

**Participatory Action for  
Community Empowerment**



**PACE**  
**Sector 1, House No.22, Jankipuram**  
**Extension,**  
**Sitapur Road,**  
**Lucknow-226020**

**Service Rules and Human**  
**Resource Policy**

**(With effect from 1st April ' 2006)**

## **Participatory Action for Community Empowerment**

### **Service Rules**

**(With effect from 1<sup>st</sup> April ' 2006)**

#### **These new service rules superceeds all previous service rules and amendments thereto.**

The following Service Rules apply to all the "Regular Employees of PACE ". "Regular employee" means a person who is, for the time being, wholly employed by PACE for monetary consideration, for and in connection with work undertaken by PACE and who is not in the employment of any other employer either full time or part time basis and whether paid on payment basis or otherwise.

#### **1. Objectives of the Service Rules**

The following are the objectives of this manual:

1. To assist the management of the society in the effective management and development of the human resources.
2. To help the Human Resources (HR) department in taking decisions and to guide them on rules and regulations governing the employees and their employment.
3. To facilitate all Sectoral heads in taking expeditious decisions within the powers delegated to them in all matters relating to Human Resources Management and development
4. To serve as a guide for the PACE's policies, systems, and procedures to be followed by the employees.

#### **2. Recruitment of staff**

After identifying the needs of the PACE for its various core functions, recruitment process is generally done by advertising for the jobs in the regional dailies and putting it on the notice board of the organisation. Also information is given through the emails to different voluntary organisations. Screening of all CVs available with the organisation is also done for recruiting the staff in PACE.

To select the right type of candidates applicants are short listed on certain parameters like educational background and experience. Recruitment process consists of a preliminary personal interview by a panel of experts who assess the suitability of the candidate in terms of various competencies, strengths, past experience and aptitude etc. A written test, psychological test and preliminary personal interview become the basis of candidate selection.

After the preliminary interview the candidate is finally interviewed by the Director or the Secretary who takes appropriate decision with consultation/approval of governing board on selection keeping in view the assessment and recommendations made by the preliminary interview panel. In recruitment, due gender balance is kept in view. Women and SC/ST/OBC candidates are encouraged to apply.

The process of short listing of candidates are done through the analysis of all CVs which contains details as educational qualifications, competencies, past experience, computer skills, fluency in English and Hindi, strengths & weaknesses as self-assessed by the candidates themselves, extra curricular activities etc. The interview will be followed by a written test, psychological test and viva. Upon selection, an appointment letter is issued containing designation, terms of contract, broad outlines of roles and responsibilities, place of posting and salary details.

No travel expenses for any staff will be paid for appearing for an interview at PACE. In the case of women candidate on way travel will reimbursed upto Illrd AC and auto charges are given which is under Secretary's discretion.

PACE would take care of the fooding and lodging expenses during the interview process.

### 3. Norms/Rules related to Salary and Honorariums

The following is the structure of Basic pay and Allowances that are admissible to the staff members of the PACE

S.N	Categories	Experience/Qualification	Maximum- Minimum
1.	Programme Manager	Minimum 7 years of experiences + professional degree from reputed organisation( PGDRD, MSW, MBA or equivalent )	Rs 30000- Rs 20000.00
2.	Project Coordinator	Minimum of 3(Three) years experience with P.G. Level Education + Professional Degree or Diploma	Rs 20000.00- Rs 8000.00
3.	Supervisor	Minimum 1(One) year experience with PG level Education or fresh MSW.	Rs 15000.00-Rs 5000.00
4.	Community Level Organiser	Graduation level education or 2 years of CSOs project implementing experience with Intermediate	Rs 7000- Rs 3000
5.	Support Staff	Minimum or equivalent education.	Rs 5000-Rs 2000
6.	Teachers and Citizen leaders	Minimum 10 <sup>th</sup> Pass	Rs 2500-Rs 500

- The Director's salary & benefits will be decided by governing board separately.
- Placement to any staff in a particular grade and designation is at the sole discretion of the Secretary and the Director.

**Allowances: For specific project allowances like HRA, medical allowances, children education etc will be worked according to the project.**

### 4. Performance Appraisal

Performance Appraisal is the measurement of actual achievement by a person against the expectations of the job given to him/her after due considerations for his/her strengths and weaknesses.

Potential Appraisal is the estimate of a person's ability to perform in the future after due consideration for his/her existing strengths and weaknesses and also for his/her ability to learn and grow. Performance appraisal is done for every employee of the society.

