



## HUMAN RESOURCE DEVELOPMENT MANUAL

**ORISSA STATE HEALTH & FAMILY WELFARE SOCIETY (OSH&FWS)**  
**Health & Family Welfare Department, Government of Odisha**  
**Annex Building, SHIFW, Unit-8, Bhubaneswar – 751012**

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## **Introduction**

Effective Human Resource management is one of the key building blocks of Human strategy. A responsive Human Resource Management System can help ensure that staffs knows what they are supposed to do, get timely feedback, feel valued and have opportunity to learn and grow in the job.

For sustainable growth, institutional effectiveness and employee satisfaction, it is imperative to have personnel policies that are dynamic and accommodative to create conducive working environment where employees can exploit their best in conformance to the objective of the institution. The institution encourages its employees to think, express and share their concerns and views with the management to facilitate decisions and operations through collective wisdom and follows a prudent approach recognizing their contribution through recognition and rewards.

The HR policies encourages the institution's staff to be proud of "who we are" and "what we do" within the broad framework of institutional culture, where motivation, ownership, involvement and development are the keys.

## 1. APPOINTMENT

Appointments for the Society can be made only against vacant posts prescribed for the Society in accordance with the conditions in this regard prescribed by the Govt. of India from time to time, (such as the overall programme management costs not to exceed 6% of the total programme costs).

Recruitment would be through any of the following three routes:

- Appointments from open market: all such appointments will be on contractual basis for a fixed tenure.
- Appointments on “Deputation” basis: all such appointments will be regulated in terms of the State Government rules relating to Deputation of its officers / staff.
- Individuals recruited and paid for by an outside agency [e.g. Government of India and/or Development Partners] but posted to work within the Society Secretariat: all such persons shall be governed by the terms of employment of the organization or agency concerned. However, they shall be required to report to the Mission Director-cum-Secretary / Executive Secretary as may be decided by the Chairperson, Executive Committee.

## **2. AGE LIMITATION**

There is no mandatory working age except for that post which has limitations. However, normally an employee can be engaged up to 65 years of age. However further to the decision taken on the E.C meeting held on .... based on the GoO resolution No..., dated 19<sup>th</sup> Dec, 2007 OHS&FWS has decided that doctors up to the age of 68 years can be appointed on contractual basis as consultant physician/ consultant specialist subject to their physical fitness .

## **3. TEMPORARY APPOINTMENT**

A temporary appointment occurs when a person is appointed to a position of short duration, intermittent in nature, or in a position where it is clearly impractical to employ on a continuing monthly salaried basis. Engagement of short term Consultant for a specific propose can be done as per delegation of administrative / financial power of the OSHFWS from among the persons having expertise in the field desired.

Individuals in positions that do not meet the definition of "fixed term employment" are not eligible for any benefits programs except where specified.

## **4. RECRUITMENT**

### **4.1. INVITING APPLICATIONS**

The recruitment of all persons for staff positions will be coordinated by the concerned Mission Directorate. Mission Directorate's office will monitor adherence to all organizational Policies & Procedures in inviting application from the prospective candidates.

- a. Advertisements in newspapers and/or websites must be approved in the Office of Director to ensure compliance with the organization's policies and procedures. All applications including applications for project positions must be directed to the Office of the Mission Director or as directed by the Mission Director.
- b. The organization by notification may give all current employees within in the organization an opportunity to apply for the advertised position or an opportunity for promotion by in house recruitment.
- c. The Mission Director's Office will be the official recipient of all applications for employment under OSHFWS or as delegated.

### **4.2. INTERVIEWING**

All applications will be screened by the Office of the Mission Director before being interviewed unless the position is a technical or professional position and where walk –in –interview has been proposed.

- a. All applications received by the Mission Director's Office will be placed in the applicant pool if received within the established time limit. Late applications will not be accepted.
- b. Screening criteria will be based on the position description provided by the post concerned and a screening committee.
- c. Different test will be conducted as per the requirement of the posts.
- d. Selection for interviews and interview questions shall be based on the bonafide occupational qualifications as defined in the position description.

#### **4.3. RECRUITMENT COMMITTEE**

The committee should consist of members approved by the Mission Director-cum-Vice Chairman of the Executive Committee of the society. It may vary for all the posts.

#### **4.4. SELECTION**

After interviewing the applicants, the recruitment committee will select the best qualified applicant without regard to race, color, religion, sex, national origin, age, or disability.

