) to commit better performance and deliver the same with specific achievables and measurable targets monitored at the manager level.

In cases where the staff has received ‘D’ performance rating for the second time, the staff is put on notice period and relieved from all responsibilities and duties of the Project as per the termination process mentioned in the contract.

The Templates for KRA (Annexure- ), Performance Factors (Annexure- ), Performance Appraisal Form (Annexure- ) are provided as part of this manual.
9. Salary & Benefits Policy

Salary and benefits for TNRTP have been designed keeping in mind those being offered in similar organizations in the country and based on market rates, to attract the best talent.

9.1 Definitions

1. **Pay**: “Pay” means basic pay together with additional components / allowances like PF, Insurance, ESI etc., if any, in revised scale of pay or corresponding unversed scale in the Project or consolidated monthly remuneration to the Contractual Officers/Staff.

2. **Basic Pay**: It is the point in the salary range, which forms the basis of computation of allowances such as PF, ESI, Insurance and any other as may be added in future by TNRTP.

This policy is applicable to all staff of TNRTP engaged on contract basis (Fixed Tenure Engagements). All staff on deputation, would get their salary and benefits as per their parent department norms. However, TNRTP may extend additional benefits to staff on deputation. The Salary of CEO, and any other staff on deputation, would be charged to and paid by TNRTP. Salary should be credited to the staff’s bank account by the last date of every month.

9.2 Contract Staff Salary (Fixed Tenure Engagements - FTE)

The salary structure of staff would be determined by the Level at which staff is contracted.

For each level of staff, a range of salary would be defined. The Executive Committee would approve levels and range of salary. This would help TNRTP to recruit staff with qualification/experience at prescribed eligible criteria for a given position. Each level, is further categorized into three pay levels, defined based on the length of work experience of the FTE.

9.3 Salary Components

1. **PF**: Provident Fund would be paid as per the statutory requirements. It will be the minimum PF amount payable. Staff shall use voluntary provident fund (VPF) system for more PF savings.

2. **Insurance / ESI**: ESI would cover all staff drawing a salary below Rs 15000 per month, as per the statutory requirements. However, TNRTP may choose to design and formulate its own Health Insurance/ benefit Scheme, incorporating all provisions of ESI.

3. **Deputation Allowance**: For staff coming on deputation to TNRTP from GoTN Departments, a deputation allowance of 3% of their basic + grade pay is approved by Government. However, to attract efficient officers to the project across different departments a special Project allowance of 3% may be allowed in addition.
For example, break up of salary components for staff with annual cost to Project of INR.6,00,000, is:

<table>
<thead>
<tr>
<th>Component</th>
<th>Annual</th>
<th>Monthly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Cost to Project</td>
<td>6,00,000</td>
<td>50,000</td>
</tr>
<tr>
<td>Pay</td>
<td>5,66,400</td>
<td>47,200</td>
</tr>
<tr>
<td>PF</td>
<td>21,600</td>
<td>1,800</td>
</tr>
<tr>
<td>Insurance</td>
<td>12,000</td>
<td>1,000</td>
</tr>
</tbody>
</table>

**9.4 Annual base revision**

To encourage the performance of staff, an annual base revision of 2% of their pay will be provided. In the first year this will be calculated from the date of completion of six (6) months from the joining date which will be considered as the first month for calculating one year base revision (i.e a new enterant will get his/her first base revision of pay after 18 months only).

**9.5 Staff Benefits**

Apart from the salary, TNRTP would also offer certain benefits to its staff. Benefits could be added/ modified by the Executive Committee in the future.

**Group Medical & Personal Accident Insurance** : All contract staff on full time engagement would be covered under Group Medi-claim Insurance and Personal Accidental Insurance. TNRTP may negotiate with insurance providers for specific coverage amounts and premiums. All staff may be allowed to take additional coverage on additional deductions from salary.

**Process for Insurance Coverage**

1. The COO – Project management would scan the market and negotiate with insurance providers to get the best possible deal, which would be approved by the CEO.
2. Information regarding individual is obtained through the staff information form at the time of joining.
3. Depending upon the eligibility of the staff, the insurance coverage is identified.
4. The forms related to Group Personal Accident Insurance and Medi-claim policies are filled up and processed for insurance coverage.
5. Every year, HR unit concerned shall re-new policies of all staff covered.

**9.6 Honorarium**

A honorarium will be paid to every member of the executive committee for all the EC Meetings held. The honorarium payable is Rs.2000/- per day on the same day of EC Meeting.
10. Travel Policy

The objective of this policy is to ensure clear and standard rules in the organization for all the staff that undertake tours for official purposes.

10.1 Definitions:

1. **Place of Posting/ Headquarters / Place of Duty / Duty Station**: The station to which the staff has been posted at TNRTP. In case of Staff deputed for training in India or abroad, Headquarters will mean the place of duty from where staff proceeded on training, unless the same is changed in respect of Staff sent on long term training or assignment by a specific order.

2. In respect of a trainee, the headquarters shall mean the place of training at which the staff posted.

3. However, in case staff is sent for undergoing training for more than 7 days, away from place of posting, the place at which staff so undergoes training shall be deemed to be headquarters for the period of such training.

4. **Official Tour** means travel on duty of Staff from his Headquarters (either within or outside of the HQ) in pursuance of official work.

5. **Capital Cities** means all State Capital Cities in the Country.

6. **Local Commute** means any official Commute performed by Staff in connection with Project’s work within the municipal limits of headquarters. The term Local Commute also includes **Local Commute Area**, as defined in this policy.

7. **Local Commute Reimbursement (LCR)** means the allowance admissible to Staff for meeting expenses on official local commute and includes conveyance charges and expenditure on food and other incidentals.

8. **Outstation Travel** means any official travel outside the place of posting/headquarter/ place of duty/ duty station.

9. **Fixed Travel Allowance (FTA)** refers to an allowance that is payable to Staff who is required to undertake local commute (within the HQ), for a period of 15 days or more, within a month on a regular basis as part of official duties.

10. **Per Diem**: refers to the allowance payable to Staff on official travel to meet the costs of lodging, meals and other incidentals relating to laundry, tips etc.

11. **Approving Authority**: A staff who has been designated as per the HR Policy to approve claims, reimbursements, etc. of any staff under the HR Policy.

10.2 Scope:
This policy is applicable to all staff under TNRTP, including part time staff, consultants, trainees and staff on deputation.

10.3 Principles & Guidelines for Travel

1. All travel must be formally approved by competent authority before commencement of travel and must be undertaken for official purposes only to be considered under this policy. In exceptional circumstances, Staff may undertake official tour without formal sanction but subject to verbal approval of competent authority, which shall be ratified formally at the earliest. The Competent authority
for all sanctions and approvals of Travel allowances shall be the CEO for SPMU and DEO for DPMU and Block Units. DEO shall decide (own and team) travel plan within the district and take approval from COO for travel within the State and CEO for outside the State.

2. CEO & COO will be entitled for full time vehicle provided by office.
3. All deviations from prescribed norms shall be restricted to eligibility.
4. The CEO may approve higher modes of travel / entitlement to any of the staff of TNRTP, in exceptional cases.
5. Staff may also travel by modes lesser than the prescribed mode for travel.
6. All eligible rates and allowances for Commutes by train / air or taxi shall be calculated as per costs applicable to the most direct route of economy travel. However, Staff may take a circuitous route or make a de-tour, provided costs are within limits applicable to the direct route or the additional costs are borne by the staff and such circuitousness does not affect official work of TNRTP.
7. The CEO will be the approving authority for all claims towards Travelling allowance.
8. All reimbursements shall be subject to actuals (within prescribed eligible limits) and shall be based on relevant documentary proof (unless specifically exempt under this Policy)
9. Travelling Allowances shall not be treated, as an additional source of income by the staff and at all times the staff shall endeavor to minimize expenses.
10. All travel claims shall be submitted by Staff, in the prescribed format, within a week of completion of travel along with detailed supporting documents and a tour report for approval of the reporting officer and forwarded to accounts.
11. In case of any discrepancy, the accounts shall seek explanation/ clarification from the concerned staff within a maximum of seven working days. This clarification could be sought over the email, phone or in writing.
12. All travel claims shall be settled by accounts within a period of 10 days subject to a maximum limit of 20 days from submission including seeking clarification. This will be the process for self-approved claims as well.
13. Deductions from travel claims made by accounts, if any, have to be informed in writing or through email to the concerned staff with reasons for such deductions.
14. The staff, along with the submission of the travel bills to accounts, shall settle any unspent advances. In any case, all unspent advances are to be returned to TNRTP to within a week of completion of travel, irrespective of any delays in bills submission. The accounts division shall issue a receipt for the amount received.
15. In case of delays in settlement of advances, the same shall be deducted from salaries and payments due from TNRTP to the staff on approval from Chief Operations Officer in the ensuing month.

10.4 Allowances and Reimbursements
All allowances prescribed under this policy shall be reviewed by the CEO. Action for such review for concurrence of CEO, shall be initiated and managed by the Associate COO – Finance of TNRTP, in consultation with the Chief Operations Officer. Such revisions shall apply across all units of TNRTP.
Any doubts with regard to interpretation of any of the provisions of this Policy shall be referred to the CEO, for final decision.

10.5 Approved types of Travel:

The types of travel covered under this policy are:

a. Local Commute
d. TA for YPs
b. Fixed Travel Allowance
e. TA during a Training Programme
c. Outstation Travel

10.5.1 Local Commute

All levels of staff of TNRTP shall be entitled to reimbursement of transportation / costs incurred towards travel on office work, if no official vehicle is used for the same. Such reimbursements are also available for official travel undertaken by own vehicle subject to prescribed entitlement norms.

<table>
<thead>
<tr>
<th>S No</th>
<th>Administrative Unit(s) of TNRTP</th>
<th>Local Commute Area for official purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Block – For all Block level staff</td>
<td>The block limits or the geographical Jurisdiction of a Block &amp; respective DPMU, as defined by the Rural Development Department.</td>
</tr>
<tr>
<td>2</td>
<td>District– For all District level staff</td>
<td>Jurisdiction as applicable to the District within which the DPMU office of TNRTP is located.</td>
</tr>
<tr>
<td>3</td>
<td>State: For all State level staff</td>
<td>Jurisdiction of Chennai City Corporation</td>
</tr>
</tbody>
</table>

Use of Personal Vehicles for Local Office work: TNRTP Travel Policy authorizes the use of personal vehicle of staff for local Commutes and other official travel, subject to the same serving the official needs of TNRTP.

The applicable reimbursements for Local Official Commute for use of personal vehicles are at the rate of Rs.10/- per kilometer if four wheeler is used for Local Commute and Rs. 4/- kilometer if two wheeler is used. Giving the volatility of fuel prices, the CEO with the approval from EC may review and revise the reimbursable amounts under each slab periodically, based on market revisions.

Process for Local Commute Reimbursement:

1. The staff shall submit the claim in the TA Claim format along with all supporting documents
2. Local Commute Claims are to be consolidated and submitted for settlement on a weekly basis, by every Monday for the preceding week.
3. The LCR Claim form shall be duly signed and approved by the reporting officer before submission to the concerned accounts department.
4. Once the approved LCR Claim form is received, the accounts department shall reimburse within seven working days of submission of the LCR Claim.
5. There would be no daily allowance payable in case of local commutes.
6. No advance shall be given for local commutes.

**Local Conveyance for Female Staff working till late:** In cases when any female staff has to stay late at work (after 8 p.m.) on official work, an official vehicle may be made available to drop them home. This would be applicable to female staff across all levels.

**Vendors for Local Transportation:** TNRTP, at different administrative levels, may identify vendors through rate contracts for servicing such local transport requirements. Such rate contracts may enhance cost efficiencies in case such local commute form a significant portion of the budgets of TNRT. The identification of such vendors shall be in accordance with the Procurement Policy of TNRTP.

### 10.5.2 Fixed Travel Allowance (FTA):

These allowances are applicable to those staff where field travel is an essential part of their work and where their positions and work demand local Commutes, for over fifteen days in a month.

The FTA is payable for all official travel within the local commute area. Staff covered for FTA, travelling less than 15 days will be paid on pro-rata basis.

The table below indicates the FTA payable to different staff. TNRT may provide FTA for other categories of staff, as may be required, from time to time.

<table>
<thead>
<tr>
<th>Level</th>
<th>Positions</th>
<th>Expected Travel Days</th>
<th>FTA Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>L5</td>
<td>Executive Officers and Block Team Leader</td>
<td>15-20</td>
<td>Rs. 1500/-</td>
</tr>
<tr>
<td>L6</td>
<td>Project Executive</td>
<td>15-25</td>
<td>Rs. 1250/-</td>
</tr>
</tbody>
</table>

**Reimbursement:** The FTA would be paid along with the salary of the concerned staff every month. All staff under FTA would maintain a tour dairy (in a prescribed format), which would be reviewed and approved by their reporting officer. The tour dairy shall be submitted to the concerned accounts department by the 5th of the succeeding month.

For all official travel outside the area of their Jurisdiction/ HQ, Outstation Travel policy would be applicable.

### 10.5.3 Outstation Travel

All official travel outside the place of posting/ head quarter/ duty station shall be covered under outstation travel policy and it includes

1. Boarding and Lodging Allowance
2. Per Diem in lieu of Meals and Incidentals and Lodging

**Guidelines for Outstation Travel:**
All claims are required to be supported with documentary proof except for Per Diem.
In case of stay in Govt. / Semi Govt. / PSU guest houses, actual room rent paid will be fully reimbursable subject to the limits specified for Meals and Incidentals and Lodging Allowance.

**Approval for Outstation Travel**
1. For all staff of any district, any travel within the District (outside their block/cluster), approval shall be sought from the concerned DEO.
2. For all staff traveling within the State (outside their district), approval shall be sought from COO concerned.
3. For all staff traveling outside the State, approval shall be sought from the CEO.
4. Any travel to attend any training programme/ workshop outside the State, approval shall be sought from the CEO.
5. For any staff travelling to attend any international training/ workshop, approval shall be given by CEO only. For CEO, such an approval shall be given by the Government of Tamil Nadu.

**Travel Allowance Eligibility and Entitlement**
The entitlement for travel allowance for each level is given in the table below.
1. CEO: Air travel executive / business class and exclusive cab for local commute
2. Chief Operations Officer: Air travel economy class and exclusive cab for local commute
3. Associate COO & DEO: Upto 10 hours bus / train travel distance by 2nd AC and more than that by air travel and shared (whenever possible) cab for local commute
4. Deputy COO: Upto 10 hours bus / train travel distance by 3rd AC and more than that by air travel with approval from CEO for out side the State and shared (when ever possible) cab for local commute
5. Executive Officer, Block Team Leader and Project Executive: Bus / train travel by 2nd Class or by air travel with prior approval from CEO and public transport for local commute

In addition, charges for sleeper accommodation, tatkal charges, super-fast train surcharge, reservation, service / bank transaction charges by railways for booking of tickets as well as service charges levied by airlines for reservations, will be reimbursable as per actual expenditure with supporting documents.

