



**DRAFT HUMAN RESOURCE MANUAL FOR CONTRACTUAL STAFF,
MEGHALAYA SOCIETY FOR SOCIAL AUDIT AND TRANSPARENCY (MSSAT),
MEGHALAYA, SHILLONG**

2024

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List of Abbreviations

MSSAT	Meghalaya Society for Social Audit and Transparency
MCPSSA	Meghalaya Community Participation and Public Services Social Audit
CV	Curriculum Vitae
HRA	House Rent Allowance
HR	Human Resources
MoRD	Ministry of Rural Development
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
TOR	Terms of Reference
EPF	Employee Provident Fund
GAD	General Administration Department
SAU	State Audit Unit
SRP	State Resource Person
SAE	State Audit Expert
JC	Junior Consultant
ACR	Annual Confidential Report
DSARP	District Social Audit Resource Person
BSARP	Block Social Audit Resource Person
JD	Job Description

1. INTRODUCTION

The Meghalaya Society for Social Audit and Transparency (MSSAT) was established on November 18, 2014, to facilitate social audits, initially focusing on the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA). It became operational on April 1, 2015, in Meghalaya, India. Meghalaya took a pioneering step by being the first state to enact exclusive legislation for Social Audit – the Meghalaya Community Participation and Public Services Social Audit (MCPSSA) Act in 2017.

The Meghalaya Society for Social Audit and Transparency plays a pivotal role in fostering responsibility, openness, and citizen engagement in governing Meghalaya, India. By conducting social audits, the society strives to guarantee the efficient and effective execution of government initiatives, while also deterring corruption and elevating public service delivery. Through community engagement and empowerment, the society empowers local residents to oversee and assess diverse projects, thus contributing to a government that is both responsible and receptive. These endeavors are aligned with the broader objective of advancing good governance and comprehensive progress in Meghalaya. This, in turn, aims to emphasize Meghalaya's dedication to transparency, accountability, and involving citizens in enhancing public services and programs.

1.1 PURPOSE OF THE HUMAN RESOURCE POLICY

Considering the outreach as well as the profile of the work, there is a requirement for a Human Resource Manual that will serve as a centralized resource that outlines the organization's policies, procedures and guidelines for its employees for handling various situations within the workplace. It offers a framework for decision-making and actions, ensuring consistency, transparency and compliance with the Society's policies and legal regulations. These guidelines will help HR professionals, managers, and employees to navigate issues such as conflict resolution, performance evaluations, benefits administration, and other day-to-day operations within an organization.

1.2 SHORT TITLE

These rules may be called Meghalaya Society for Social Audit and Transparency Rules and they shall come into force with immediate effect.

2. HUMAN RESOURCES UNDER MSSAT

The Social Audit workforce is one of the fundamental elements required for accelerating, achieving and sustaining the progress of any social audit in the state. The Meghalaya Society for Social Audit and Transparency (MSSAT) aims to provide periodical conduct of Social Audit of various schemes to ensure the enhancement of livelihoods of the households in rural areas of the state of Meghalaya. Broadly, based on the nature of the work, the human resources include all employees appointed or engaged by MSSAT on a contract basis or as decided by MSSAT from time to time. To strengthen the implementation, management and monitoring of the social audit, the State has set up a Social Audit Unit at the State level, District Social Audit Resource Person at the District level and Block Social Audit Resource Person at the block level; these units are manned with required skilled manpower.

3. RECRUITMENT

To ensure transparency, speed and quality, recruitment must be based on merit and should take into consideration the required skill, knowledge, qualifications and demonstrated experience. Recruitment should be the responsibility of the Human Resources. The necessity of the position, budget availability and approval from the competent authority is to be ensured before the recruitment process is initiated.

3.1 RECRUITMENT PROCESS

The recruitment process will take place in the MSSAT office. Once the duly approved requisition is received, the following process will be followed for recruitment:

3.1.1 Advertisement:

- i) Advertisements of positions will be put up in the local newspapers, the official Meghalaya Society for Social Audit and Transparency website and Office Notice Board.
- ii) The advertisement notice will be put up for a period of a minimum of 2 weeks and a maximum period of one month.
- iii) The Director (MSSAT, Meghalaya) will have to be informed about any vacant positions available/arising (because of resignation etc.) at the State level, District level and Block level.
- iv) Notification of vacancies/call for applications/advertisements of vacant positions at any level at the State, District and Block can be put up on receipt of a written approval from /of the Director.