#### **4.5. DISQUALIFICATION OF APPLICANTS**

The organisation may reject any applicant who lacks the minimum eligibility criteria; who has a record of dismissals, removals, or resignations; who is not in good standing as evidenced from inquiries of former employers; who has practiced deception in his/her application or for such other causes and reasons deemed sufficient by the Mission Director.

#### **4.6. EMPLOYMENT CONTRACT**

- a. The director's office will finalize the employment contract of each employee.



- b.** The specific conditions of employment should have a mention in the contract and the employee will be entitled to the benefits mentioned in writing in the contract.
- c.** No employment contract is binding upon the organization unless signed by the Mission Director or designated authority.
- d.** All appointments would be temporary and would be made for the contract / deputation period as determined by the Executive Committee.
- e.** All contracts will be subject to review and renewal on an annual basis or as decided on case to case basis and will require post facto approval of the Executive Committee. Accordingly, proposals for review and renewal, where ever applicable, should be submitted at least one month before the expiry of existing contracts.

## **5. MEDICAL CERTIFICATE AND CHARACTER CERTIFICATE**

- (a) Before joining his duty the selected candidate in case of direct recruitment shall furnish a certificate of health fitness from a registered medical practitioner. He / She shall also furnish one character certificate from Gazetted officers.
- (b) The candidate selected for direct engagement shall also provide two passport size photographs of his / her, duly attested by an Gazetted officer.

## **6. ORIENTATION**

The Mission Director / SIHFW will conduct an orientation session for each of the new employee of the society on their duties and responsibilities.

## **7. RESIGNATION**

An employee other than an employee on deputation can at any time resign from his service by giving one month's notice in advance. The appointing authority of the employee who resigns, can accept the resignation of the employee before the expiry of the period of one month in reasonable cases without charging any payment of compensation payable under this rule. Provided that no resignation shall be accepted unless it is certified by all concerned that no dues of the Authority are outstanding against the officer for payment to the Authority.

## **8. TERMINATION OF SERVICE**

Termination of service of an employee under this rule as contemplated in this rule may be made for the following reasons:

- a. For inefficiency, insubordination and insincerity in doing the work of the Authority
- b. For any misconduct and
- c. Committing irregularities and impropriety of administrative and financial nature.

## **9. TRAINING AND SKILL DEVELOPMENT**

Full time consultants and staff of the Society (including staff on deputation) would be encouraged to take up skill development courses and even correspondence courses which further their employment prospects, enhance their skills, and build up Society capabilities.

## **10. MAINTENANCE OF EMPLOYEES PERSONAL FILE**

The HRD section will maintain the Personal File for each of the employees of the organisation having details of his employment application & credentials, copies of the educational & other certificates, appointment letter and/or employment contract, other service conditions, details of leave accrued & availed, performance review report, pay revisions, disciplinary action reports and every other thing having a material impact on the career of the employee. However, for the staff deployed to other Directorates or Districts a separate personal file is to be opened for maintenance of leave, PAR, QPR and other communication made from time to time at both State & the office wherever deployed. The file should be closed on resignation or termination of the employee.

## **11. JOB ABANDONMENT**

An employee is deemed to have abandoned his/her job when for a period of 10 consecutive days has been absent without the permission of the higher authority.

The employee is subject to termination and following procedures should be implemented.

a) Documentation should be provided to the Mission Director's office:

- i. Reflecting the length of unapproved leave
- ii. Efforts made to contact the employee

b) The Director's office will send a letter to the person concerned informing him/her of the imminent loss of employment and giving the person concerned a time frame in which he/she must respond.

c) If the person concerned fails to respond or responds with a reason that is unacceptable to the Mission Director, the employment may be terminated.

While terminating the employee, the Mission Director will proceed as follows:

I Send a letter under certificate of posting to the employee notifying him/her of the termination.

## **12.OBSERVANCE OF REGULATIONS**

Each staff member must observe the fixed term work schedule for his/her work location. Absence from duty must be accounted for under established leave policies on approved leave forms. Failure to properly notify, concerning an absence and to receive necessary permission may result in disciplinary action up to and including salary deduction and termination. Any individual who is consistently late for work, or who does not return from lunch periods promptly, is subject to disciplinary action up to and including termination. When it is necessary to leave work early; the staff member is to make necessary arrangements with the supervisor prior to the time of departure.

### 13. ATTENDANCE RECORDS

Time and attendance records must be maintained at each office and project locations and each staff member should mark their attendance/ request for leave.