Agency charges paid to travel agents for booking of tickets are also eligible for reimbursement, subject to such monetary limits that may be prescribed from time to time by TNRTP and subject to submission of supporting documents.

In exceptional cases, cancellation charges may be reimbursed, after the approval of the reporting officer where a journey is not undertaken due to unforeseen official or personal reasons.
Non-availability of reservation in the entitled class is not an acceptable reason for not performing the journey connected with official work.

All expenses towards local conveyance during outstation travel will follow Local Commute process.

**Lodging, Meals and Incidental Reimbursements and Per Diem**

Staff on official tour will be entitled to Meals and Incidentals and Lodging OR Per Diem in lieu of Meals and Incidentals and Lodging intended to cover expenses incurred on lodging, food and other incidentals. The allowances vary for outstation depending on the category of locations the staff is travelling.

The locations are categorized as the following:
1. All City Corporations
2. All Other Locations

The Eligible amount for Lodgings, Meals, Incidental Expenses and Per Diem details are as tabulated:

<table>
<thead>
<tr>
<th>Level</th>
<th>Head of Expense</th>
<th>Metropolitan Cities</th>
<th>All Other locations</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO, COO &amp; Ass. COO/ DEO (L1,L2 &amp; L3)</td>
<td>A. Lodging</td>
<td>3500</td>
<td>2500</td>
</tr>
<tr>
<td></td>
<td>B. Meals &amp; Incidentals</td>
<td>1250</td>
<td>1000</td>
</tr>
<tr>
<td></td>
<td>C. Per Diem in lieu of A&amp;B</td>
<td>2500</td>
<td>1500</td>
</tr>
<tr>
<td>Dy. COO (L4)</td>
<td>A. Lodging</td>
<td>2500</td>
<td>1500</td>
</tr>
<tr>
<td></td>
<td>B. Meals &amp; Incidentals</td>
<td>800</td>
<td>750</td>
</tr>
<tr>
<td></td>
<td>C. Per Diem in lieu of A&amp;B</td>
<td>1500</td>
<td>1000</td>
</tr>
<tr>
<td>EO/BTL &amp; Project Executive (L5 &amp; L6)</td>
<td>A. Lodging</td>
<td>1500</td>
<td>1000</td>
</tr>
<tr>
<td></td>
<td>B. Meals &amp; Incidentals</td>
<td>600</td>
<td>500</td>
</tr>
<tr>
<td></td>
<td>C. Per Diem in lieu of A&amp;B</td>
<td>800</td>
<td>700</td>
</tr>
</tbody>
</table>

**Lodging** Reimbursement is towards hotel stay per day either organised by TNRTP or self. The actual upto the mentioned limit would be reimbursed.

**Meals and Incidentals** reimbursements are towards all food and beverage expenses per day. It is categorised into with bill and miscellaneous. Expenses under miscellaneous does not require supporting bill documented. With bill expenditure requires supporting bills to be documented while claiming reimbursement.
**Per Diem** is in lieu of Meals and Incidentals and Lodging expenses. When the travelling staff is staying in relatives or friends place while travelling, they may avail this in lieu of lodging, meals and miscellaneous. Hence, the staff can only claim either 1. Meals & Incidentals and Lodging OR 2. Per Diem.

**Advance for Outstation Travel**

Travel advance shall be paid based on tour sanctions at 50% of eligible amount. The request for advance shall be made in the prescribed form, duly countersigned by the DEO / CEO.

Every staff shall settle / reimburse unspent advances within a week from the date of completion of journey or along with submission of travel claim, whichever is earlier.

Staff shall not be granted an advance of travelling allowance under these rules, if he has pending unsettled advance, except with the approval of competent authority, in each case.

If Staff fails to settle travel advance within the prescribed period, the advance sanctioned shall be automatically recovered from the staff's salary or other due entitlements from TNRTT.

**Reimbursement procedures for Outstation Travel**

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

All claims under these rules shall be admitted only on the basis of proper sanction and approval of the claims by the competent authority.

On return from official tour, staff must submit tour report along with the travel claims with all supporting documents within 7 days of completion of journey, so as to ensure due approval of the reporting authority and further submission to accounts division, within a week of completion of official tour.

The maximum time limit by which claim submission may be extended is 15 days from the date of completion of tour after which, TNRTT is liable to recover the entire advance provided to the staff, from the pay and other allowances/ benefits payable to the staff. Any extension beyond 15 days to a period of 30 days shall require the approval of the CEO for all Staff at SPMU Level or the DEO for all other staff at District and Block Levels.
11. Holidays & Leave Policy

This policy is to describe the various types of leave available to TNRTP staff and the related procedures to avail the same.

11.1 Definitions:
Casual Leave (CL): Leave which is allowed for one day per month for any personal purpose, including sickness

Leave on Loss of Pay (LLP): Authorized absence from work without pay usually in cases of ineligibility/non-availability of leave. This policy is applicable to all staff of TNRTP excluding staff on deputation from GoTN for whom their service rule will apply.

11.2 Holidays
All TNRTP staff shall be entitled to official holidays with full pay unless otherwise required to meet exigencies of work. All TNRTP offices shall treat all Sundays as weekly holidays. TNRTP shall observe all Government of Tamil Nadu holidays as official holidays. All official holidays are applicable to all categories of TNRTP staff including trainees.

11.3 General Rules applicable to Leave:
1. The leave granting authority would be the reporting officer.
2. Staff cannot claim leave as right.
3. All leave are required to be availed with prior intimation and approval, except in case of an unforeseen emergency. Even in an emergency, Staff is required to inform reporting officer about leave, at the earliest.
4. Until this process is automated through ICT, leave shall be supported by a request for leave/leave application in the appropriate format and duly approved by the approving authority. A copy of the approval is to be sent to the HR person concerned for the Unit for updation in the leave records.
5. Leave is subject to exigency of service and leave already granted can be curtailed or cancelled at any time by the authority granting leave, in the interest of the organization.
6. A staff when on leave shall not take up any service/employment (paid or unpaid) elsewhere.
7. Absence from duty and leave without authorization, unless in a medical emergency would be considered misconduct and disciplinary action may be taken against the staff as per the Disciplinary Policy of TNRTP. Even in case of medical emergencies, the staff concerned should inform the authority as soon as possible.
8. Extension of leave can be done only with the approval of the reporting officer only in case of an emergency.
9. A staff member, joining in the middle of a calendar year, will be entitled to leave on a pro rata basis.
10. Unauthorised absence will be considered as break in service.
11. Under genuine and compelling circumstances, when Staff absents himself / herself for a period that is longer than his /her leave entitlement, staff should submit in writing the reasons for such absence with documentary support. This submission should be made to the CEO in case of all staff at the SPMU level and DEO level. For all staff at the District and Block Units to the DEO.

12. In case of non-compliance to any of the norms mentioned in leave policy, the CEO shall have the full authority to treat the whole period of leave as leave without pay or unauthorized absence.

13. TNRTP shall maintain proper record of leave for every staff. A leave register shall be maintained for each staff.

14. The CEO has the authority to grant leave to any staff in extra ordinary cases over and above any of the leaves mentioned in this policy.

11.4 Maintenance of Leave Records

All leave records will be maintained in the Human Resources Management Software that will be implemented as part of ICT initiative. The Deputy COO– personnel and admin (for SPMU) and Executive Officer – Accounts and Admin (for District and Block Unit) shall be responsible for maintenance and regular update of leave records for each staff of TNRTP

Until ICT is rolled out completely, leave records will me maintained in the form of a Leave Register with separate record for each type of leave or as an electronic record.

All documents related to leave (applications, approvals, joining letter, leave extension letter etc.), shall be sent to COO – Project management incase of State units and DEO in case of district and block units for due updation and approval.

All staff shall be entitled to view their leave records for validation and information.

In case of DPMUs DEOs will be the person authorized to sanction leave.
12. Training and Development Policy

12.1 Objective
The Objective of this policy is to lay down guidelines, processes for on-going training and development of staff of TNRTP. TNRTP would endeavor to build the capacity of its staff to promote personal growth of the staff as well as improve the quality of work within the Organization. An overall Capacity Building strategy would be developed and periodically updated so as to ensure that all staff operate at optimal skill and knowledge levels needed for successful performance in the organization. This chapter deals with training related to continuous competency and skill development for the staff of TNRTP. It does not cover Induction Training, which is covered under a separate Chapter.

12.2 Definitions
Training is defined as imparting knowledge, skills and attitude that are pre-requisites for job-performance, without which the staff will not be able to deliver results.

Development is a process through which new and advanced competencies are built in staff, to enhance their performance and facilitate their personal as well as career progression within the organization.

12.3 Guidelines for Training and Development
TNRTP would try to promote a culture in which staff is given responsibility (and the authority to execute it) thus giving opportunity to staff at all levels to take leadership roles. Staff would also be encouraged and rewarded on initiatives taken by them beyond the prescribed job description, or attempting to improve the way programmes are being run.

To improve the quality of its programmes, TNRTP would plan a structured capacity building plan for its staff. The areas of growth would be identified through multiple channels including the process of performance management, changing job requirements and feedback systems.

The systematic Capacity Building Plan would aim to cover a portfolio of skills and competencies and in general aim to include: work relevant technical and functional skills, soft skills that aim to address behavioural aspects and competencies that enable the individual to plan for career progression.

Investment in leadership building will be an important aspect of the TNRTP HR Capacity Building Plan. Broadly, the capacity building strategy would aim to improve capacity of staff through:

- In house training – covering core areas of TNRTP’s functioning
- Training by expert agencies- Training Implementing Agencies / SIRD, etc.
- Workshops and Seminars – to promote cross learning across the Organization
Exposure visits to successful Projects (both within and outside the country)

The capacity building plan would have an allotted annual budget for various programmes/ trainings etc. in form of an Annual training Calendar.

12.4 Training and Development Process

1. The following process would be adopted in the design and implementation of Training programmes in TNRTP.

2. **Consolidation of Training Needs:** A comprehensive competency framework and an overall skill matrix (for core technical, managerial and behavioral skills) for all the functionaries in the TNRTP shall be developed. Such a competency matrix shall form the foundation for developing the periodic training programme for TNRTP.

3. The above competency framework will also need to be informed by training needs identified through the performance management system, feedback from staff and supervisory staff as well as other citizen feedback mechanisms for preparing a consolidated Calendar for all levels of staff. A Training Needs Assessment by a third party may also be undertaken from time to time, if found appropriate.

4. **Training Content Development:** The training needs will be consolidated and common sectors/ subjects and themes would be categorized. Such consolidation will be a planned annual activity, to be undertaken in alignment with the budgetary cycle. This consolidation will need to be modified during the course of the year to accommodate organizational needs.

5. The training content can be developed by the training team (both State and district level) with active participations from the domain experts at each of the levels. (To illustrate, to develop content for a training programme on building capacity of staff on bank linkages, the Associate COO – Financial Inclusion at the State Level and the District Managers at the District Level will be involved).

6. If required, the COO – Project management may engage external experts as short-term consultants to support the development of the training content. The process of hiring of such consultants would follow the Recruitment and Selection policy of TNRTP or procurement policy if engaging an organisation.

12.5 Drafting of Annual Training Plan (ATP)

1. Based on the TNA inputs collected, COO – Project management shall develop a comprehensive Annual Training Plan for all the functionaries including administrative and support staff.

2. In preparing the Annual Training Plan, the COO – Project management in consultation with the Chief Operating Officer-Implementation, shall also prioritize the training needs, so as to align training needs with organizational priorities and budgets.

3. The ATP shall contain the dates for each programme, venue, target population, number of participants per programme, training hours per programme, training
objectives in terms of learning outputs including those relating to technical, functional, behavioural and other skills as may be appropriate to the training course, training themes/ curriculum, training follow up action plan, faculty and other details, training resources, training delivery responsibility and budgets i.e. in other words a detailed Training Calendar.

4. The ATP shall serve as the basis for identifying training faculty. Based on the identified training programmes for a year, the COO – Project management or the representatives are required to identify appropriate faculty, from in-house resources or as external experts. A panel of subject wise experts needs to be gradually developed over time for meeting the varied training needs of TNRTP.

5. The ATP shall also identify baseline training person-day targets for all categories of staff (for instance, minimum three training days per staff per annum for field staff engaged at implementation of schemes; two training days per staff per annum for administrative staff etc. Such targets shall be used to enable TNRTP to develop the capacity of its human resources.

6. The Unit Heads like DEOs and Head of teams shall ensure that all the functionaries are covered under this policy.

7. Induction training is also a part of Training Process.

12.6 Training Delivery Management

**Coordinators for Training:** To impart and coordinate all training programmes, activities, in general, the Executive Officer – M&E, Account & Procurement at the District Level would be the Coordinator.

**Steps to Conduct Training Programme:**
1. Ensure that Trainers are identified either through in-house or external experts.
2. Training resources are fully and timely organized.
3. Trainees are intimated of programmes well in advance
4. Training materials are prepared and distributed as necessary.
5. Training attendance is duly recorded.
6. Training feedback plan well in place and shared with Trainees
7. Training Effectiveness Assessment Plan is designed and shared with trainees.
8. A Check list for preparations for conducting a training programme is attached as Annexure

**Trainers for Training Delivery**

The trainers for delivering the training programme could be the technical experts available within TNRTP. For the delivery of in–house training, master trainers shall be identified from within TNRTP staff, and would be trained for providing support in scaling up the capacity building efforts to the entire staff at different levels.

However, given the intensity of training programme, TNRTP may hire the services of external experts from other departments, NGOs, as short-term consultants to deliver the training.
Training Effectiveness Evaluation:

At the end of every programme, written feedback shall be collected from the participants on training effectiveness. This feedback shall be analyzed and converted into indices on quantitative terms for measuring the impact of the programme. Feedback should be given to the internal and external faculty along with suggestions from the participants on improvements to be made for enhancing the training effectiveness in future.

12.7 Training Records

Training Plan Register – To record the progress of trainings with reference to the plan and details of all training programmes including budgets and actuals. This would serve to provide information on performance as well as inputs into future ATP. These registers would be maintained at the District Unit Level. The Executive Officer – M&E, Account & Procurement would be responsible for its maintenance. This would be maintained through ICT later.

Staff Training Register – this is an individual card in which the details of all the trainings that are attended by Staff will be entered for records. This is useful during performance review, incentives to measure the efforts taken by the unit in his/her capacity building. This would be maintained at the Unit Level for the concerned staff. The BPM would be responsible for the periodic update of this register at the Block Unit Level. The Executive Officer – Account & Admin would be responsible for the periodic update of this register at the District Unit Level. The register would be sent to the District Unit at the end of every year for consolidation.

Training feedback report – this is the analysis report of feedback collected from the participants at the end of the training programme.
12.8 Process Flow:

1. Training Need Identification
2. Designing Training Strategy
3. Collection of available training materials
4. Developing Training Plan and budget
5. Identification of training Agency/Trainers
   - Designing Training methods
   - Designing Training modules
6. Training Delivery
7. Maintaining Training Records
8. Training Evaluation
12.9 Orientation and Induction Policy

**Induction:** It is the period during which the staff is given an introduction to the vision, mission, practices, policies and purposes of the organization as well as an orientation to nature of the job and the roles and responsibilities. The Orientation & Induction Policy applies to all staff joining TNRTP.