3.1.2 Screening of application:

- i) Screening of applications will be carried out by constituting a screening committee who will assess the applications (i.e. certificates/testimonials etc.) to determine which applicants are to be called for interview and written test.
- ii) This committee should consist of a minimum of three people including the Director/Jt. Director, Consultant in charge of the Programme, the Programme Manager - HR, MSSAT etc.
- iii) Shortlisting decisions will be based on evidence that the applicant has met the requirements as per the specifications mentioned in the advertisement.
- iv) The original applications for all applicants, together with a written note of reasons for shortlisting or rejecting applicants will be retained for a minimum of 12 months from the date that an appointment decision is notified.
- v) Depending on the number of qualified candidates, written/personal interviews may be conducted.

3.1.3 Written test:

- i) Candidates are asked to sit for a written test to help the interviewers assess candidates' technical or specialist knowledge of the subject matter. The written test can vary in duration from 1 to 3 hours, depending upon the position.
- ii) The Examination committee will be formed with a minimum of three members (a list of members may be specified accordingly). These members would be assigned with the responsibility to set question papers as may be relevant to the vacant positions, correct the answer scripts, prepare a merit list of candidates, and other roles as may be specified.
- iii) Shortlisting of candidates for personal interviews will be done based on the percentile system or cut-off marks from the written test.

3.1.4 Interviews:

- i) The shortlisted candidates will be informed through telephone, Office Notice Board or official website to appear for the interview.
- ii) Where equally less/few numbers of qualified candidates are being considered, the candidate can be called for a direct Personal Interview.
- iii) The interview panel should be headed by the Director, MSSAT. Other interview panel members will include a representative from the Programme Implementation and Evaluation Department, a representative from the Community and Rural Development Department, a subject expert etc.
- iv) The Selection committee members & numbers shall be decided by the Director, MSSAT.
- v) The ratio for number of persons who will be shortlisted for the interview will be 1:3, i.e., for every 1 position to be appointed 3 candidates will be shortlisted for the interview.
- vi) The personal interview score will be based on the following: Social Audit knowledge, general awareness, technical proficiency and personality and presentation.

- vii) No travel cost or any allowance will be paid/compensated to the candidate for appearing for the interview.

3.1.5 Verification of Educational & Other Testimonials:

The academic and other credentials will be verified with the original records of the applicant at the time of personal interview. In case any suspicion is observed or noticed, the management reserves the right to verify the authenticity or validity of the testimonials from the School/ College /University or other Technical Institutes, as the case may be. All such Prerequisites need to be verified before confirming the employee's employment with the organization.

In case, any information is found to be false or incorrect, even after confirmation of employment the employee shall be liable to lose the lien of employment or his position and emoluments shall be reduced at the sole discretion of the management.

3.1.6 Selection:

Based on the written and personal interview, a candidate is selected for Appointment (on merits). The details of the candidate selected will be displayed on the official website and on the Office Notice Board.

All selected candidates should also be sent an official email, requesting them to complete the joining formalities and convey their joining date along with a copy of the appointment letter for conveying acceptance of the same. If required, it could also be contacted by phone after the final results have been published and put on the website.

A waiting list of candidates will also be created according to the scores received by them and should remain valid for a period of one year after the result has been declared. If selected candidates do not join within 10 days from the date of issue of appointment, his/her appointment will stand cancelled, then candidates from the waiting list will be notified based on ranking.

4. JOB DESCRIPTION (JD) / TERMS OF REFERENCE (ToR):

Any position created under MSSAT should have clearly defined roles and responsibilities. A job description or ToR defines the key responsibilities, requirements and qualifications for a specific position and creates a standard for performance review. A detailed job description (JD) of all staff should always be available with the HR.