#### **a) Daily attendance**

Daily attendance should be maintained to record the hours and days worked and absences for each staff member either in a register or biometric system. Leaves or absence reported on Request for Leave Form should also be maintained. On arrival at office each staff member should sign either their register or login to their bio metric system.

### 14.HOLIDAYS

The holidays are as per State Government holidays.

- a. If a holiday occurs while a staff member is on leave (in case of C.L), it will be counted as a holiday and not as leave.
- b. A staff member who is on leave without pay is not eligible for pay for a holiday.
- c. The Director or the designated authority may arrange work schedules to fit the project operation in order to provide efficient and economical operation.

## **15.ABSENCE/ATTENDANCE**

A staff member is expected to report to work according to the work schedule. If unable to do so, the Mission Director must be notified at the opening of the work day or as soon as possible. Failure to give proper notification of absences shall be considered sufficient cause for disciplinary action or separation from organization employment. An unauthorized absence of more than ten (10) consecutive working days may be considered job abandonment and may result in removal from service.

## **16. LEAVE WITH PAY**

In order for a staff member to be eligible for pay when absent from work, he/she must qualify in accordance with the provisions of the appropriate policy, i.e., Casual leave, Earned Leave.

### **KINDS OF LEAVE**

#### **(A) Earned leave**

Earned leave to the employees directly engaged on lump sum basis shall accrue at the rate of 2 ½ days for each completed month of service. Earned Leave to the extent of 50% of the unutilized leave can be carried forward after the year end which ends on 31<sup>st</sup> December only in case of those employees who have completed two terms of contractual service under the society in the same designated post. The holidays in between leave exceeding 10 days and above shall be counted as on leave.

## **(B) Maternity Leave**

- (i) Maternity leave to a female employee of the Project may be granted if she is not having more than two surviving children.
- (ii) The period of maternity leave granted may extend up to 180 days, with pay for the full period. The service continuity for this period will remain uninterrupted.
- (iii) In case of 180 days of absence from the duty on maternity ground, extends beyond one contract period , the same may be availed with one day technical gap subject to renewal of contract and resumption of duty by the employee on expiry of the leave period.
- (iv) Maternity leave may be combined with other regular leave; however medical certificate in support of illness of self or illness of the new born baby is to be produced.
- (v) The maternity leave granted shall not be debited to the leave account of the female employee.
- (vi) Maternity leave benefit shall be granted to an employee if she has completed 80 days in service.

## **(C) PATERNITY LEAVE**

- (i) A male member working under OSH&FW society with less than two surviving children can avail paternity leave for a period of 15 days during the confinement of his wife for child birth, i.e upto 15 days or upto six months from the date of delivery of the child.
- (ii) During such period of 15 days, he shall be paid leave salary equivalent to his remuneration drawn immediately before proceeding on leave.

- (iii) The paternity leave may be combined with leave of any other kind.
- (iv) The paternity leave shall not be debited against the leave account.
- (v) If paternity leave is not availed of within the period as specified in para (i) above, such leave shall be treated as lapsed.
- (vi) In case the prescribed 15 days absence from the duty on paternity ground extends beyond one contract period , the same may be availed with one day technical gap subject to renewal of contract and resumption of duty by the employee on expiry of the leave period.

**(D) CASUAL LEAVE**

- (i) Casual leave can be granted to an employee of the Society as per the norms.
- (ii) An employee on casual leave shall be considered as on duty and his pay shall not be deducted.
- (iii) Casual leave cannot be combined with any other kind of leave but can be taken in continuation of holiday or holidays.
- (iv) Casual leave shall not be granted to any employee, in excess of 10 days at a time.

**17.LEAVE SALARY OF DEPUTED OFFICERS**

Deputation allowance, Leave salary and pension contribution is to be paid by the Society to Officers of State / Central Government on deputation to the project.

**18.REMUNERATION:**

- Blended payment of base salary and performance incentive to be provided instead of consolidated remuneration.



- Performance incentive to be provided as per the approved PIP.

## **19. DEDUCTION OF TAX AT SOURCE**

- Tax will be deducted at source as per income tax rules and the Society shall register itself with the relevant authorities in this regard.