All new staff joining TNRTP shall undergo a **structured induction programme**. The induction programme is of two levels.

1. Immersion Programme will be conducted by an agency selected for the process. The sessions in this program invigorates the commitment to Project Development Objective. This sessions provides space for the individual staff to explore personal philosophies and convictions that are likely to be encountered during implementation of the Project. These sessions also provides opportunity for the staff to explore their ability to find alignements and working relationship with others who may be colleagues or convergence or partnership points of contact.

2. The second level induction programme deals with the Project design details. These sessions are conducted by SPMU team members who are equiped with necessary collaterals to facilitate the programme as well as are capacitated by going through a Train the Trainer (T3) programme facilitated by externally hired training Deputy COO agencies.

All new joinees will go through an induction program (10-15 days) which will include immersion, PIP and rural immersion /enterprise visits. For staff joining without any work experience, the induction programme should have an additional village stay component for at least two to four weeks. During this period, the staff should attempt to understand the various programmes of TN RTP by seeing them in action, understand the community and their institutions, etc.

The HR team may also attach a newly recruited staff to a block unit and the unit head shall ensure that the newcomer transit into the organization smoothly by understanding all the themes and topic described above.

All staff undergoing induction programme would maintain a work diary, which is written daily based on the observations and reflections. As a part of their Induction programme, submit a report to show their understanding of the current status along with their suggestions and feed back.
13. Transfer Policy

The objective of this policy is to enable the mobility of the staff within TNRTP in the interests of the goals of the organization. This policy details the rules and procedures to affect such transfers smoothly.

13.1 Definitions:

Transfer means the movement of Staff from one Headquarters / station at which staff is posted to another station to take up the duties of a new post. Such a move would normally entail shifting of household belongings and family.

Types of Transfer: Transfers are generally of two types: Transfers effected by the organization to serve organizational objectives and those effected on the request of the staff. Staff may also seek mutual transfer (i.e. exchange of place of posting between two mutually willing staff) but all such mutual transfer requests will be subject to concurrence of the competent authority of TNRTP. In all such cases, transfers broadly serve the following objectives:

1. To serve the needs of the organization.
2. Lateral transfers for broader development between similar positions.
3. To augment staffing requirements due to inadequacy, expansion and others.
4. To give effect to promotions
5. To serve personal needs of Staff, subject to terms and conditions
6. Any other objective deemed appropriate by TNRTP.

Competent Authority:
The CEO TNRTP has full powers to transfer across all the positions within the organisation at Head Quarters or across all administrative and functional units of TNRTP.
The COOs have the full authority to transfer all staff at level L5 & L6 only within the District.
The CEO may delegate powers of transfer, as deemed appropriate.

13.2 Terms and Conditions of Transfers in Organization’s Interest

The following terms and conditions shall be applicable for transfers effected in organizations’ interest, from one unit to another involving a change in the place of posting.

1. The transferred staff shall clear all the pending work and shall report at the new place of posting within the joining time mentioned in the policy unless staff has secured prior written approval for extension of time from the competent authority.
2. The transferred staff has to obtain a Joining Certificate from the competent authority i.e. DEO in case of DPMU or Block Team Leader in case of Block Unit, upon reporting at new place of posting.
3. The transferred staff shall continue to draw existing salary with the same level and grade unless mentioned otherwise in the transfer letter.
4. Contractual obligations shall continue to remain unaltered, except as may specified in the transfer letter.
5. The transferred staff shall be eligible for such transfer related allowances, benefits and facilities as mentioned herein in this policy.
6. The transferred staff shall be eligible for traveling expenses on transfer as mentioned herein in this policy.
7. Upon transfer, the leave status shall remain unaltered and shall get carried forward to the new place of posting.
8. All the personal records of the transferred staff shall be transferred by the HR division of the previous administrative unit to the HR / designated officer or Head of the new unit to which the staff is transferred. This will also include records relating to last pay and entitlements drawn and due to the transferred staff, details of all entitlements due to the staff as on date of transfer and details of leave record as on date of transfer.

13.3 Terms and Conditions of Transfers in Mutual Interest

A window of thirty days during January every year shall be open for making mutual transfer requests. Such transfer requests shall be considered only if it is in the best interests of TNRTP and would not adversely affect its programmes.

Applications for transfers shall be made through proper channel. All such requests of transfers within the district, shall be made to the COO through the concerned DEO. All inter-district transfers shall be made to the CEO through the Chief Operations Officer

Such transfer requests on mutual basis or on personal grounds shall be considered based on the following grounds :

1. If a staff member has spent 2 years in the current place of posting or
2. If a staff requests for a transfer to join working spouse at the working location of the spouse or.
3. Any other reason deemed appropriate by the competent authority.

13.4 Joining Period:

The Table below lists the approved joining period in case of transfers by TNRTP in organizational interest. Joining time is a period of authorized leave provided by TNRTP to help the staff complete personal and official formalities, pursuant to transfer. This will not be debited against any other leave entitlements of the staff and will be treated as duty period, if not extended. Any extension of joining time shall need to be treated as leave (and is subject to terms of Leave Policy) unless otherwise approved as extended joining time by the CEO, TNRTP.

<table>
<thead>
<tr>
<th>Distance</th>
<th>Eligible Joining Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upto 10 Kms</td>
<td>Same Day</td>
</tr>
<tr>
<td>Upto 400 Kms</td>
<td>One Day</td>
</tr>
<tr>
<td>More than 400 Kms</td>
<td>Two Days</td>
</tr>
</tbody>
</table>
Joining period for office locations upto 10 kms away from current office location is next day, no absence period is allowed. Joining period for locations up to 400 kms away is one day and for location more than 400 kms is two days.
14. Grievance Redressal Policy

Grievances are part of every work environment and they need to be positively addressed and resolved. The objective of this policy is to define grievances, to establish processes to redress grievances, to identify and redress systemic flaws that lead to grievances. The overriding objective of this policy is to enhance staff satisfaction as primary internal customers of TNRTP.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Grievance Redressal Authority</th>
<th>Jurisdiction</th>
</tr>
</thead>
<tbody>
<tr>
<td>District GRC</td>
<td>Chairperson – DEO</td>
<td>Grievances at District Office and Block grievances</td>
</tr>
<tr>
<td></td>
<td>Nodal GRO – Executive Officer – Project Management for DPMU</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Appointing Authority : Chairperson, State GRC/ Chief Operations Officer</td>
<td></td>
</tr>
<tr>
<td>State GRC</td>
<td>Chairperson – Chief Operating Officer (Project Management)</td>
<td>Grievances at the State Level, and inter-district grievances</td>
</tr>
<tr>
<td></td>
<td>Nodal GRO – Deputy COO – Personnel &amp; Admin</td>
<td></td>
</tr>
</tbody>
</table>

**Withdrawal of Grievance:** At any point in the process, the aggrieved staff may withdraw the grievance by informing the grievance committee and the matter would be deemed settled and closed.

**Anonymous Grievance:** There could be a possibility that the GRC may receive an anonymous grievance where the concerned staff may not want to identify self. Such anonymous petition would have to be in writing (email included) for further inquiry under this policy. The nodal GRO or the Grievance Structure would assess the nature of such petitions to establish primary cause for inquiry. In assessing cause for further action, the Grievance Management structure would also take into account the facts and evidence presented and the nature of grievance.

**Malafide Grievances:** In due course of grievance redressal if any GRC finds that the grievance was filed due to malafide intentions, the nodal GRO or GRC may, as part of its Action Taken report, recommend a warning to the staff concerned as per the Disciplinary Policy of TNRTP. Such recommendations will need to follow the four steps above. The final penal recommendation will be made by the EC, TNRTP and shall be executed by the authority with appropriate delegation for issue of warning (as per Delegation or Disciplinary Policy of TNRTP) and by the administrative head of Unit, for recovery of TA/DA.

Anonymous petitions with malafide intentions shall not be entertained after being assessed by GRO.
15. Maintenance of Positive Discipline in TNRTP

This policy is intended to establish a system that helps in maintaining positive discipline within TNRTP following the principles of good conduct and natural justice.

15.1 Definitions

**Misconduct:** Any act committed (includes omission) by Staff in course of their work for TNRTP, whether committed within the premises of TNRTP or otherwise, which is subversive to the discipline of the organization. This includes all acts (and omissions) which are in violation of expressed or implied conditions of service, affect the smooth working of the organization and / or is otherwise considered as a criminal offence, as per the laws of the country.

15.2 Types of Misconduct

Following is a list of misconducts for which Staff may be charged. This list is illustrative and not exhaustive.

1. Willful insubordination or disobedience, whether or not in combination with another staff, of any lawful and reasonable order of a superior.
2. Going on a strike or abetting, inciting, instigating of action in furtherance thereof.
3. Willful slowing down in performance of work, or abetment or instigation thereof, including 'gherao' of office/officials.
4. Theft fraud or dishonesty in connection with TNRTP’s activities or property or the theft of property of another staff within the premises of the establishment.
5. Taking or giving bribes or any illegal gratification.
6. Habitual absence without prior sanction of leave, or absence without leave for more than ten consecutive days or overstaying the sanction.
7. Leave without sufficient grounds or proper or satisfactory explanation.
8. Late attendance on not less than four occasions within a month.
9. Habitual breach of any Standing Order or any law / policy applicable to the establishment or any rules made there under.
10. Collection, without the permission of the Management, of any money within the premises of the establishment except as sanctioned by any rule for the time being in force.
11. Engaging in trade or business in violation of TNRTP employment norms.
12. Abuse of office in the organization for personal gain or unauthorized gain for personal family or friends or any organization in which the staff has influential interest.
13. Drunkenness, riotous, disorderly or indecent behavior on the premises of the establishment or other places during employment within TNRTP.
14. Commission of any act subversive of discipline on the premises of the establishment or other places, during the course of employment in TNRTP.
15. Habitual neglect of work or gross habitual negligence.
16. Habitual breach of any rules or instruction of TNRTP and habitual disregard or gross negligence to the assets and property of TNRTP or the maintenance of the cleanliness of any portion of the establishment.

17. Willful disruption of work or damage to any property of TNRTP.

18. Wrongful disclosure of confidential information or any information obtained during the course of work in TNRTP without authorized formal permission.

19. Gambling/ betting within the premises of the establishment.

20. Smoking or spitting on the premises of the establishment where it is prohibited.

21. Failure to observe safety instruction notified by TNRTP or interference with any safety device or equipment installed within the establishment.

22. Any act that is in violation of extent laws of the country.

23. Any act that is of political nature including associations with political parties without due authorization.

24. Any association with any organizations that are banned by the State or GOI.

25. Refusal to accept a charge sheet, order or other communication served in accordance with these standing orders.

26. Unauthorized possession of any lethal weapon in the establishment.

27. Any other good and sufficient cause of action or omission that is deemed as misconduct by TNRTP.

15.3 Types of Penalties

Any violation of office procedure/Project norms is punishable.

1. Warning
2. Censure
3. Stoppage of monetary benefits of any kind
4. Dismissal from services
5. Recovery
6. Criminal action in case of misappropriation

**Competent Disciplinary Authority**: The table below presents the competent authority and the review authority for all disciplinary matters for various levels

<table>
<thead>
<tr>
<th>PMU Level</th>
<th>Initiation Authority</th>
<th>Competent Authority</th>
<th>Review Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Block Level and DPMU other than DEO</td>
<td>DEO</td>
<td>COO</td>
<td>CEO</td>
</tr>
<tr>
<td>DEO &amp; SPMU Staff</td>
<td>COO</td>
<td>CEO</td>
<td>EC</td>
</tr>
</tbody>
</table>

The HR unit or its equivalent at all administrative levels would provide the required advisory and other operational support in effecting this policy including drafting all related communication and correspondence.
15.4 Process for Disciplinary Action
1. Serving of Notice to the delinquent
2. Obtaining written explanation
3. Decision by Competent authority
4. In case of necessity Fact Finding Officer (FFO) to be nominated and case decided on merits based on FFOs report
16. Exit Policy for Staff

The objective of this policy is to define the standard process and terms of exit for staff of TNRTP.

16.1 Scope:
This policy applies to all the staff recruited on a fixed tenure basis and staff on deputation. It also applies to trainees, apprentices and consultants, unless otherwise stated in their terms of contract.

16.2 Types of Separation/ Exit
Staff would be separated from service with TNRTP on account of the following:

1. **Movement to Project Facilitated Institutions**: Staff are encouraged to take up roles in Project facilitated institutions after Project run in period of 4 years. The roles can be identified with the Producer Collectives, Enterprise Groups, Enterprises and Producer Groups. On confirmation of such movement, they may resign from their current responsibilities and move to the new endeavors.

   To put to use the experience and expertise gained during the Project period and thereby to communitise the Project expertise.

2. **Resignation by Staff**: This refers to the voluntary termination of employment by a staff member as per the terms of contract and / or this policy.

3. **Completion of Contract Tenure or Termination as per terms of contract**: The closure of a contract at the culmination of the Stated period of contract. An staff may also be terminated with due notice as per the terms of contract.

4. **Separation due to Redundancy/ Retrenchment**: This refers to termination of employment, under circumstances where TNRTP or the Government closes down a programme/ scheme / Project due to business reasons.

5. **Termination due to Disciplinary Reasons**: The compulsory termination of an staff on disciplinary grounds as per the Disciplinary Policy of TNRTP.

6. **Separation due to Desertion**: This refers to the termination of Staff from service due to unauthorized absence of over 7 (seven) days. Any unauthorized absence for a period of seven working days or more without due intimation to and concurrence of the approving authority for leave, shall be deemed as unauthorized absence or desertion. Such an absence shall be deemed as unauthorized absence even if it is in continuation of an approved leave.
7. **Separation due to Discharge on Medical Grounds**: A contract staff may be discharged from service for reasons of physical or mental incapacity or for continued ill health or such other reasons not amounting to misconduct.

8. **Separation due to Death** - In the unfortunate event of death of Staff.

### 16.3 General Principles Regarding Exit

1. The separation of Staff from TNRTP should be a smooth, well coordinated and stress free process for the staff. Every staff leaving the organization should be looked upon as an ambassador and a potential future staff.

2. TNRTP shall exercise highest level of consideration to ensure timely completion of formalities and proactive support in case of death or termination on medical grounds so as to ensure a supportive transition to the staff and their families.

3. All termination, to be effective, shall need to be approved by the competent authority.

4. The HR division or its equivalent shall be the nodal unit to secure smooth exit of staff and would be responsible for timely completion of all processes.

5. For the month of termination, the staff will be eligible to all allowances on a *pro-rata* basis. This clause will however not be applicable to cases of termination without any notice period.

6. Days in service will be calculated till the last day *(rounded off to lower day in case of fractions)* of presence at office.