5. APPOINTMENT AND ONBOARDING:

- i. On the day of joining, the new employees should get the original appointment letter (of the same offer letter that had been sent by email after selection). The appointment letter should then be signed by the employee and the employer. The original copy of the letter should be handed over to the employee and a copy should remain with the employer. The appointment letter must include the designation of the post, place and date of joining; remuneration offered and other allowances as applicable.
- ii. The employee details, bank account details etc. should be submitted by the employee on the day of joining.
- iii. An official email ID should be created for each employee for the purpose of all official communication.
- iv. An identity card will be issued to the new employee. Along with the name, designation, photograph and contact number. In case of a misplaced or stolen I-card, information should be registered at the Police Station and such information should also be shared with the issuing office.
- v. All employees engaged with MSSAT shall be initially on probation for a period of 6 (six) months, following which the candidate's appointment will be confirmed subject to satisfactory performance standards. All probationers must get a letter of confirmation or extension (as the case may be) at the end of the probation period.
- vi. On the basis of sub-rule (v) above, MSSAT in the exercise of its sole discretion may decide to renew the engagement from time to time, among other factors, on the quality of professional performance, the continuation of the position and continued funding.
- vii. The new employee should be registered in the attendance register. The attendance should be linked with the monthly salary preparation of the employee.

6. LEARNING AND DEVELOPMENT:

To respond to the ever-evolving requisite of the system, skills and knowledge of the HRH need to be upgraded regularly. Capacity Building aims to enhance the existing skills and knowledge in a way that helps the organization achieve its goals through human resources. Capacity building inter alia includes all types of orientation and training, improvement in the institutional processes and its management.

6.1 Induction Training:

- Induction training helps employees understand their roles and expected contributions at their workplace. The induction programme should be an informative and enriching experience for the new incumbent, helping them understand the culture of the organization. The induction training could be five days at a stretch, encompassing knowledge dissemination regarding MSSAT, its schemes and, administrative and financial processes. It is expected that by the end of the induction training programme, the employees shall have a good working understanding of the social audit system and overall dynamics of working within the organization, including its culture,

communication processes, both external and internal, work environment and its beneficiaries.

- This programme is mandatory for all new employees. A post-training assessment should be administered to evaluate the trainees' understanding and retention of the material.
- The training may be outsourced to any reputable Training Institute within the state, such as MATI, SIRD or similar organizations.
- After the fifth month, an appraisal and assessment should be conducted to determine whether to extend the contract, prolong the probation period, or terminate the employment.
- A waiting list is to be maintained to accommodate any terminations that may occur.

6.2 In-Service Training:

Apart from the knowledge and skills acquired during induction training, there should be a systematic programme of in-service training to update/ upgrade the skills of the staff so that they provide quality services to the public. It also helps to better equip them to deliver their specific roles and responsibilities in their current position. A refresher course or additional training to reorient and revise the set of skills is required. These training programmes will be designed and scheduled by the State Social Audit Unit with the help of external agencies and District teams primarily using the MoRD and State guidelines to suit their requirements. The duration, place, timing and institution/organization offering the training should be made available by the SAU three weeks prior to the training. These training programmes could vary from cadre to cadre.

7. REMUNERATION:

- i) For Staff under probation, the salary on appointment will be a consolidated pay of 90 % of the total salary per month plus allowances as may be determined by the Society during the probation period.
- ii) Upon confirmation, the employee will be granted the final 100% full salary.
- iii) Salary should be credited to the staff's bank account on or before the 10th day of every subsequent month.
- iv) Any dispute or complaint regarding salary/wages shall be brought to the notice of the payroll Staff or to the Account Section appointed for that purpose, immediately in writing. It shall be the duty of the concerned to attend to such complaints without any delay.

8. ANNUAL INCREMENT:

The Incentive/yearly salary increment of 5% of the total remuneration would be provided to all contractual staff after completion of one calendar year of working with MSSAT.

9. DEDUCTIONS FROM PAY:

Only Statutory & authorized deductions shall be made from the pay & allowances, as applicable (e.g. Employee contribution to PF, excess issue of pay etc.)

10. ATTENDANCE:

All staff under Meghalaya Society for Social Audit and Transparency (MSSAT) at the State Audit Unit, District and Block Audit Unit at their respective location are hereby directed to maintain and update their daily attendance **“without fail”** and to ensure strict compliance with the same.