#### **Objectives**

Originally, a device to provide guidance to management in selecting managers for promotion or salary increases; appraisals are now used for overall development and growth of the employee.

Performance appraisal provides an opportunity for fair dialogue between the subordinate and his/her immediate superior. The discussion is on the achievements of the employee till date, charting a work plan and expectation from the concerned employee, discussing training needs and determining further avenues for the advancement of the employee in the society.

Performance and Potential Appraisal can also be used as a springboard for coaching employees and for helping them set goals for their own development.

An effective Performance and Potential appraisal program provides management with a rational basis for determining who should be promoted or receives salary increases. It permits each employee to be considered on the same basis as everyone else. Thus, hopefully fewer charges of favoritism are made and better employees are selected for promotion. Long range personnel planning is also facilitated, since management can determine who should be promoted now, who should be ready after further experience and training and who, although satisfactory on the present job, is not a likely prospect for a more difficult one.

Further, management can tailor transfers to meet individual needs, and it can identify employee who need special training. Finally, Performance and Potential appraisal is often needed to provide criteria for validating selection procedures or to defend against charges of discrimination.

- To measure achievement over the past year based on a previously developed work plan.
- To improve employees understanding of his/ her own job and the PACE's expectation from him/her.
- To provide an opportunity for the employee to express his/ her views or to seek clarifications on the work.
- The process will give the staff an opportunity to give a feedback on the management, its function and procedures.
- To develop a basis for reward/punishments.
- To find out the strengths and weaknesses of individuals.
- To assess the potential of the employee with emphasis on development and growth.
- To identify training needs of employees.
- To generate data for career planning for each staff members.

Performance and potential appraisal would be an important part of the functioning of the PACE. A strong performance and potential appraisal system will give an indication of the training needs of the employees. Performance Appraisal will help to indicate which employees should be put on to specific tasks of the project. Potential Appraisal would indicate whether employees can be trained so that they can move to other task areas requiring higher order skills or fresh employees with specific skills need to be recruited.

The individual performance appraisal form will cover the following broad areas

- Tasks assigned to the appraisee during the time of appointment or last performance appraisal.
- Tasks assigned to the appraisee in the intervening period.
- Tasks accomplished by the appraisee.
- Knowledge and skills inventory of the appraisee at the last appraisal.
- Knowledge and Skills acquired by the appraisee in the intervening period between the last performance appraisal and the current performance appraisal.
- Targets set for the appraisee jointly by the appraisee and the appraiser till the next appraisal.
- Tasks assigned to the appraisee till the next appraisal.
- Knowledge and Skills required by the appraisee to accomplish the above assigned tasks.
- Training needs of the appraisee for the achievement of assigned tasks and targets.
- Training needs of the appraisee for holding a higher position.
- Ratings of the appraisee by the appraiser.
- No of articles written by the appraisee.



leave without pay (LWP) .It will also be deemed as a break in service. Leave without proper information and approval from the authority concerned may be treated as Leave without pay.

## **6. Travel related Norms/ Rules**

1. Any staff travelling outside UP for any programme will get Rs100 per day as daily allowance for tea, snacks and food (only applicable on travelling days and not applicable on training days)
2. Staff attending meeting/ training programme will get a daily allowance of Rs 20 per day as incidental charges which will be spend on telephone, tea, extra provided he/she spend 8 hours.
3. Any staff will get a daily allowance of Rs 40 if he/ she is travelling outside Sitapur or other field and spend around 8 hours for any official purpose. During attending Training programmes and at Head Office this will not be effective.

### **Notes/Exceptions**

- Any woman staff travelling alone during night time (between 7 Pm. to 7 Am.) can travel up to III A.C or can avail full reserved auto without prior permission from the Director/team leaders.
- In exceptional / emergency cases, travel by higher class will be allowed with the prior permission of the Director only.
- In case travel expenses are being borne by any external agencies /organisation than travel by higher mode and class will be allowed .For this prior permission from Director, however, is required.

## **7. Other facilities**

### **Group Insurance**

Facility of insurance against accident up to Rs two lakhs will provided to all confirmed employees under the Group insurance scheme of oriental insurance company, which covers the risk and is liable to pay the claim.

### **Use of Own Vehicle**

Reimbursement of local travel for the use of own vehicle for official work may be made as under.