7. The staff concerned should obtain a ‘No Dues Certificate (NDC)’ before the last day of duty from the concerned accounts unit, verified by reporting officer. This certificate should be finally signed and approved by the Competent Authority. It shall be the responsibility of the staff to obtain and submit an NDC, in the prescribed manner. However, in case of death of Staff, the COO – Project Management shall coordinate the same on compassionate grounds. In case of compulsory termination too HR shall coordinate the same as the discharged staff may not be given permission to visit premises of the office.

8. As a part of NDC and transition, the staff concerned shall prepare and submit a detailed handing over note including participation in transition meetings, hand over belongings to reporting Officer during the notice period.

9. All dues from staff shall be intimated in advance and recovered. In general, the last pay shall not be made until the staff clears all pending dues through a cheque. In exceptional cases, TNRTP shall adjust pending dues against the last payable amount before making the payment to the staff. In such cases, all dues recovered shall be clearly described in the last pay Statement.

10. In exception cases, the recoverables may also be adjusted against any unpaid salary if these are not settled by the staff. However, under no circumstances, the recoverables can be adjusted against PF, if any.

11. In case there are no pending dues to the staff to adjust the recoverable(s) from the staff, TNRTP may file a civil suit for the recovery of dues.

12. A Service certificate shall be issued in the prescribed format on the last working day. If desired by the staff, the Project shall also issue an Experience certificate.
16.4 Process for Contract Termination on Medical Grounds
- Staff who is persistently absent or proceeds on leave (for recurrent short or long periods) on medical grounds may be considered for termination on medical grounds.
- In such cases, TNRTP shall constitute a Medical Board comprising of two Registered Medical Practitioners nominated by the CEO, to examine the case.
- The Medical Board shall discuss the illness with the staff, the staff’s doctor apart from its own examination / assessment. The staff is required to comply with the requirements of the Medical Board, the costs (of any) would be borne by TNRTP.
- The staff concerned may be discharged if the Medical Board recommends staff is not medically fit to continue in the job.
- TNRTP may also advise the Medical Board to assess the fitness of the staff for an alternate job/role and may consider the staff for an alternate job if TNRTP and the Medical Board deems it fit.
- The process of exit in such cases would be followed as described.

16.5 Process for Settlement of dues in case of Death of staff:
In case of death of Staff, the lead role shall be taken by the Dy. COO – Personnel & Admin for due completion of all settlement formalities. The COO – Project management, with the concurrence of the CEO shall ensure payment of an emergency advance (if the family’s circumstances so warrant) for settlement of dues to the nominees of the deceased staff.

Deputy COO – personnel & admin will ensure that a list of clearance from all offices/departments of the Project is received at the earliest and submitted to CEO for approval.

A condolence message from the Project signed by the CEO and all the staff of the unit may be sent to the bereaved family. Recoverables *(in case of advances)* may be settled as per the accounting norms and payment of dues made to the nominated member as per Project records within a fortnight.

16.6 Termination Process on Completion of Contract Period
1. The HR unit concerned shall initiate action for contract closure in respect of all staff at least one month before the due term. Staff would keep an updated list of all staff and their contract ending date.
2. The HR person concerned shall seek concurrence of CEO for formal closure of contract term.
3. CEO shall provide due concurrence in consultation with the Reporting Officer. If extension of contract or contract renewal is proposed, due recommendation on the same shall be sent by the CEO to the Competent Authority, which shall be processed as per the terms of Staff Contract Policy.
4. On receipt of due concurrence from CEO, the Dy.COO-personnel & admin shall inform the staff concerned about the commencement of contract closure.
process. In any case, unless otherwise formally informed, all staff shall prepare for contract closure at the end of their contract period.

5. A relieving order along with all related relieving documents shall be issued by the HR person concerned, and signed by the Competent Authority at the closure of contract period. Process of obtained NDC etc., would be followed as mentioned

6. The above process shall apply for termination with due notice (but during the contract period) wherein the recommendations for termination of an staff is received from a competent authority. The Deputy COO – personnel & admin may initiate all other processes with consultations with the CEO / Chief Operating Officer

16.7 Termination on Resignation – Procedures

1. Staff who wishes to resign from the services of TNRTP will be required to give due notice of resignation, in writing to the Reporting Officer with a copy to the CEO and COO-Project Management.

2. Upon receipt of such a notice from staff, the officer concerned may have discussions with the staff to understand the reasons for resignation and to counsel the staff concerned, if appropriate. The designated authority may also seek the help of Dy.COO- Personnel & admin to counsel the staff.

3. Resignation shall be accepted by the competent authority and sent to HR for further process.

4. The notice period for resignation in general shall be as below:
   a. For all staff L5 and below, one month notice period has to be served
   b. For all other staff (L4 and above), a two month notice period has to be served.

5. The reporting officer shall forward the resignation letter to the Dy.COO- Personnel & admin concerned for initiating the exit process. Dy.COO- Personnel & admin concerned shall coordinate and process all related relieving documents, including the payment of last pay.

6. Resignation would be deemed to be automatically accepted, on completion of the notice period or mutual amendments thereto, in writing.

7. Resignation Acceptance Letter, shall be issued by Dy.COO- Personnel & admin after approval from the CEO and indicate the date of relieving and advising him/her to return and handover TNRTP properties or document(s) if any.

8. During the last month of termination/ notice period, the staff concerned will be eligible to all allowances on a pro-rata basis. This clause will however not be applicable to cases of termination without any notice period.

9. Days in service will be calculated till the last day (rounded off to lower day in case of fractions) of presence at office.

10. The staff concerned should obtain a ‘No Dues Certificate’ before the last day of duty from the accounts unit concerned, verified by reporting officer. This certificate should be approved by the competent authority.

11. In case Staff provides a shorter notice period, the Competent Authority may approve the same with recovery of notice pay (i.e. deduction of proportionate amount of salary in lieu of notice period). However, a shorter notice period
may be approved subject to exigencies of work. In exceptional cases, the CEO may waive the prescribed notice period along with notice pay

12. If due notice is served, the exit may be well planned and any amount payable shall be made on the last working day of the staff.

Process of Obtaining No Dues Certificate

As noted above, the Unit Head shall issue a No Dues Certificate. An NDC checklist shall be given to every staff on termination for due concurrence from all authorities concerned and for submission to the NDC issuing authority.

The Checklist for NDC, shall include the following as a minimum:

1. **Certification by the Reporting officer** – on receipt of formal hand-over report, and all other properties of TNRTP entrusted to the staff.
2. **Certification by Accounts** – on pending financial dues from the staff. The accounts unit concerned shall prepare a final list of recoverable (in case of advances) and dues within fifteen days of receipt of the copy of the approved resignation letter. All recoverables must be first settled as per the accounting norms before payment of dues.
3. Only when the NDC checklist is completed, the Unit head may issue the NDC.
4. The staff concerned shall hand over all job responsibilities/ assignments and organization’s belongings to reporting Officer during the notice period.
5. **Last Pay** of dues payable to or recoverable from an staff shall in general be completed on the last working day of every staff as far as possible. All such last pay shall be made only after receipt of an approved / completed NDC in all respects.
6. All dues from staff shall be intimated in advance and recovered. Last pay will not be paid until the staff clears all pending dues through a cheque. In exceptional cases, TNRTP shall adjust pending dues against the last pay amount payable before making the final payment to the staff. In such case all such dues recovered shall be clearly described in the last pay. The last pay shall, in general include -
   i. Pay and employment related benefits – either full or on pro-rata as applicable
   ii. Any pending TA
   iii. Provident Fund (filled in Form 13) – to be signed by the staff and submitted to HR to initiate transfer of PF account.
7. The indicative timeframe for last pay is as below:
8. Resignation with due Notice - On last Working Day
9. Resignation without due Notice – within 30 working days of relief
10. Compulsory Termination - within 30 days for formal relief subject to terms of disciplinary order, if any.
11. Exit after Contract Period and Retirement – On Last working Day
Employees Feedback

All staff are employees of the Project. The employees who leave the Project will submit a feedback. The purpose of this exercise would be to gain understanding on areas for improvement, within TNRTP. Staff shall be given the option to share inputs in complete confidence and anonymity, if need be.
17. Young Professionals Program

TNRTP aims to develop a talented pool of Young Professionals (YPs) who have a passion for working in rural India especially with the population at the bottom of the pyramid and have the potential to become seasoned development professionals. The YP programme will help developing a cadre of young professionals who will learn and acquire requisite skills as well as competencies for serving the development sector, and particularly to contribute in TNRTP implementation. It will be a unique opportunity for the YPs to learn rural development approach to economic empowerment and enterprise development in an exploratory field and thematic exposure through the project.

Young Professionals will be hired to work at both State and district level. As suggested in the organogram (figure2.2.1, page.no-14), 2-3 young professionals will be assigned to work under each component at State level, and at district level, the young professionals are expected to facilitate enterprise formation and development. At least one YP will be placed at a district, but depending on the requirement the numbers can be increased. A separate YP manual may be drafted to detail the work programs and policy.

17.1 Methodology

The YP programme intends to recruit fresh Post Graduates or those pursuing Post Graduates who want to take up Projects from premiere academic institutes across the country. These post graduates will be drawn from disciplines like rural management, business management, entrepreneurship development, social work, agriculture, automation, engineering, marketing, finance, HR etc. These young professionals will be recruited either through campus placement or through open market recruitment annually.

The selection methodology will follow test of aptitude, attitude, interest and commitment to work at rural India with the poor. Based on requirement, campus recruitment will be conducted periodically by TNRTP. Young Professionals, who are fulfilling requisite qualifications, will also be hired from the open market through a competitive selection process. The selection methodology again will involve test of aptitude, attitude, knowledge and skill.

17.2 List of Institutions

1. IRMA
2. XLRI
3. XIME
4. XISS
5. BIM
6. IFMR
7. DSE
8. XIMB
9. TISS
10. MSE
11. TNAU
12. BITS
13. MIDS
14. LIBA
15. PSG
16. EDI
17. NIAM
18. MANAGE

And other similar institute
Institutions may be added to this list after evaluation for similar levels of reputation with approval of CEO.

17.3 Age Limit:
Age limit for YP program will be up-to 30 years enabling professionals with experience to be part of the Project.

17.4 Credentials to be sought after:
To keep the YPP competitive for the limited numbers to be hired from these many institutions, the following credentials are highly sought:
1. Display a commitment and passion for development sector work.
2. Possess outstanding academic credentials.
3. Exhibit excellent client engagement and team leadership skills.
4. Have working knowledge of Tamil, especially for the YPs at the district level.

17.5 Programme Details
COO – Project Management is responsible for the outcomes of YP Programme. The details of the YP Programme is as follows:
1. The YPs go through first level of Induction programme designed and facilitated by the Project along the lines of the immersion program designed for other staffs. The sessions in this program energizes the commitment to Project Development Objective. These sessions provides space for the individual staff to explore personal philosophies and convictions that are likely to be encountered during implementation of the Project. These sessions also provides opportunity for the staff to explore their ability to find alignments and working relationship with others who may be colleagues or convergence or partnership points of contact.

2. The second level induction programme deals with the Project design details. These sessions are conducted by SPMU team members who are equiped with necessary collaterals to facilitate the programme as well as are capcitated by going through a Train the Trainer programme facilitated by externally hired training agencies.

3. The YPs are deployed at DPMU and Block levels to take up assignments implementable at the grass roots. The YPs take up a 6 months assignment on thematic areas anchored at Block level to have hands on experience working with the communities and local authorities. The thematic areas will include all three major components (Rural Enterprise ecosystem development, Business Plan financing and Skills and Job opportunities) and their sub-components. The Young Professionals will complement and augment the efforts of the Project staff, wherever they are placed. Specifically they will be given tasks wiothin the sub-components which require lot of field work, are time-bound and innovative in nature. The outcomes of the tasks assigned to the YPs should be quantifiable. It must have quality and content parameters that can be used as feedback on Project design, concept and approach for improving the Project implementation or for
future Projects. Specific thematic areas for assignments shall be proposed by COO – Project Management/Project Implementation and approved by CEO for implementation.

4. On completion of the assignment, the YPs document lessons learnt and take performance review and feedback from the allocated Manager and Thematic experts. On satisfactory learning records reported by Manager and Thematic experts, the YP is allocated another assignment on a completely different thematic area and geography for 6 months.

5. On successful completion of two assignments, the YP is appointed as staff at a suitable level of at DPMU or SPMU. YPs who could not complete the assignments successfully are not given opportunity to take any roles in the Project. They are relieved from the Project and contracts will be terminated as per policy.

17.6 YP Forum

The YPs will be part of YP Forum where they seek to understand the big picture of the Project and development sector, specifically rural, gender, environment, economic empowerment etc. as well as any other areas like policies, planning, mobilisation as well. The YPs may organise discussions with experts in these areas with support of Associate Director – HR. This forum will be coordinated by one of the YPs on first among equals basis.
18. Onboarding Policy

The purpose of this policy is to accelerate time to productivity when new staff join the Project by creating positive onboarding experience.

18.1 Objectives
The following are the objectives of Onboarding policy

1. Facilitate new staff contribution in the new role as early as possible
2. Increase new staff comfort level in their new role
3. Reinforce the new staff decision to join TNRTP

18.2 Onboarding Activities
The following are the list of action items for effective onboarding

1. Workplace and computer is organized one day before the employee joins
2. The new staff is given a welcome package that carries
   i. A welcome letter
   ii. Blank forms to be filled out
   iii. Staff Handbook
   iv. Manager handbook if the new joinee is a Block Team Leader, DEO or SPMU team
3. The new staff hands over signed copy of offer letter and all relevant copies and originals of
   i. Signed offer letter
   ii. Education certificate originals for verification and copies for records
   iii. PF, ESI, Personal Accident, Indemnity, Emergency Contact Forms
4. The new staff is allocated employee ID and email ID activated on day one
5. The new staff undergoes session on introduction to TNRTP: Project, People and Policies within a five days of joining
6. The new staff is introduced to the team they will work with and left with the reporting manager
7. The reporting manager of the new staff discusses the role and signs off the Key Result Areas with in 15 days of joining
19. Awards and Recognition

Positive extrinsic motivation presents a pleasant picture about the Project among Staff. They look forward not only to top of the market compensation and benefits, they also desire to be valued and appreciated for their contribution every time. Awards and recognition play an important part in increasing morale at work. It is the day-to-day interactions that make employees feel that their contributions are appreciated and that they are recognized for their unique qualities, thus increasing their morale.

The occasion on which these awards could be provided include weekly/Monthly meetings/reviews, Quarterly meetings or in any other eventuality required.

All staff at SPMU and DPMU are eligible for Awards and Recognition. Staff hired through staffing contract companies are not eligible.