- i. **Working Days** – As per State Government Rules and whenever required.
- ii. **Working Hours** – As per State Govt. standing instruction issued by GAD, Govt. of Meghalaya.
- iii. The grace period of 30 minutes relaxation from the in time may be considered. If an employee is late beyond 10.30 a.m., prior intimation is to be made to the **Reporting Officer** (for district and block staff) and to the Director and HR for staff under SAU.
- iv. Employees arriving late to the office for two (2) consecutive days or three (3) days in a working week will face a deduction of half (0.5) day from their Casual Leave Balance.
- v. Based on the urgency and importance of the task, staff may be required to work beyond office hours.
- vi. All employees are required to fill out the daily attendance sheet which has already been circulated and the same is to be **countersigned** by the **Reporting Officer** of the respective district/block and to be submitted via mail to *hrmssat@gmail.com* within the 25th of every month for processing of salary.
- vii. All DSARPs are responsible for accurately recording the staff attendance in the respective district as per the format attached in letter no. MSSAT/MEGH.106/2020-21/400 dated Shillong the 11.07.2023.
- viii. All DSARP/BSARP are to prepare and maintain a Tour Plan to be entered into the plan logbook Google script for a maximum of 10 days in a month, which is based on the Social Audit Calendar, the schedule needs to be made one week prior before going to the field and this needs to be submitted to the Reporting Officer and State Resource Person.
- ix. Every district is to maintain a dedicated logbook to serve as an official record of attendance and activities or observation during the tour i.e. (manually in a register) and also through the actual logbook Google script.
- x. The District and Block staff while on tour need to sign in the logbook to ensure an accurate record of attendance.
- xi. The employees of the respective district/block are required to get the logbook **countersigned** by the Reporting Officer. On completion, the DSARP will cross-check and compile the report of attendance. A scanned copy of the same is required to be submitted by the DSARP to the SAE/JC's in charge of the respective district. On verification of attendance, the SAE/JCs will submit a copy of the same to the HR and Account Section on or before the 30th of every month.
- xii. Employees are to inform the Reporting Officer as well as SRP about any changes in schedule or location while on tour.
- xiii. Employees are expected to arrive at work on time and adhere to their scheduled work hours as specified above.
- xiv. All employees are to strictly comply with the above rules and regulations, to ensure

uniformity and diligence across all levels of MSSAT.

11. LEAVE:

Leave will apply to all contractual staff under the Meghalaya Society for Social Audit and Transparency (MSSAT) appointed by the organization at the State Audit Unit, and District/Block Audit Unit at their respective location.

Types of Leave: The following types of Leave are admissible viz. Casual Leave, Half Day Leave, Earned Leave, Maternity Leave, Paternity Leave and Medical Leave.

11.1 Casual Leave:

- i) Casual Leave is not a recognized form of leave and an employee on casual leave is not treated as absent from duty. So pay is not held up.
- ii) Under the existing rules casual leave is limited to 8 days in a Calendar year:-
- iii) The under-mentioned conditions constitute the regulation of casual leave, amongst others:
 - Casual leave cannot be combined with any other kind of leave.
 - Public holidays/Sundays/Restricted holidays or weekly off-days are not counted as part of casual leave but can be prefixed/suffixed with casual leave.
 - Casual leave is essentially intended for short periods and normally should not be granted more than three days at a stretch.
 - Casual Leave does not carry over to the following year.

11.2 Half Day Leave: 2 Half Days amounting to a Casual Leave.

11.3 Earned Leave:

- i) An employee is allowed to earn 2 days of Earned Leave per month and entitled to 24 days earned leave in a calendar year.
- ii) An employee is permitted to carry over Earned Leave into the following year. However, the carryover may be limited to a maximum of 15 days.
- iii) Weekends and Holidays falling during a period of Earned Leave are counted as part of Earned Leave.
- iv) Earned Leave can be availed by the employee only after completion of 6 months in service.

11.4 Maternity Leave:

- i. A competent authority subject to the limit of two surviving children in the entire service period may grant to a female employee, maternity leave for a period of 182 days from the date of commencement. With every subsequent child, the mother can avail 3 months, or 12 weeks maternity leave. During such period, she shall be entitled to a full pay salary.

- ii. Maternity leave may also be granted in case of miscarriage including abortion subject to the condition – that the leave does not exceed six weeks and the application is supported by a certificate from the Authorized Medical Practitioner.
- iii. Maternity leave cannot be combined with any type of leave in a single stretch of leave(s).

11.5 Paternity Leave:

A competent authority, subject to the limit of two surviving children in the entire service period, may grant paternity leave for a period of fifteen days to the spouse of a female employee during the confinement of his wife for childbirth. During such period, he shall be paid leave salary equal to the pay drawn immediately before proceeding on leave. The leave is not debit to the Leave Account and may be combined with any other kind of leave except casual leave.