## **20. POLICY FOR REPOSITIONING**

- Transfer case for District level Consultants engaged by State can be done on the following grounds on a case to case basis on merit:
  - a) Under administrative ground
  - b) On mutual ground
  - c) On spouse ground subject to availability of vacancy.
  - d) Critical health condition or such other grounds requiring humanitarian consideration subject to availability of vacancy.
- The case of repositioning within the district, the CDMO shall take prior approval of the collector & District Magistrate of the concerned district before implementation. The Mission Directorate shall however, be kept informed of such repositioning.
- In the case of repositioning from one district to another, the proposal along with the representation of employee and recommendation of the concerned CDMO, wherever required should be submitted to the Mission Director for consideration in all such cases except in respect of AYUSH Doctors.
- In case of AYUSH Doctors, the proposal shall be submitted to the Directorate of AYUSH, Odisha

## 21. TRAVELLING / DEARNESS ALLOWANCE (TA/DA) RULES

Travel of Society staff (including those who are employed by the Society on deputation basis) shall be governed as per the entitlements given in the table below.

### Notes:

1. Air travel, where admissible, should be undertaken in economy class only.
2. Office vehicle or taxi, if admissible, should generally be used only where it is more economical or where direct train connection is not available. Taxi or office vehicle should generally not be used for distances greater than 200 Kms

### Entitlements at State Level

	<b>Category I</b>	<b>Category II</b>	<b>Category –III</b>
	State programme Officers and state Government Officers ( Class I ) on deputation to state Health Society and state programme officers	State Government Officers ( Class II) on deputation to State Health Society and full time contractual staff/ consultants of the State Health Society receiving monthly remuneration of Rs 25,000/- per month or more	Other contractual technical / clerical staff of the State Health Society receiving monthly remuneration less than Rs 25,000/- per month or any state government staff ( class III and IV) on deputation to State Health Society
<b>For travel ( Outside State)</b>	By Air	By Air(Economic)/2 <sup>nd</sup> AC Rail	By 3 <sup>rd</sup> A/C Rail

<b>For Travel outside state when hotel is not used</b>	Rs 600/- per day	Rs 500/- per day	Rs 400/- per day
<b>For Travel outside state when hotel is used</b>	Rs 3000/- per day (as per actual subject to maximum)	Rs 2500 per day (subject to actual)	Rs 1600 per day (as per actual subject to maximum)
<b>For travel within the state</b>	By 2 <sup>nd</sup> AC Rail	3 <sup>rd</sup> AC Rail	By 3 tier sleeper
<b>For travel within state when hotel is not used</b>	Rs 450/- per day	Rs 350/- per day	Rs 250/- per day
<b>For travel within state when hotel is used</b>	Rs 1500/- per day (As per actual subject to maximum)	Rs 1200/- per night (As per actual subject to maximum)	Rs 900/- per night (As per actual subject to maximum)

The TA/DA entitlement of class-IV employees of the OSH&FW society is however to be regulated on a case to case basis

### Entitlements at District Level

<u>Category I</u>	<u>Category II</u>	<u>Category – III</u>	<u>Category IV</u>
District programme Officers and state Government	State Government Officers (Class II) on deputation to	Other contractual technical / clerical staff	Class IV contractual staff of State Health &

	<b>Officers ( Class I ) on deputation to District Health Society</b>	<b>District Health Society and full time contractual staff/ consultants of the District Health Society receiving monthly remuneration of Rs 12,000/- per month or more</b>	<b>of the District Health Society receiving monthly remuneration less than Rs 12,000/- per month or any state government staff ( class III and IV) on deputation to District Health Society</b>	<b>FW Society and state government staff (Class IV) on deputation to District Health &amp; FW Society</b>
<b>For travel ( Outside State)</b>	By Air/2 <sup>nd</sup> AC Rail	By Air (Economic)/2 <sup>nd</sup> AC rail	Rail: Sleeper class	Rail: Sleeper class
<b>For Travel outside state when hotel is not used</b>	Rs 450/- per day	Rs 400/- per day	Rs 350/- per day	Rs 300/- per day
<b>For Travel outside state</b>	Rs 2500/- per day (as per actual subject to	Rs 2000 per day (as per actual subject to	Rs 1500 per day (as per actual subject to maximum)	Rs 1200 per day (as per actual subject to

<b>when hotel is used</b>	maximum)	maximum)		maximum)
<b>For travel within the state</b>	By 2 <sup>nd</sup> AC Rail	3 <sup>rd</sup> AC Rail	By 3 Tier Sleeper	By 3 Tier Sleeper
<b>For travel within state when hotel is not used</b>	Rs 400/- per day	Rs300/- per day	Rs 250/- per day	Rs 250/- per day
<b>For travel within state when hotel is used</b>	Rs 1200/- per day (as per actual subject to maximum)	Rs1000/- per night (as per actual subject to maximum)	Rs 800/- per night (as per actual subject to maximum)	Rs 600/- per night (as per actual subject to maximum)

## **22.DA FOR TOUR INSIDE DISTRICTS**

Following DA is permissible for tour within the districts for contractual staffs.