19.1 Policy behind grants of Awards & Recognition:

<table>
<thead>
<tr>
<th>for Leadership</th>
<th>for Staff</th>
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</thead>
<tbody>
<tr>
<td>Increase productivity</td>
<td>Satisfies recognition needs</td>
</tr>
<tr>
<td>Produces Return On Investment</td>
<td>Creates positive recognition</td>
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<tr>
<td></td>
<td>experience</td>
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<tr>
<td>Improves attitudes</td>
<td>Provides a wide selection of</td>
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<tr>
<td></td>
<td>attractive, personalized awards</td>
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<tr>
<td>Builds loyalty &amp; commitment</td>
<td>Provides timeliness of recognition</td>
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<tr>
<td>Generates positive feedback</td>
<td>Guarantees quality of award</td>
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<tr>
<td>Empowers the workforce</td>
<td>Fosters open communication of</td>
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<td></td>
<td>appreciation</td>
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</table>

To effectively address requirements this HR policy essentially provides awards / recognition based on the following criteria:

- **Results Oriented:** always recognize results to get more results. While efforts are compelling, stick to recognizing results
- **Sincere:** ensures genuine expression of appreciation
- **Alignment to values:** meaningfully aligned with values, goals, priorities that matter most (winning behaviors)
- **Relevant:** designed to be perceived as valuable with a personal dimension—provided by someone of significance to the receiver.
- **Timely:** respond immediately to behavior intended to reinforce within the organization.

In line with the above guidelines, at TNRTP:
1. Deputy COO- Personnel and Admin will be responsible to find opportunities to provide Awards & Recognitions to staff at all levels in Consultation with CEO

The nomination form at the end of this document is to be filled for every recognition opportunity. It helps keeping a consolidated record of all winners. Managers are recommended to use the recognition process appropriately while the HR Department will facilitate.

**19.2 Process for Issuance of Awards / Recognition:**

![Diagram of process flow]

- Manager/ Officer to whom the staff reports Initiates Mail to Dy.COO Pers& Admin by nominating the staff
- Detailing out the achievements
- Discussion on nominations by appropriate committee
- Dy.COO personnel & Admin will prepare list of Qualifiers for awards & recognitions
- Dy.COO personnel & Admin will decide the appropriate occasion for recognition
Annexures
### Annexure 1: Job and Position Description of SPMU, DPMU and BU Staff

<table>
<thead>
<tr>
<th>Designation</th>
<th>Level</th>
<th>Age</th>
<th>Qualifications</th>
<th>Desired Attributes &amp; Skills</th>
<th>Defining Factor</th>
<th>Knowledge/ Experience</th>
<th>People Management</th>
<th>CTP (monthly range)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Operating Officer</td>
<td>S101</td>
<td></td>
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<td></td>
<td>1,50,000 – 2,00,000</td>
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<tr>
<td></td>
<td></td>
<td>12+ years’ experience</td>
<td>Master in Business Management/ Agribusiness Management from a reputed institute (Tier 1)</td>
<td>Leadership, Strategic thinker, Multitasker and Proactive, Ability to manage time effectively, Disciplined and organized, Analytical, Innovative, Accountable, Ability to learn and adapt</td>
<td>Provides strategic directions towards achieving the Project development outcomes, Provides leadership to the work teams, Anticipates, Creates and Defines Innovative Concepts in a Strategic Environment, Ability to Input to Strategies and Policy-Making, in accordance with overall strategies, Demonstrated experience of contract and partnership management, Provide strategic technical and management inputs to CEO on critical decision, and Knowledge and experience in rural community based programs will be an added advantage; Experience in managing large Projects (guiding immediate next team of 20+ members and overall team-size of over 150+)</td>
<td>Experience in managing large Projects (guiding immediate next team of 20+ members and overall team-size of over 150+)</td>
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<tr>
<td>Code</td>
<td>Position</td>
<td>Experience</td>
<td>Education</td>
<td>Skills</td>
<td>Responsibilities</td>
<td>Salary</td>
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<tr>
<td>S201</td>
<td>Associate COO, Rural Enterprise ecosystem development</td>
<td>12+ years’ experience</td>
<td>Master in Business Management /Agri Business Management from a reputed institute (Tier 1)</td>
<td>Leadership, Program Management, Enthusiastic, Accountable, Analytical and Innovative, Proactive and Multitasker, Ability to manage time effectively, Functional knowledge and implementation in accordance with the Project objective, Leading the work team, Liaisoning with the stakeholders and TSAs, Documentation - operational manuals, guidance notes and others, Demonstrated experience of contract and partnership management.</td>
<td>Implementation, Coordination and Monitoring Experience of a Project that has implementation scope beyond 10 districts; Experience in promoting producer collectives in farm and non-farm sector; enterprise development and data driven planning; Knowledge of value chain promotion, marketing, business service delivery and business incubation; Leading the work team; Liaison and network with the financial institutions and TSAs; Documentation-operational manuals, guidance notes and others; Demonstrated experience of contract and partnership management.</td>
<td>1,00,000 – 1,50,000</td>
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<tr>
<td>S202</td>
<td>Associate COO, Enterprise business financing</td>
<td>12+ years’ experience</td>
<td>Master in Business Management/Agribusiness Management /Business Administration (Finance) from a reputed institute (Tier 1)</td>
<td>Leadership, Program Management, Enthusiastic, Accountable, Analytical and Innovative, Proactive and Multitasker, Ability to manage time effectively, Functional knowledge and implementation in accordance with the Project objective of the component, Leading the work team, Liaison and network with the financial institutions and TSAs, Documentation-operational manuals, guidance notes and others, Demonstrated experience of contract and partnership management.</td>
<td>Implementation, Coordination and Monitoring Experience of a Project that has implementation scope beyond 10 districts; Experience in financing instruments (like matching grants/credit guarantee/capital grants/venture); Knowledge of institutions financing enterprises like producer collectives, micro-small enterprises, social/green enterprise and start-ups; Understanding of the incubation and innovation ecosystem like Sankalp,</td>
<td>1,00,000 – 1,50,000</td>
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<td>Position</td>
<td>Experience Duration</td>
<td>Education/Experience</td>
<td>Skills</td>
<td>Functional Role</td>
<td>Salary Range</td>
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<tr>
<td>Associate COO, Skills and Jobs</td>
<td>12+ years' experience</td>
<td>Master in Business Management/Agribusiness Management from a reputed institute (Tier 1)</td>
<td>Leadership, Program Management, Enthusiastic, Accountable, Analytical and Innovative, Proactive and Multitasker, Ability to manage time effectively, Functional knowledge and implementation in accordance with the Project objective, Leading the work team, Liaisoning with the stakeholders – (for convergence, partnerships, certifications) and TSAs, Documentation-operational manuals, guidance notes and others, Demonstrated experience of contract and partnership management.</td>
<td>Implementation Coordination and Monitoring Experience of a Project that has implementation scope beyond 10 districts; Experience in handling the skill development initiatives: NSDC or similar organizations, organizations such as ILFS L&amp;T and other similar organizations. Aware of various skill development programs of the Government and other stakeholders; Understanding of CSR related initiatives and innovations related to skilling sector at large;</td>
<td>1,00,000 – 1,50,000</td>
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<tr>
<td>Associate COO, Finance Management</td>
<td>12+ years' experience</td>
<td>MBA in Finance/CA/ICWA</td>
<td>Accountable and Analytical, Critical analysis and ability to take rationale steps to meet the Project development objectives, Disciplined, Proactive, Managing the financial systems as per the standards of GoTN and World Bank guidelines, Ability to integrate existing systems of financial management, wherever needed, Managing a transparent system of accounting through the team till block level</td>
<td>Implementation Coordination and Monitoring Experience of a Project that has implementation scope beyond 10 districts; Experience in financial management systems and fiduciary aspects in Projects funded by multilaterals (World Bank/UN/IFAD/etc); Understanding of public finance and auditing;</td>
<td>1,00,000 – 1,50,000</td>
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<td>Position</td>
<td>Code</td>
<td>Experience/Qualifications</td>
<td>Responsibilities</td>
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</table>
| Associate COO ICT, M&E and MIS  | S205 | • 12+ years’ experience  
• Master in Computer Application/or Information Technology/Computer Science or B.Tech /B.E in Computer Science from a reputed institute (Tier 1)  
• Program Management  
• Enthusiastic, Accountable and Analytical  
• Proactive and Multitasker  
• Ability to manage time effectively  
• Integrator |
|                                 |      | • Integration with existing ICT applications/programs of Govt or others as per the need of the Project  
• Leading the work team  
• Liaisoning with the stakeholders and TSA,  
• Documentation |
|                                 |      | • Understanding of financial aspects in public procurement processes and systems;  
• Project Management and Coordination Experience of Project(s) that has implementation scope related to systems integration, digitization and IT vendor management;  
• Domain experience in office automation & application development and eGovernance;  
• Experience of establishing MIS and Decision Support Systems;  
• Understanding of M&E framework of Projects such baseline surveys, input-output and process monitoring and impact assessment. |
|                                 |      | • Team management/Coordination Experience of Project(s) that has implementation scope related to systems integration, digitization and IT vendor management;  
• Should be a team player  
• Training and transfer of skills/knowledge |
| Deputy COO Enterprise Ecosystem Development | S301 | • 8+ years of experience  
• Master in Business Management/Agribusiness Management from a reputed institute  
• Accountable and Analytical  
• Outcome-driven  
• Ability to thrive under pressure.  
• Ability to un-learn, learn and adapt |
|                                 |      | • Planning and spearheading the Project action plan  
• Research and analytics  
• Documentation-operational manuals, guidance notes and others |
|                                 |      | • Implementation, Coordination and Monitoring Experience of a Project that has implementation scope beyond 3 districts;  
• Experience in promoting producer collectives in farm and non-farm sector; |
|                                 |      | • Team player  
• Will be monitored and supervised  
• Training and transfer of skills/knowledge |
<p>|                                 |      | 60,000 – 1,00,000 |</p>
<table>
<thead>
<tr>
<th>Deputy COO</th>
<th>S302</th>
<th>Less than 50 years</th>
<th>(Preferably Tier 1)</th>
<th>Writing and reporting</th>
<th>Building and coordinating within the larger team</th>
<th>Partnerships</th>
<th>Experience in promoting value chain linked agribusiness, marketing support and service delivery.</th>
<th>Experience of participatory planning.</th>
<th>Team player</th>
<th>Will be monitored and supervised</th>
<th>Training and transfer of skills/knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy COO Enterprise Promotion</td>
<td>S302</td>
<td>Less than 50 years</td>
<td>8+ years of experience</td>
<td>Master in Business Management/Agribusiness Management from a reputed institute (Preferably Tier 1)</td>
<td>Accountable and Analytical</td>
<td>Outcome-driven</td>
<td>Ability to thrive under pressure.</td>
<td>Ability to un-learn, learn and adapt</td>
<td>Writing and reporting.</td>
<td>Planning and spearheading the Project action plan</td>
<td>Research and analytics</td>
</tr>
<tr>
<td>Deputy COO Business Financing</td>
<td>S303</td>
<td>Less than 50 years</td>
<td>8+ years of experience</td>
<td>Master in Business Management/Agribusiness Management/Economics/Rural Management from a reputed institute (Preferably Tier 1)</td>
<td>Accountable and Analytical</td>
<td>Outcome-driven</td>
<td>Ability to thrive under pressure.</td>
<td>Ability to un-learn, learn and adapt</td>
<td>Writing and reporting.</td>
<td>Planning and spearheading the Project action plan</td>
<td>Research and analytics</td>
</tr>
</tbody>
</table>

Page 86 of 129
<table>
<thead>
<tr>
<th>Deputy COO</th>
<th>Skills and jobs</th>
<th>S304</th>
<th>Less than 50 years</th>
<th>Experience in digital-finance, ICT in financial institutions.</th>
<th>Implementation, Coordination and Monitoring Experience of a Project that has implementation scope beyond 3 districts; Experience with scouting and promoting innovations as businesses Experience of incubation and innovation ecosystem like Sankalp, Development Market Place, etc.,</th>
<th>Team player, Will be monitored and supervised Training and transfer of skills/knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Innovations</td>
<td>Deputy COO</td>
<td>S304</td>
<td>Less than 50 years</td>
<td>8+ years of experience Master in any discipline, preferably in Business Management/Agribusiness Management/Economics/Rural Management from a reputed institute (preferably Tier 1) Innovative and 'out of the box' thinker Accountable and Analytical Outcome-driven Ability to thrive under pressure. Ability to un-learn, learn and adapt Creative Writing Event management Planning and spearheading the innovation action plan Promote innovation within the Project team Explore and involve Project specific innovations Research and analytics Liasoning with stakeholders Building and coordinating within the larger team Partnerships</td>
<td>60,000 – 1,00,000</td>
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</table>

Deputy COO S304 Skills and jobs

Less than 50 years

8+ years of experience Master in any discipline, preferably in Business Management/Agribusiness Management/Economics/Rural Management from a reputed institute (preferably Tier 1) Accountable and Analytical Outcome-driven Ability to thrive under pressure. Ability to un-learn, learn and adapt Writing and reporting Planning and spearheading the Project action plan Research and analytics Liasoning with stakeholders Documentation-operational manuals, guidance notes and others Community participation and Partnerships Experience of a Project that has implementation scope beyond 3 districts; Experience with handling the skill development initiatives in organizations like NSDC ILFS, L&T, or CSR skilling initiative. Aware of various skill development programs of the Government and other stakeholders. | Team player, Will be monitored and supervised Training and transfer of skills/knowledge |