Two-wheeler @ Rs2/ per K.M.

Four-wheeler @ Rs5/ per K.M.

(Use of four-wheeler requires prior permission from the Director and also kilometre reading may be required)

## **8. Special facilities for women staff**

### **Half-day flexi time and short leave arrangement**

1. Half day flexi time arrangement will be available to the women staff who have completed a minimum of two years service in PACE.
2. Women staff who is in the advanced stage of pregnancy (6-9 months) can avail this facility on submission of the medical report supporting the need for such rest time.
3. This facility can be availed by the women staff till one year after the birth of the baby.
4. Short leave for two hours in a day will be given to the women staff for feeding the new born baby up to a period of one year.

**Office hours during winter:**

During extreme winter seasons, (month of December and January) office time for female staff will be 9.45 am to 5.00 pm.

**9. Norms of Discipline and Conduct**

1. PACE as an organisation cares for its staff. In case of unavoidable disciplinary action, reasonable opportunity will be given to the erring employees to defend himself/herself before the enquiry committee. In the event of any action taken against the employee he/she may appeal to the appellate authority who will reassess/ review in the interest of justice.
2. No employees shall commit any misconduct in the office premises or at the field.
3. Every employee shall act in accordance with the organisational and administrative set up, policies (including service conditions) and procedures laid down by PACE to perform the duties entrusted to him / her from time to time.
4. No employee shall share information about PACE with any person whatsoever except in the interest of PACE work or with written permission from the Director /Secretary.
5. Every employee shall safeguard PACE goods and property, see that all books, records and articles belonging to PACE are safely kept and maintained at the establishment of PACE or in transit and are not removed without the permission of the Director, or lost or damaged in any way. Small things gets bigger if many people are doing the same.
6. Every employee shall comply with the order and instructions of PACE and its nominated functionaries, and shall work to fulfil its functions and purposes. He/she will endeavour to promote the interest of PACE and serve at such places and in such capacity as may be required from time to time.
7. Every employee shall maintain absolute honesty and integrity in all matters, especially in accounts and programmes.
8. Every employee shall observe courtesy and politeness and refrain from any undisciplined or disorderly behaviour, or any behaviour which is offending to community and PACE.
9. Every employee shall present himself /herself at his /her place of work at the stipulated time and maintain punctuality in office and other work assignments.
10. Every employee shall generally conduct himself /herself in a manner that is consistent with office discipline of PACE.
11. All male staff members will be expected to treat the female staff members with dignity and respect. Similar behaviour will be expected from female staff members towards male staff.
12. All staff shall follow and respect the higher authority and their superiors.

13. Habitual late coming or absence from the work/office without proper reason and information will be considered a serious offence and may attract disciplinary action.
14. All employees shall follow the various systems developed by PACE and avail the facilities to which they are entitled. Misuse of any systems facilities will result in disciplinary action.
15. Insubordination or refusal to obey on the part of an employee, whether alone or in concert with another or others, of any lawful and reasonable orders of his/ her superior.
16. Striking work, whether individually or with others, in contravention of law, rule or enactment made from time to time and for the time being in force; or inciting another employee(s) while within the precincts of the society or outside to strike work.
17. Theft, fraud or dishonesty in connection with the Society's business, property and/or money will be considered a serious allegation against the staff who commits.
18. Taking or giving bribe, or any illegal gratification whatsoever.
19. Assaulting or intimidating, abusing or insulting any employee or officer of the Society within the office premises or any act subversive of discipline.
20. Habitual late attendance, willful or habitual absence from duty without leave or without sufficient cause.
21. Habitual negligence or neglect of duty, maligning, slowing down of work or sleeping on duty.
22. Drunkenness, gambling, fighting, riotous, disorderly and indecent behaviour or any act subversive of discipline in the office premises.
23. Smoking within the office premises in places where it is prohibited.
24. Refusal to work on a job on which he/ she is assigned.
25. Sabotage or willful damage to or loss of Society's goods/ property.
26. Non-observance of safety measures or rules on the subject put up on the Notice Board, or interference with safety devices or fire fighting equipment installed in office premises.
27. Writing of anonymous, pseudo anonymous letters criticizing the Management or any Officer or collecting signatures or collective representation during working hours.
28. Spreading false rumors or giving false information or making defamatory statement, which tend to bring the Management or its Officers in disrepute.
29. Conviction in any Court of Law for any criminal offenses involving normal turpitude.
30. Leaving work without permission except in emergency.
31. Unauthorized communication of official documents or information relating to the Society's operation.
32. Disregard of any operational or maintenance instructions or carelessness in operation and maintenance with regard to office equipment and other society property.
33. Entering or leaving or attempting to enter or leave the office premises except through usual authorized entrances or exits.
34. Collection or canvassing for collection of any money within the office premises without a written permission of the Management or distributing or exhibiting in or about the office premises any newspaper, pamphlets, hand bills, posters or the like, without the written permission of the Management.
35. Giving false information regarding one's name, father's name, age, qualifications, previous services, address, etc., at the time of employment.