- 60% of the DA (Rs 60/-) to be paid for more than 6 hours & less than 12 hours.
- 30% of the DA (Rs 30/-) to be paid for less than 6 hours.

- No DA will be paid for tour (1) exceeding 10 days (2) if the radius is within 8 K.M.
- In case where subject to actual has been mentioned the maximum limit is the rate specified therein.

**Note-** The Society funds can be used for payment of TA/DA only for the personnel who are drawing salaries from the District Health Society, State Health Society unless otherwise provided under specific programme included under NRHM.

### 23.HIRING OF VEHICLE

Approval for hiring of vehicles / taxis for supervisory visits in the district.

**Note-I:** Provision for hiring is only available where vehicles are not already available from the state government or from the project / programme.

**Note-II:** Hiring charges have to be met from the 6% management costs along with salaries, TA/DA and office expenses.

**Note-III:** The DAP should indicate the distribution of provision for vehicle hiring at district and sub-district level.

**Note-IV:** District Health Society should create a panel of accredited taxi operators through open tendering for hiring taxis. The block medical officers and other sub-district level programme managers should be authorised to hire vehicles from this panel. Approval of the Executive Committee should be obtained before operating the Rate Contracts concluded through tendering.

### 24.STANDARDS OF CONDUCT

OSHFWS forbids that employees have any interest in, or engage in, any business or professional activity, or incur any obligation that is in substantial conflict with the proper discharge of duties in the organization's interest. Specifically, no employee should:

- a. Accept or solicit any gift, favor, or service that might reasonably tend to influence him/ her in the discharge of his/her official duties, or that he/she knows, or should know, is being offered him/her with intent to influence his/her official conduct.
- b. Accept employment or engage in any business or professional activity that he/she might reasonably expect would require or induce him/her to disclose confidential information acquired by reason of his/her official position.
- c. Accept other employment or compensation which could reasonably be expected to impair his/her independence of judgment in the performance of his/her official duties.
- d. Make personal investments that could reasonably be expected to create a substantial conflict between his/her private interest and organization's interest.
- e. Intentionally or knowingly solicit, accept, or agree to accept any benefit for having exercised his/her official powers or performed his/her official duties in favor of another.
- f. Full-time employees are not allowed to be concurrently employed as a paid lobbyist for any association, organization or agency.

Failure of any employee of the organization to comply with one or more of the

foregoing standards of conduct shall constitute grounds for removal from office, or termination, whichever is applicable.

## **25. APPEAL AND GRIEVANCE**

Through Appeal and Grievance procedure, a staff member may seek relief and satisfaction from disciplinary actions imposed by the Authority. The Mission Director will afford staff members the opportunity for fair and prompt consideration of appeals and/or grievances redresses with a confidential application to the Director.

OSHFWS strives to provide an environment for its staff associates free of intimidation and harassment. The unprofessional treatment in any form is unacceptable to the OSHFWS

OSHFWS is committed to providing a work environment that encourages intellectual & performance excellence and the emotional well being of its staff and associates

## **26. PREVENTION OF WORK PLACE VIOLENCE**

OSHFWS is committed to providing a safe environment for the well-being of all individuals. Employees have a right to work in a professional, healthy atmosphere, free from physical attack, threats, intimidation, menacing and harassing behaviors. It is the organization's policy to ensure that employees' communications and behaviors reflect high ethical standards. OSHFWS does not condone and expressly prohibits any acts of violence against any individual on OSHFWS premises.



Employee responsibilities: It is the responsibility of all employees to maintain a work environment, free of threats or acts of violence. Each employee is expected to report threats or circumstances that have the potential for threatening workplace environment to the Director for appropriate action.

## **27.USE OF OFFICE EQUIPMENT**

The use of organization property including telephones and office equipment such as computers, fax machines, or copiers should be restricted to official usage. It is expected that any personal business conducted over the telephone will be kept to a minimum. Excessive personal phone calls or use of photocopiers, computers, etc. for personal reasons may lead to restrictions or disciplinary actions.

## **28.USE OF E-MAIL AND INTERNET**

The use of the Internet and e-mail is recognized as a valid business tool and is to be used for purposes related to the performance of a job or for gathering applicable information. Excessive use of this technology for personal use may lead to restrictions or disciplinary actions.