60,000 – 1,00,000
<table>
<thead>
<tr>
<th>Position</th>
<th>Experience</th>
<th>Key Qualifications</th>
<th>Responsibilities</th>
<th>Salary Range</th>
</tr>
</thead>
</table>
| Deputy COO       | Less than 50 years | • 8+ years of experience  
• Master in any discipline, preferably in Business Management/Agribusiness Management/Economics/Rural Management from a reputed institute (preferably Tier 1) | • Accountable and Analytical  
• Outcome-driven  
• Ability to thrive under pressure.  
• Ability to un-learn, learn and adapt  
• Writing and reporting  
• Planning and spearheading the project action plan  
• Research and analytics  
• Liasoning with stakeholders  
• Documentation-operational manuals, guidance notes and others  
• Community participation and Partnerships  
• Partnering with Government departments and private companies to converge existing schemes that are available for skills.  
• Implementation, Coordination and Monitoring Experience of a project that has implementation scope beyond 3 districts;  
• Experience in handling the skill development initiatives in organizations like NSDC ILFS, L&T, or CSR skilling initiative.  
• Aware of various skill development programs of the government and other stakeholders. | 60,000 – 1,00,000 |
| EDP & Partnership |                  |                                                                                      |                                                                                                                                                |              |
| Deputy COO       | Less than 50 years | • 8+ years of experience  
• Masters in Finance or CA/ICWA or relevant discipline from a reputed institute (preferably Tier 1) | • Accountable and Analytical  
• Outcome-driven  
• Ability to thrive under pressure.  
• Ability to un-learn, learn and adapt  
• Reporting  
• Pass entries in financial software, prepare vouchers, accounts payable, petty cash expenses  
• Reconciliation Statements  
• Implementation Coordination and Monitoring Experience of a Project that has implementation scope beyond 3 districts;  
• Experience in financial management systems and fiduciary aspects in Projects funded by multilaterals (World Bank/UN/IFAD/etc);  
• Understanding of public finance and auditing; | 60,000 – 1,00,000 |
| Deputy COO | Personnel and Admin | S307 | Less than 50 years | 8+ years of experience<br>Masters Degree in HR or Industrial Psychology from a reputed institute (preferably Tier 1) | 8+ years of experience<br>Masters<br>Accountable, and Analytical<br>Outcome-driven<br>Ability to thrive under pressure.<br>Ability to un-learn, learn and adapt<br>Creative writing<br>Interpersonal skills | Managing the TSA/agency<br>Human resources management and development<br>Building, and ensuring team bonding through regular professional development initiatives | Implementation, Coordination and Monitoring Experience of a Project that has implementation scope beyond 3 districts;<br>Experience in core HR functions (payroll, leaves), Performance Appraisal, Talent management, Change Management, Employee Engagement and Development<br>Experience in managing HR Management Agency | 60,000 – 1,00,000 |
| Deputy COO | Procurements & Contracts | S308 | Less than 50 years | 8+ years of experience<br>Masters in any discipline, preferably in Business Management/Rural Management from a reputed institute (preferably Tier 1) | Accountable, Analytical and Proactive<br>Outcome-driven<br>Ability to thrive under pressure.<br>Ability to un-learn, learn and adapt<br>Creative writing | Hiring of services, including receiving expressions of interest (EOI) through advertisement<br>Coordination with the team members for timely procurements for smooth Project implementation | Implementation, Coordination and Monitoring Experience of a Project that has implementation scope beyond 3 districts;<br>Experience in procurement management systems in Projects funded by multilaterals (World Bank/UN/IFAD/etc)<br>Understanding of public procurement process and systems; | 60,000 – 1,00,000 |
| Deputy COO | M&E/MIS | S309 | 8+ years of experience<br>Master in any discipline, preferably in Economics/Business Management/ | Accountable, Analytical and Proactive<br>Outcome-driven<br>Ability to thrive under pressure. | Integration with the team members to design and monitor component specific outcome indicators<br>Liasoning with the stakeholders and TSA, | Implementation, Coordination and Monitoring Experience of a Project that has implementation scope beyond 3 districts | 60,000 – 1,00,000 |
| Deputy COO | Environment and Social Management Framework (ESMF) | S310 | Less than 50 years | **8+ years of experience**  
| Master preferably in Development Studies/Sociology/ relevant discipline from a reputed institute (preferably Tier 1) | **Ability to manage time effectively**  
| **Proactive and Sincere**  
| **Accountable**  
| **Outcome-driven**  
| **Ability to thrive under pressure.**  
| **Documentation** | **Planning and spearheading the social development action plan**  
| **Ensure Project compliance of social safeguard policies as per the SMF /ESMF**  
| **Ensure coordination with the relevant team members to integrate promotion of green businesses and ensure environment friendly business practices in the Project supported enterprises..** | **Implementation Coordination and Monitoring Experience of a Project that has implementation scope beyond 3 districts;**  
| **Experience in Social Safeguards Systems in Projects funded by multilaterals (World Bank/UN/IFAD/etc)**  
| **Experience in developing and coordinating businesses with social inclusion framework – in particular women, disadvantaged, tribals, and others**  
| **Experience in promoting/supporting/facilitating green businesses and/or environmental safeguards in small businesses** | **Team player**  
| **Will be monitored and supervised**  
| **Training and transfer of skills/knowledge** | **60,000 – 1,00,000**
| District Executive Officer | **D101** | Less than 45 years | - 6+ years of experience  
- Masters in Business Management/Agribusiness Management from a reputed institute (Tier 1) | - Leadership  
- Project Management  
- Accountable, Analytical and Proactive  
- Outcome-driven  
- Ability to thrive under pressure.  
- Ability to un-learn, learn and adapt | - Planning and spearheading the Project Plan to strategically achieve the Project development outcomes  
- Provides leadership to the work teams  
- Anticipates and allows Innovative Concepts in a Strategic Environment,  
- Building and coordinating within the larger team  
- Partnerships and stakeholders’ engagement on a regular basis | **Essential.**  
- Experience in community based programs and participatory planning will be an added advantage.  
- Implementation, Coordination and Monitoring Experience of district level Project;  
- Experience in promoting enterprises and producer collectives in farm/non-farm sector, enterprise financing, marketing support and service delivery.  
- Proficiency in building team and executing partnership with Government departments, private sector players, financial institutions, and other such stakeholders. | - Team management and supervision of district and block teams.  
- Will be monitored and supervised by the COO  
- Training and transfer of skills/knowledge | 75,000 – 1,25,000 |
| Young Professional | **S310 / D200** | - Masters in Business Administration (preferably Tier 1) | - Commitment and passion for development sector work.  
- Possess outstanding academic credentials.  
- Exhibit excellent client engagement.  
- Working knowledge of Tamil, especially for | | | - Team management and supervision of district and block teams.  
- Training and transfer of skills/knowledge | 45,000 – 60,000 |
<table>
<thead>
<tr>
<th>Executive Officer – Grade I</th>
<th>Less than 40 years</th>
<th>6+ years of experience</th>
<th>Masters in Business Management/Agribusiness Management/Rural Management</th>
<th>Outcome-driven</th>
<th>Ability to thrive under pressure.</th>
<th>Accountable and Adaptable</th>
<th>Implementing the action plans.</th>
<th>Research and analytics</th>
<th>Documentation – reports, cases, best practices</th>
<th>Coordinating within the larger team</th>
<th>Partnerships and Stakeholders engagement</th>
<th>Experience of managing a district level Project</th>
<th>Knowledge and experience in developing agribusinesses; value-chain linked business; business development; enterprise development; start-ups</th>
<th>Experience in promoting producer collectives, producer groups and in business service delivery and marketing support to such collectives</th>
<th>Experience of participatory planning</th>
<th>Team player</th>
<th>Will be monitored and supervised</th>
<th>Training and transfer of skills/knowledge</th>
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<tbody>
<tr>
<td>Executive Officer – Grade II</td>
<td>&lt;53 years</td>
<td>8+ years of experience</td>
<td>Masters degree -</td>
<td>Outcome-driven</td>
<td>Ability to thrive under pressure.</td>
<td>Accountable and Adaptable</td>
<td>Implementing the action plans.</td>
<td>Research and analytics</td>
<td>Documentation – reports, cases, best practices</td>
<td>Coordinating within the larger team</td>
<td>Partnerships and Stakeholders engagement</td>
<td>Experience of managing a district level Project</td>
<td>Experience of providing institutional finance to the enterprises like producer collectives, micro-small enterprises, and start-ups;</td>
<td>Experience in Liasoning with financial institutions</td>
<td>Experience in digital-finance, ICT in financial institutions</td>
<td>Preference will be given to erstwhile staff of TNPVP</td>
<td>Team player</td>
<td>Will be monitored and supervised</td>
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<tr>
<td>Executive Officer – Grade II</td>
<td>Skills and jobs</td>
<td>Experience</td>
<td>Education</td>
<td>Key Skills</td>
<td>Experience</td>
<td>Other Requirements</td>
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<tr>
<td>Executive Officer – Grade II</td>
<td>Skills and jobs</td>
<td>&lt;53 years</td>
<td>8+ years of experience Master’s degree</td>
<td>Outcome-driven Ability to thrive under pressure. Accountable and Adaptable</td>
<td>Stakeholder engagement with the skilling institutes, entrepreneurship development institutes, potential employers, etc</td>
<td>Experience of managing a district level Project Experience in handling the skill development initiatives of NSDC, ILFS, L&amp;T, or CSR skilling initiative. Experience in community based skill development programs – community skill schools, farmers field schools, and other such similar initiatives Awareness of various skill development programs of the Government and other stakeholders Preference will be given to erstwhile staff of TNPVP with good track record (Ref. Para 3.5)</td>
<td>Team player Will be monitored and supervised Training and transfer of skills/knowledge</td>
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<tr>
<td>Executive Officer – Grade II</td>
<td>Skills and jobs</td>
<td>&lt;53 years</td>
<td>8+ years of experience Master’s degree</td>
<td>Outcome-driven Ability to thrive under pressure. Accountable and Adaptable Reporting</td>
<td>Pass entries in financial software, prepare vouchers, accounts payable, petty cash expenses Reconciliation Statements</td>
<td>Experience of managing a district level Project Experience in financial management systems and fiduciary aspects; Understanding of public finance and auditing; Preference will be given to erstwhile staff of TNPVP with good track record (Ref. Para 3.5)</td>
<td>Team player Will be monitored and supervised Training and transfer of skills/knowledge</td>
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<tr>
<th>Executive Officer – Grade II</th>
<th>Skills and jobs</th>
<th>Experience</th>
<th>Education</th>
<th>Key Skills</th>
<th>Experience</th>
<th>Other Requirements</th>
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</thead>
<tbody>
<tr>
<td>Executive Officer – Grade II</td>
<td>Skills and jobs</td>
<td>&lt;53 years</td>
<td>8+ years of experience Master’s degree</td>
<td>Outcome-driven Ability to thrive under pressure. Accountable and Adaptable Reporting</td>
<td>Pass entries in financial software, prepare vouchers, accounts payable, petty cash expenses Reconciliation Statements</td>
<td>Experience of managing a district level Project Experience in financial management systems and fiduciary aspects; Understanding of public finance and auditing; Preference will be given to erstwhile staff of TNPVP with good track record (Ref. Para 3.5)</td>
</tr>
<tr>
<td>Position</td>
<td>Grade</td>
<td>Experience</td>
<td>Education</td>
<td>Skills and Responsibilities</td>
<td>Additional Responsibilities</td>
<td>Base Salary</td>
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</tr>
<tr>
<td>Block Team Leader</td>
<td>D205</td>
<td>&lt;53 years</td>
<td>• 6+ years of experience (preferably in rural enterprise promotion) • Master's degree</td>
<td>• Leadership • Project Management • Enthusiastic, Accountable and Proactive • Outcome-driven • Ability to thrive under pressure. • Ability to un-learn, learn and adapt • Provides leadership to the work teams • Partnerships and stakeholders' engagement on a regular basis • Entrepreneur identification, Stakeholders and Beneficiaries Mapping, Beneficiary Capacity Assessment.</td>
<td>• Implementation and Monitoring Experience of block level Projects; • Experience in promoting enterprises and producer collectives in farm/non-farm sector. • Proficiency in ensuring productive relationship with the local authorities, Government departments, private sector players, financial institutions, and other such stakeholders • Experience in community based programs and participatory planning. • Provides leadership to the work teams • Partnerships and stakeholders' engagement on a regular basis • Entrepreneur identification, Stakeholders and Beneficiaries Mapping, Beneficiary Capacity Assessment.</td>
<td>30,000</td>
</tr>
<tr>
<td>Project Executive – Grade I</td>
<td>B301</td>
<td>&lt;40 years</td>
<td>• 4+ years of experience • Master's Degree in Business Management/Agribusiness Management / Rural Management</td>
<td>• Enthusiastic, Accountable and Proactive • Outcome-driven • Ability to thrive under pressure. • Implementation • Entrepreneur Identification, Stakeholders and Beneficiaries Mapping • Documentation – reports, cases, best practices</td>
<td>• Experience in block level Project • Experience in beneficiary Identification and participatory planning of the community • Experience in promoting producer collectives, producer groups and in business service delivery and marketing support to such collectives • Team player • Will be monitored and supervised • Training and transfer of skills/knowledge</td>
<td>27,500</td>
</tr>
<tr>
<td>Project Executive – Grade II</td>
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</tbody>
</table>
| Skills and Jobs | B302 | <40 years | 4+ years of experience  
Minimum Bachelor’s in any discipline, preferably in Business Management/Agribusiness Management/Rural Management | Enthusiastic, Accountable and Proactive  
Outcome-driven  
Ability to thrive under pressure. | Implementation  
Youth identification, screening and applications  
Stakeholder engagement  
Documentation – reports, cases, best practices | Experience in block level Projects  
Experience in youth identification for skilling initiatives  
Experience in community based skill development programs – community skill schools, farmers field schools, and other such similar initiatives  
Aware of various skill development programs of the Government and other stakeholders. |

<table>
<thead>
<tr>
<th>Project Executive – Grade II</th>
</tr>
</thead>
</table>
| Accounts | B303 | <40 years | 4+ years of experience  
Minimum Bachelors’ degree Finance/ICWA or relevant discipline | Accountable and Proactive  
Outcome-driven  
Ability to thrive under pressure. | Pass entries in financial software, prepare vouchers, accounts payable, petty cash expenses | Experience in block level Project  
Experience in financial management systems and fiduciary aspects;  
Understanding of public finance and auditing; |

*Relaxation on education qualification and experience on exceptional individual candidate’s cases shall be exercised by Chief Executive Officer at the time of offer approval.
* The Deputation staff from Government for any one of the posts mentioned above may be exempted from the defining factors prescribed above.
* The Tier 1 and Tier 2 institutes will be determined based on NIRF rankings of Ministry of Human Resources Development and also reputed institutes specializing in fields of Rural Development & Management.
**Annexure 2: Suggested Job Vacancy Advertisement Template**

<table>
<thead>
<tr>
<th>Notification No:</th>
<th>Advertisement No:</th>
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<tbody>
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</table>

<table>
<thead>
<tr>
<th>Advertisement Date:</th>
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<tbody>
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<th>Application Opening Date:</th>
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<th>Application Closing Date:</th>
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<th>Examination Date (if any):</th>
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<th>Interview Date:</th>
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<tr>
<th>Post (job title):</th>
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<th>Vacancy details:</th>
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<tr>
<th>Job title:</th>
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<tr>
<th>Brief job expectation:</th>
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<tr>
<th>Salary details:</th>
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<tr>
<th>Locations:</th>
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<tr>
<th>Eligibility criteria:</th>
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<tr>
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<th>Interview Pattern:</th>
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<thead>
<tr>
<th>General Instructions:</th>
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<tbody>
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<table>
<thead>
<tr>
<th>Details of officer to whom Application to be submitted:</th>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Name and Designation of the Authorized Officer.</th>
</tr>
</thead>
</table>
Annexure 3: Suggested Format for CV

APPLICATION FORM

PLEASE COMPLETE ALL SECTIONS IN FULL.
You may enclose a CV in support of your application.

Position applied for:

Where did you see this post advertised?

Available to take up employment (date):

1. Personal details
Title: (Please circle) Prof Dr Mr Mrs Miss Ms Other:
Surname: Name(s):
Address:

Pin code:

Telephone Home: Business:
Mobile: Email: Nationality:

2. Academic and other qualifications

<table>
<thead>
<tr>
<th>Schools attended from 10th</th>
<th>Dates (mm/yy)</th>
<th>Examinations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>From</td>
<td>To</td>
</tr>
</tbody>
</table>

Further education, training and Professional qualifications

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
<th>Examinations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>(subjects/results)</td>
</tr>
</tbody>
</table>

Please continue on a separate sheet if necessary
3. Previous employment (please include details of your most recent employment here, then give details of previous roles, working backwards from the most recent). PLEASE PROVIDE EXPLANATION FOR ANY GAPS IN EMPLOYMENT. Continue on a separate sheet if necessary.