36. Refusal to accept or reply to a charge sheet in the prescribed time.
37. Disregard for sanitation in Society's Estate or Establishment and committing nuisance by throwing rubbish, etc.
38. Obstruction in the work of other employees
39. Breach of any law applicable to the employees.

**10. Increments and Promotion.**

1. Promotion will be allowed entirely to meet the staffing needs of PACE, and cannot be claimed as a matter of right. Promotion, increment etc. of an employee will depend on work performance, demonstrated commitment to the organisation's mission and strategy in discharge of his/her duties. While The Director is the final executive authority to adjudge these factors, availability of higher positions is the necessary and limiting factor for promotion of the staff.
2. Employees will be sanctioned annual increment w.e.f. 1st April on completion of satisfactory service for one complete financial year or more. Increment shall not be taken as a right. Employees who perform their duties exceptionally well may get additional increment(s).
3. Scale of Basic Pay/Allowances will be determined by PACE from time to time.
4. Salary for each month shall be paid latest by the 7th working day of succeeding month.
5. Performance review of employee will be done by the Director or by any other person/ committee constituted by the Director.

**11. Induction / Orientation.**

Every new employee-joining PACE will have to undergo a period of one month's induction. During the period he/ she is required to spend some time with each programme centre to become familiar with the centre's activities and members. He/she is required to devote some time with the administration / support sections to familiarise himself /herself with the systems of each section. If not appointed in any particular programme/support centre, he/she may be assignment jobs in two or more than two centres/ sections.

**12. Transfer**

1. Any staff working in any project can be transferred to any other project after discussion with the Secretary/ Director.
2. The staff may be transferred to any District in UP if there is an expansion of programme and activities to other District in future.

**13. Hours of work**

Working hours of employees will be regulated in accordance with the rules in force, and may be notified from time to time. Presently this period will be at 48hours a week or six days in a week (unless otherwise specified /notified).

**14. Retirement**

1. An employee shall retire on attaining the age of 58 years, or any time thereafter at the discretion of the appointing authority.
2. An employee is liable to be retired even earlier on medical grounds if he/she becomes physically or mentally unfit to discharge his/her duties efficiently to the entire satisfaction of PACE.

3. A person above 58 years of age may be employed for specific tasks on condition that he/she produces a medical fitness certificate every year. He/She will be entitled to all allowances except EPF.

#### **15. Termination**

1. Normally for terminating an employee the requisite period of prior notice is one month, PACE may terminate an employee without giving prior notice also, but in such a situation one month's salary will be paid to the employee in lieu of the notice.
2. Services of an employee may be terminated if he rates unsatisfactory for two consecutive years
3. Cases of gross misconduct and indiscipline that merit termination will be placed before an enquiry committee constituted by the Director to judiciously deal with the matter. The enquiry committee will submit its report to the Director recommending appropriate action. During the period of enquiry the employee will remain under suspension.
4. An employee is liable to be terminated if he/she has had to be issued up to three show cause notices on different occasions.
5. Any staff will be terminated only by the permission of the board.

#### **16. Resignation**

An employee seeking resignation is required to give one month's prior notice on resigning, failing which, he/she will have to return the basic salary drawn during the previous month.

#### **17. Amendment**

Any amendment in the rules/norms will be carried out only by the approval of the board of PACE .

#### **18. Organisational Values**

1. Believe and promote people centred and sustainable development process.
2. Secular, non-political and non-divisive stance.
3. Participation leads to empowerment.
4. Equity and apathy.
5. Egalitarian, liberal and democratic style of functioning.
6. Enthusiasm and result oriented.
7. Self-learning, creativity and innovation.

#### **19. Gender and Sexual harassment mitigation cell. (Details mentioned in Gender policy)**

**Secretary.**