<table>
<thead>
<tr>
<th>Present/most recent employer:</th>
<th>Start date: (mm/yy)</th>
<th>End date: (mm/yy)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address:</td>
<td>Job title:</td>
<td></td>
</tr>
</tbody>
</table>

Current salary: | Duties/responsibilities: 

Reason for seeking new employment: 

<table>
<thead>
<tr>
<th>Previous employer:</th>
<th>Start date: (mm/yy)</th>
<th>End date: (mm/yy)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address:</td>
<td>Job title:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Duties/responsibilities:</td>
<td></td>
</tr>
</tbody>
</table>

Reason for leaving: 

<table>
<thead>
<tr>
<th>Previous employer:</th>
<th>Start date: (mm/yy)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address:</td>
<td>End Date: (mm/yy)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job title:</th>
<th>Duties/responsibilities:</th>
</tr>
</thead>
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<table>
<thead>
<tr>
<th>Reason for leaving:</th>
</tr>
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<table>
<thead>
<tr>
<th>Previous employer:</th>
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</thead>
<tbody>
<tr>
<td>Address:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Start date: (mm/yy)</th>
</tr>
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</table>

| End Date: (mm/yy)  |

<table>
<thead>
<tr>
<th>Job title:</th>
<th>Duties/responsibilities:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Reason for leaving:</th>
</tr>
</thead>
</table>

Please continue on a separate sheet if necessary.
4. Supporting Statement

Please make use of this section to give further information, including;
why you are applying for this post; how your skills and experience match the
requirements of the post, as outlined in the Person Specification and Terms of Reference;
any other details of interests/voluntary work relevant to the post

Please continue on a separate page if necessary – maximum one additional page
5. General

Interests/hobbies: (give details of pastimes, sports, etc.):

Public duties undertaken:

Membership of professional organizations (if any):

Do you need a work permit to work in India?: YES/NO

Do you have a full driving license?: YES/NO

If it is not clean, please provide details:

Are there any disabilities which may affect your participation in the interview process? If yes, please describe disabilities on a separate sheet and tick this box if doing so:

If offered this position will you continue to work in any other capacity? (give details)

Community/volunteer experience (if any):

<table>
<thead>
<tr>
<th>Name and address of organization</th>
<th>Dates (mm/yy)</th>
<th>Position/title</th>
<th>Duties/responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>From</td>
<td>To</td>
<td></td>
</tr>
<tr>
<td>Referee 1</td>
<td>Last/most recent employer</td>
<td>Referee 2</td>
<td>Please State relationship of referee to applicant</td>
</tr>
</tbody>
</table>

Name:

Address:

Occupation:

Tel no: Fax no: Tel no: Fax no:

Email: Email:

I confirm that the details which I have given on this form are accurate at the date given.

Signature of applicant: Date:
Dear Mr. / Ms.,

Sub: Invite for Interview on <<date>>
Ref: Your application dated <<Application date>>
      Advertisement dated <<date>>, <<Position title>>

You are invited for an interview with ---- on ---- at ----.

Ensure to be available at our office, address as below:
Tamil Nadu Rural Transformation Project

For Tamil Nadu Rural Transformation Project

Authorised Signatory
Annexure 5: Suggested Rating Sheet Format

1. Name of Candidate: Position Title:

2. Level 1 By: Level 1 Date:

3. Level 2 By: Level 2 Date:

Rating Key - NS: NOT SATISFACTORY; S: SATISFACTORY; VS: VERY SATISFACTORY; NA: NOT APPLICABLE

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Comments: (Be very specific; support your rating)</th>
<th>NS</th>
<th>S</th>
<th>VS</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience (as it relates to the position)</td>
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<tr>
<td>Core Skills (consistent with those required to perform the duties of the position)</td>
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<tr>
<td>Education/Training (relevant to position)</td>
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<tr>
<td>Communication Skills (written and verbal)</td>
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<tr>
<td>Interest in and knowledge of the position and the Project</td>
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<tr>
<td>Presentation (promptness, neatness of resume/application, appearance)</td>
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<tr>
<td>Problem Solving Skills</td>
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<tr>
<td>Job Stability</td>
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<tr>
<td>Other Job Related Criteria (specify)</td>
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</table>
**Other Job Related Criteria**  
(specify)

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4. **Please circle your responses to the following questions:**

1. The applicant has the knowledge, skills, and abilities to perform the duties of this position:  
   - Strongly Agree  
   - Agree  
   - Disagree  
   - Could not determine

2. The applicant views this position with excitement and enthusiasm:  
   - Strongly Agree  
   - Agree  
   - Disagree  
   - Could not determine

3. The applicant has the appropriate level of experience necessary for this position:  
   - Strongly Agree  
   - Agree  
   - Disagree  
   - Could not determine

4. The applicant displayed the ability to participate effectively in a team environment and motivate and lead the team (if applicable):  
   - Strongly Agree  
   - Agree  
   - Disagree  
   - Could not determine

5. The applicant displayed ability to communicate well with all constituents.  
   - Strongly Agree  
   - Agree  
   - Disagree  
   - Could not determine

6. The applicant should be included in the final list of recommended applicants:  
   - Strongly Agree  
   - Agree  
   - Disagree  
   - Could not determine

5. **Candidate’s Strengths:**

6. **Weaknesses:**

   ______________________________
   ______________________________
   ______________________________
   ______________________________

6. **Please provide any additional comments you have about this candidate:**

   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________

Page 104 of 129
Annexure 6: Suggested Contract Template for Staff

AGREEMENT OF CONTRACT APPOINTMENT UNDER
TAMIL NADU RURAL TRANSFORMATION PROJECT

This agreement is made on ..........................., BETWEEN Chief Executive Officer on behalf of Tamil Nadu Rural Transformation Project, hereinafter referred as TNRTP, Chennai, Tamil Nadu.

AND

Mr. / Ms. .............................., aged about ..........years and residing at ............. ............. .............,

WHEREAS .................................. has been selected to provide his/her services to TNRTP

NOW THEREFORE THE PARTIES HEREBY AGREE AS FOLLOWS:
1. TNRTP hereby engages you to render services, as ........................................................... (name of position) or any other role authorized by the TNRTP from time to time.
2. You would be assigned to provide services for various programs being implemented by TNRTP. In the event of these programs are transferred to any other Project or Project at a later date, your services may be transferred to the said Project or the Project.
3. Your appointment has been made on a clear understanding that you have supplied all necessary information to enable TNRTP to Judge your fitness for the Job and that the information provided by you is true to the best of your knowledge and belief. Should it be found later that you have given wrong or insufficient information or misrepresented facts; your services would be terminated immediately.
4. The position offered to you is on contract extending not more than three years, starting from ................................. (date of contract) subject to satisfactory performance. The contract would be reviewed annually by TNRTP based on your performance during the contract period. TNRTP might rescind the contract before completion, if your performance has been found to be unsatisfactory. If the performance is found to be satisfactory TNRTP may consider extending the contract period for a further period of three years on same terms & conditions.
5. Your place of posting (headquarter) is .......... You would report to ...........
(Name of reporting officer, with designation). This would be subject to change
within TNRTP depending on administrative requirements.
6. You will not be entitled to compensation if you willfully neglect or refuse or
from other cause or be unable to perform any of the duties under this engagement.
TNRTP may suspend your salary during such neglect, negligence or inability as
aforesaid and may further immediately terminate your engagement without giving
any notice or making payment of salary in advance.
7. This appointment is terminable by TNRTP by giving you one month's notice
in writing or payment of one month's remuneration in lieu thereof. You may also
terminate this appointment by giving one month's notice in writing or payment of
one month's remuneration in lieu thereof.
8. That TNRTP during the continuance of your service would give you as
compensation as in Annexure to this document:
9. Your compensation is a consolidated package and includes all expenditures
you are required to make for high quality performance of your duties. Apart from
the sum mentioned in Clause 8 for duties to be performed outside your work
Jurisdiction you will be eligible for a daily allowance and reimbursement of travel
costs as per TNRTP HR Policy.
10. TNRTP works in an IT enabled environment and as a service provider to TNRTP
you are expected to be fully conversant with IT enabled way of working, including
use of email, uploading data on internet enabled data bases, reading notices and
assimilating information from web sites and use of a basic IT enabled devices.
11. Most of the communication from TNRTP would be through their web site,
through emails and SMS. You will be required to provide a mobile number through
which you can be contacted at all times and inform TNRTP if there is any change.
It will be your duty to check the TNRTP web site for announcements and your
official email on a daily basis. It will be your personal responsibility to access the
internet at least once a day for this purpose. TNRTP will not be making any special
arrangements for this. The cost if any incurred on this is not separately
reimbursable by TNRTP as it forms an integral part of your compensation package.
12. You would be entitled to an annual leave of 12 days, on a pro-rata basis. This
can be availed (subject to the terms and conditions of TNRTP Leave Policy), for
any purpose, including sick leave. This is in addition to one day weekly off to be
fixed by TNRTP.
13. All other terms and conditions of your engagement including other benefits
and entitlements, if any, transfers, exit and termination, etc. will be governed by
the rules and regulations of TNRTP, as amended from time to time. The HR Policy
and procedures shall be put up on the TNRTP website and it shall be your
responsibility to update yourself of the same.
14. Your engagement with TNRTP will stand terminated if you are absent for 5
days or more, continuously from duty without taking permission from the
competent authority.
15. You shall not be entitled to any other benefits except those mentioned above.
16. You may be transferred to another location by TNRTP in the interest of the organization. You may seek transfer only after completion of at least one year of your contract. All transfers would be guided by the Staff Transfer Policy laid out in the HR Manual of TNRTP.

17. Apart from work in the office, your work includes field duties at places you are required to work in as directed by TNRTP or its authorized representative. You may have to visit the field/ villages and stay overnight for extended periods as and when required.

18. You shall not take up any part time/full time employment or assignments elsewhere or do any business during the period of the contract with TNRTP without written permission of the competent authority.

19. Your engagement will be automatically terminated, if you Join any other organization or take up any assignment without obtaining prior permission.

20. While in contract with TNRTP at any time thereafter, you shall not divulge any information or knowledge gained and acquired by you during the period of contract, which could be detrimental to the interests of TNRTP.

21. The title rights, copyrights and all other rights of whatsoever nature in any material produced by TNRTP under the period of this contract shall be vested exclusively in TNRTP, unless otherwise vested in Government by virtue of Project document etc.

22. During the period of contract, you shall not stand for election as Member of a Municipal Committee, Municipal Corporation, District Board, Panchayat or any other legislative body.

23. You shall, within three weeks of your joining provide details of your immovable property owned by you either in your name or in the name of any other person. On the 31st of December each year you are also required to submit your annual immovable property Statement. If you wish to buy sell or transact immovable property in any other manner you shall obtain the prior permission of the authorized person in TNRTP. This permission will also be required for purchase of any movable item with value higher than Rs. 40,000/-. If there is any potential conflict of interest in your official dealings you are required to bring this to the notice of the authorized person in TNRTP.

24. You shall conduct yourself at all times with fullest regard for the purposes and principles of TNRTP and in a manner befitting your relationship with TNRTP under the contract. You shall not engage in any activity that is incompatible with those purposes and principles or the proper discharge of your duties with the Project. You shall avoid any action and in particular any kind of public announcement which may adversely reflect on the relationship, or on the integrity, independence and impartiality which are required by the relationship. You shall not accept any favor, gift or remuneration from any source external to TNRTP without first obtaining approval in writing for the same.

25. You shall stay in Head Quarter where you are posted unless you are on pre-approved for tour.

26. Notwithstanding anything contained herein before, rules, regulations, bye-laws, instructions, lawful orders, etc. as and when framed and issued by TNRTP
relating to the conditions of the service and additions, amendments, modifications, alterations, etc. made in the said conditions of service from time to time shall apply to you irrespective of whether these matters are provided for herein or not.

IN WITNESS WHEREOF, the candidates hereto have caused this contract to be signed in their respective names as of the day and year first above written.

Signature of the Candidate

Witnesses:-
1.
2.

Chief Executive Officer
for and on behalf of TNRTP, Chennai, Tamil Nadu
Annexure 7: Suggested Contract Template for Consultants

Contract for Consulting Services

THIS CONTRACT is entered into this [starting date of assignment] by and between Chief Executive Officer, Tamil Nadu Rural Transformation Project (“the Client”) having its principal place of business at Chennai, and [name of the consultant] (“the Consultants”).

WHEREAS, the Client wishes to have the Consultant performing the services hereinafter referred to, and WHEREAS, the Consultant is willing to perform these services,

NOW THEREFORE THE PARTIES hereby agree as follows:

1. Services:
   a. The Consultant shall perform the services specified in Annex A, “Terms of Reference and Scope of Services & Consultant’s Reporting Obligations, which is made an integral part of this Contract (“the Services”).
   b. In the event the Client finds it necessary to postpone or cancel the assignment and/or shorten or extend its duration, the Client reserves the right to adjust the terms of the contract as necessary. In such case, every effort will be made to give the Consultant, as early as possible, notice of the changes, if any.
   c. In the event of termination, the Consultant shall be paid for the services rendered for carrying out the assignment to the date of termination, and the Consultant will provide the Client with any reports or parts thereof, or
any other information and documentation gathered under this Contract prior to the date of termination.

2. Term:
   a. The Consultants shall perform the Services during the period commencing [starting date of assignment] and continuing through [proposed end date of assignment] or any other period as may be subsequently agreed by the parties in writing.
   b. Unless extended, or a new contract is signed, the contract will terminate at the end of the period mentioned above. TNRTP has no obligation to extend the contract or to offer a new contract, even if the Consultant’s performance is outstanding.

3. Payment:
   a. Ceiling: For services rendered pursuant to Annex A, the Client shall pay the Consultant a total amount not to exceed the ceiling of [ceiling limit defined as the total cost of the assignment arrived at after negotiations]. This amount has been established based on the understanding that it includes all of the Consultant’s costs as well as any tax obligations that may be imposed on the Consultant. The payments made under the Contract consist of the Consultant’s remuneration as defined in sub-paragraph B below and of the reimbursable expenditures as defined in sub-paragraph C below.
   b. Remuneration: The Client shall pay the Consultant for Services rendered at the rate of [Rs per day/ or Rs per month] in accordance with the rates agreed.
   c. Reimbursable:
      i. The Client shall pay the Consultant for reimbursable expenses, which shall consist of and be limited to:
      ii. Normal and customary expenditures for accommodation, food, Internet and telephone charges together not exceeding Rs ***** per day for the first month and thereafter subject to a limit of Rs ***** per month.
      iii. Official travel will be reimbursed at the cost of two-tier AC travel in trains, AC/ luxury travel by bus. Reimbursement for any other mode of travel will be done only if prior approval has been taken and authorized by the Client’s coordinator;
      iv. Such other expenses as approved in advance by the Client’s coordinator.
   d. Payment Conditions: Payment shall be made in Indian Rupees, no later than 30 days following submission by the Consultant of invoices in duplicate to Coordinator designated in paragraph 4.
   e. Terms of Payment: The Client will make the payments under the contract as described under Annexure B, which is made an integral part of this contract.

4. Coordinator: The Client designates **** [designation], TNRTT as Client’s Coordinator; the Coordinator shall be responsible for the coordination of activities under the Contract, for receiving and approving invoices for payment, and for acceptance of the deliverables by the Client.
5. Timesheets: During the course of their work under this Contract, including field work (if any), the Consultant providing services under this Contract may be required to complete timesheets or any other document used to identify time spent, as well as expenses incurred, as instructed by the Project Coordinator.

6. Records and Accounts: The Consultant shall keep accurate and systematic records/ bills/ etc. of expenses incurred in respect of the Services, which will clearly identify all charges and expenses to be reimbursed. The Client reserves the right to audit, or to nominate a reputable accounting firm to audit, the Consultant’s records relating to amounts claimed under this Contract during its term and any extension, and for a period of three months thereafter.

7. Performance Standard: The Consultant undertakes to perform the Services with the highest standards of professional and ethical competence and integrity.

8. Confidentiality: The Consultant shall not, during the term of this Contract and within two years after its expiration, disclose any proprietary or confidential information relating to the services provided, this Contract or the Client’s business or operations without the prior written consent of the Client.

9. Ownership of Material: Any studies, reports or other material, graphic, software or otherwise, prepared by the Consultant for the Client under the Contract shall belong and remain the property of the Client. The Consultant may retain a copy of such documents and software; but shall not use them for purposes unrelated to this contract without prior written approval of the Client.

10. Consultant not to be engaged in certain activities: The Consultant agrees that, during the term of this Contract and after its termination, the Consultant and any person affiliated with the Consultant, shall be disqualified from providing goods, works or services (other than the Services or any continuation thereof) for any Project resulting from or closely related to the Services provided under this Contract.

11. Insurance: The Consultant [name of the consultant] will be solely responsible for taking all appropriate insurance coverage during the period of Contract. The Client will not be held liable for any claim made by the Consultant or his/her family for any unforeseen incident/s during the period of contract.

12. Assignment: The Consultant shall not assign this Contract or sub contract or any portion of it without the Client’s prior written consent.

13. Law Governing Contract and Languages: The Contract shall be governed by the laws of Union of India and the language of the Contract shall be English. The Consultant [name of the consultant] shall indemnify and hold harmless the Client, TNRTP, against any and all claims, demands, and/or Judgments of any nature brought against the Client, arising out of the
services provided by the Consultant under this Contract. The obligation under this paragraph shall survive the termination of this Contract.

14. Taxes: The Consultant [name of the consultant] shall pay all the taxes, duties, fee, levies and other impositions levied under the Applicable laws and the Client shall perform such duties in this regard to the deduction of such tax as may be lawfully imposed.

15. However, Consultancy Services tax (as applicable) payable for providing this Consultancy Services shall be paid by consultant

16. Dispute Resolution: Any dispute arising out of the Contract, which cannot be amicably settled between the parties, shall be referred to arbitration in accordance with the Arbitration and Conciliation Act, 1996.

FOR THE CLIENT

Signed by __________________
Title: ______________________

FOR THE CONSULTANT

Signed by [authorized person]
Title:

Annexure A – Description of Services & Consultants reporting obligations

Annexure B – Terms of Payment
Annexure A (i)– Terms of Reference for the Contract
### Annexure A (ii) – Consultants Reporting Obligations

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Deliverables/Outputs</th>
<th>Inputs/Processes</th>
<th>Submit By</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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</tbody>
</table>
Annexure B - TERMS OF PAYMENT

<table>
<thead>
<tr>
<th>SI No.</th>
<th>Payment terms (against deliverables/ outputs)</th>
<th>Amount payable</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
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<tr>
<td>2</td>
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<td>3</td>
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<td><strong>Total</strong></td>
<td></td>
</tr>
</tbody>
</table>
## Annexure 8: Suggested KRA Template

### KRA Form

<table>
<thead>
<tr>
<th>Employee Name:</th>
<th>Designation:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager Name:</td>
<td>Department:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goals / Deliverables / Tasks / Milestones</th>
<th>Performance Factor</th>
<th>Definition and Measures (Qualitative and Quantitative factors to be evaluated)</th>
<th>Weightage</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>
Annexure 9: Indicative Performance Factors

**Performance Factors:** Project staff are assessed on performance factors that are derived from the band they belong. Every band has some specific performance factors and some that overlaps with previous or next level band. However, those performance factors that overlap may have different weightages when compared to the other bands. Weightage is distribution of 1 that communicates the relative importance of the parameter as tabled below. It is not used for any other calculation purposes. Therefore each band will have different performance appraisal forms.

Below are indicative performance factors where may be elaborated for specific bands and/or amended as needed.

<table>
<thead>
<tr>
<th>Performance Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Job/Technical Knowledge</td>
</tr>
<tr>
<td>2. Drive for Results</td>
</tr>
<tr>
<td>3. Problem Solving</td>
</tr>
<tr>
<td>4. Teamwork</td>
</tr>
<tr>
<td>5. Adaptability</td>
</tr>
<tr>
<td>6. Self-Management</td>
</tr>
<tr>
<td>7. Influence</td>
</tr>
<tr>
<td>8. Delegation</td>
</tr>
<tr>
<td>9. Developing Direct Reports</td>
</tr>
<tr>
<td>10. Directing Others</td>
</tr>
<tr>
<td>11. Innovation Management</td>
</tr>
<tr>
<td>12. Managerial Courage</td>
</tr>
<tr>
<td>13. Perspective</td>
</tr>
<tr>
<td>14. Strategic Agility</td>
</tr>
<tr>
<td>15. Building Effective Teams</td>
</tr>
</tbody>
</table>
Annexure 10: Suggested Performance Appraisal Forms

Performance Appraisal Form: Level 6

<table>
<thead>
<tr>
<th>Employee Name</th>
<th>Employee Job Title</th>
<th>Manager Name</th>
<th>Manager Job Title</th>
<th>Appraisal Period</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Performance Factors</th>
<th>Rating</th>
<th>Current Performance – Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>The following factors have been identified as critical to the overall achievement of results at TNRTP.</td>
<td>(E-M-P-D)</td>
<td>Review and discuss the associate’s current performance in each of the categories below.</td>
</tr>
</tbody>
</table>

**Significant Accomplishments and Misses:**

**Job/Technical Knowledge:** Competently performs all technical aspects of job. Takes initiative to develop fact based alternatives to challenges encountered during the normal course of business. Takes initiative to keep skills current.

**Drive for Results:** Ensures high quality work is planned and completed efficiently. Understands and applies the TNRTP business model. Takes ownership and looks for ways to continually improve performance.

**Problem Solving:** Understands end users. Consistently makes decisions that support the business model. Uses data and logic to recognize problems and underlying causes, and develop impactful solutions.

**Teamwork:** Understands how other parts of the business work...
and communicates effectively with internal partners. Places achievement of team and company goals above individual goals. Seeks to understand, respect differences and acknowledges others’ contributions. Consistently displays a cooperative attitude.

**Adaptability:** Demonstrates the ability to challenge self and others. Embraces change. Applies skills in a dynamic environment.

**Self-Management:** Develops an effective game plan considering relevant input and information. Communicates openly; gives and receives feedback regularly. Ability to discern ways he/she impacts the business. Demonstrates appropriate sense of urgency.

*The performance factors for each position may be revised annually as per the need and practical implications.*

<table>
<thead>
<tr>
<th>Development Objective</th>
<th>Action</th>
<th>Measure</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
</tbody>
</table>

Feedback Received

Feedback Given

<table>
<thead>
<tr>
<th>Employee Name</th>
<th>Manager Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signature</td>
<td>Signature</td>
</tr>
</tbody>
</table>
## Performance Appraisal Form: Level 5

<table>
<thead>
<tr>
<th>Employee Name</th>
<th>Manager Name</th>
<th>Date</th>
<th>Employee Job Title</th>
<th>Manager Job Title</th>
<th>Appraisal Period</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

### Performance Factors

The following factors have been identified as critical to the overall achievement of results at TNRTTP.

<table>
<thead>
<tr>
<th>Performance Factors</th>
<th>Rating (E-M-P-D)</th>
<th>Current Performance – Results</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant Accomplishments and Misses:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job/Technical Knowledge:</td>
<td></td>
<td></td>
<td>Notes:</td>
</tr>
<tr>
<td>Drive for Results:</td>
<td></td>
<td></td>
<td>Notes:</td>
</tr>
<tr>
<td>Problem Solving:</td>
<td></td>
<td></td>
<td>Notes:</td>
</tr>
<tr>
<td>Teamwork:</td>
<td></td>
<td></td>
<td>Notes:</td>
</tr>
</tbody>
</table>

Review and discuss the associate’s current performance in each of the categories below.
goals. Seeks to understand, respect differences and acknowledges others’ contributions. Consistently displays a cooperative attitude.

**Influence:** Openly shares information, ideas and solutions with team members. Identifies others’ needs and takes action to resolve issues. Builds and maintains effective relationships.

**Innovation Management:** Is good at bringing the creative ideas of others to market, has good judgment about which creative ideas and suggestions will work, has a sense about managing the creative process of others, can facilitate effective brainstorming, can Project how potential ideas may play out in the marketplace.

<table>
<thead>
<tr>
<th>Development Objective</th>
<th>Action</th>
<th>Measure</th>
<th>Notes</th>
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</thead>
<tbody>
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</tbody>
</table>

**Feedback**

<table>
<thead>
<tr>
<th>Employee Name</th>
<th>Manager Name</th>
<th>Signature</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feedback Received</td>
<td>Feedback Given</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Performance Appraisal Form: Level 4

<table>
<thead>
<tr>
<th>Performance Factors</th>
<th>Rating</th>
<th>Current Performance – Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>The following factors have been identified as critical to the overall achievement of results at TNRTP.</td>
<td>(E-M-P-D)</td>
<td>Review and discuss the associate’s current performance in each of the categories below.</td>
</tr>
</tbody>
</table>

### Significant Accomplishments and Misses:

#### Drive for Results:
Ensures high quality work is planned and completed efficiently. Understands and applies the TNRTP business model. Takes ownership and looks for ways to continually improve performance.

#### Delegation
Clearly and comfortably delegates both routine and important tasks and decisions, broadly shares both responsibility and accountability, tends to trust people to perform, and let’s direct reports finish their own work.

#### Developing Direct Reports:
Provides challenging and stretching tasks and assignments, holds frequent development discussions, is aware of each direct report's career goals, constructs compelling development plans and executes them, pushes direct reports to accept developmental moves, will take direct reports who need work, is a people builder.

#### Innovation Management:
Is good at bringing creative ideas of others to market, has good judgment about

---

Notes:
which creative ideas and suggestions will work, has a sense about managing creative process of others, can facilitate effective brainstorming, can project how potential ideas may play out in marketplace.

Managerial Courage: Doesn't hold back anything that needs to be said, provides current, direct, complete, and "actionable" positive and corrective feedback to others, lets people know where they stand, faces up to people problems on any person or situation (not including direct reports) quickly and directly, is not afraid to take negative action when necessary.

Building Effective Teams: Blends people into teams when needed, creates strong morale and spirit in his/her team, shares wins and successes, fosters open dialogue, lets people finish and be responsible for their work, defines success in terms of the whole team, creates a feeling of belonging in the team.

<table>
<thead>
<tr>
<th>Development Objective</th>
<th>Action</th>
<th>Measure</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

Feedback Received

Feedback Given

<table>
<thead>
<tr>
<th>Employee Name</th>
<th>Manager Name</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>
Annexure 11: Suggested Relieving letter cum Experience Letter

<Date>
<Date of joining> to <Date of leaving>
<Designation at the time of relieving>

Dear <Name>,

Sub: Relieving Letter in line with your resignation

This is to communicate that your resignation from Tamil Nadu Rural Transformation Project, MoRD, Tamil Nadu, dated <date> has been accepted.

You have worked with TNRTP from <date of joining> to <date of leaving>. You have held the positions of <designation at the time of relieving> as on the last working day.

You are hereby relieved from duties and responsibilities at TNRTP as of end of business hours of <date of relieving>.

We wish you success in your future endeavors,

Yours sincerely,

For Tamil Nadu Rural Transformation Project

Authorised Signatory
Annexure 12: Suggested Exit Interview Format

EMPLOYEE EXIT QUESTIONNAIRE
Employee Name: ____________________ Designation: ____________________

Manager Name: ____________________ Department: ____________________

<table>
<thead>
<tr>
<th>A. Please rate the following working conditions in your job with TNRTP</th>
<th>Fully Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My skills were used effectively.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2. At time of hire my educational background was sufficient.</td>
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<tr>
<td>3. At time of hire my knowledge of the job was sufficient.</td>
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<tr>
<td>4. My orientation to the job was effective.</td>
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<tr>
<td>5. My job training was adequate.</td>
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<tr>
<td>6. My workload was reasonable.</td>
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<tr>
<td>7. My tools, equipment, supplies, and other resources were adequate.</td>
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<tr>
<td>8. My work accomplishments were acknowledged.</td>
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<tr>
<td>9. My request(s) for training/professional development was met.</td>
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</tr>
<tr>
<td>10. My relationship with co-worker(s) was satisfactory.</td>
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</tbody>
</table>

B. Please describe your perception of your supervisor.

<table>
<thead>
<tr>
<th></th>
<th>Always</th>
<th>Usually</th>
<th>Sometimes</th>
<th>Seldom</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Provided effective supervision.</td>
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<tr>
<td>2. Clearly defined work standards and expectations.</td>
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<tr>
<td>4. Was available to discuss job-related information.</td>
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<tr>
<td>5. Provided useful work related information.</td>
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<td>6. Provided periodic performance feedback.</td>
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<td>7. Maintained consistent policies and practices.</td>
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<tr>
<td>8. Provided recognition for good work.</td>
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</tbody>
</table>
C. How did you feel about your pay and benefits provided by TNRTP?

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Good</th>
<th>Satisfactory</th>
<th>Poor</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Performance Appraisal Program</td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>2. Job Classification</td>
<td></td>
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<tr>
<td>3. Annual Salary Increases</td>
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<td>4. Vacation Leave</td>
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<td>5. Sick Leave</td>
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<tr>
<td>6. Holidays</td>
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<tr>
<td>7. Retirement</td>
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<tr>
<td>8. Life Insurance</td>
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<tr>
<td>10. Other - Specify:</td>
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</tbody>
</table>

D. General Comments:
1. Would you recommend employment with TNRTP and the department you are leaving, to a friend or relative? Yes: ______ No: ______ If not, why?

__________________________________________________________________________

2. Would you return to work with TNRP? Yes: ______ why? No: ______ why?

__________________________________________________________________________

3. Other comments:

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________
I understand this information is confidential; however, I understand the information contained in this questionnaire may be revealed on a "need to know" basis.

Employee Signature: ______________________________ Date: __________________

Exit Interviewer: ______________________________ Date: __________________
END OF DOCUMENT