11.6 Medical Leave:

- i. A competent authority may grant an employee medical leave for a period of 15 days and the application is supported by a certificate from the Authorized Medical Practitioner.
- ii. Notwithstanding the provisions contained in sub-rule (a) leave for a period not exceeding five days, applied for may be granted without production of a medical certificate. During such period, he/she shall be paid leave salary equal to the pay drawn immediately before proceeding on leave.
- iii. For leaves of more than 15 days, approval from the Director is required.

General procedure for availing Leave:

- Any employee who desires to obtain leave of absence shall apply in writing and needs to be approved by the Reporting Officer (leave format enclosed). Generally, such application for earned leave shall be made not less than three days before, the date from which the leave is to commence, except in urgent cases or unforeseen circumstances, including illness where it is not possible to do so. If meeting with the approval, the Reporting Officer shall forward the same to the dealing assistant for necessary action and documentation.
- An employee desiring an extension of leave should apply to the Reporting Officer prior to the expiry of the leave already granted.
- Leave of any kind cannot be claimed as a matter of right.
- An employee absent from duty or who overstays leave will not be eligible for pay for the period of such un-regularized absence including periods of intermediate holidays if any and shall further render the employee liable to such disciplinary action as the Management may deem fit.
- Leave is valid for one calendar year only.
- Any leave outstanding at the end of the calendar year/tenure/contract period cannot be carried forward to the subsequent year.

- Any type of leave cannot be combined with another type of leave during a single stretch of leave(s).
- If an employee is continuously on leave without pay for a period of 3 months his/her contract will be terminated with immediate effect.

***Reporting Officer-** The Director for State Audit Unit staff, in case of office other than State Audit Unit staff, the Controlling Officer of the particular District or Block shall be the sanctioning/competent authority.

12 TRANSFER:

MSSAT is spread across the entire districts of Meghalaya. Staff are placed at the district as well as at the block level. In the interest of the organization and to ensure transparency and accountability at all levels, the following points are placed below:

- i. All employees who have been assigned to the district or blocks must go through mandatory transfer.
- ii. The normal tenure of stay of a staff at a particular district/block will be for a period of 2 (two) years.
- iii. The Director, MSSAT also reserves the right to transfer an employee at any time if the need arises in the interest of the audit.
- iv. Mutual transfer generally may be discouraged and, in any case, will not be allowed. However, under extreme circumstances, mutual transfer may be considered after thorough examination by the Authority.
- iv. A release order from the Controlling Officer of the respective district/block must be sent to the Director, MSSAT for information at the time of release from the parent district or block.
- vi. A staff member who is being transferred must report to the new place of posting within the date specified in the Transfer Order. They are required to submit the transfer joining report to the Controlling Officer with a copy to the Director, MSSAT for information.
- viii. Transfer shall not be applicable in the following circumstances:
 - a) He/she is under suspension; or
 - b) a disciplinary action is pending and initiated against the staff.
 - c) If a charge sheet has been filed against the staff in the Court of Law for criminal offence.
- viii. Any request for extension/stay order beyond the time period as mentioned in pt. (ii) above will not be considered.

13 ADDITIONAL RESPONSIBILITY:

Additional Responsibility may be used for temporary acting up duties (e.g. for a specific task or project) and where an employee is asked to cover more senior duties without assuming another complete role.

- i). Any staff to perform additional duties must be appointed in writing and are subject to approval from the authority.
- ii). After performing additional responsibility period has elapsed or the post is filled, the department shall issue a letter of termination thereof.

14 EMPLOYEE MANAGEMENT:

Employee Management begins with the joining of the employee and continues throughout the entire work life of an employee within the organization.

14.1 Contract Management:

Contract Management is crucial for the smooth management of Human Resources in any organization. Contract Management has to be done from the moment an employee joins the MSSAT till the time he/she leaves as per the MSSAT policy of extension/termination or voluntary basis. It should also aim at protecting the rights of the organization as well as the employee and make the conditions of the job and job responsibilities clear. Contracts need to be signed at the time of joining the organization.

14.2 Performance Appraisal Management:

The performance appraisal process is an essential part of Human Resource Management in terms of assessing the improvement in skill, knowledge, ability and overall performance of the staff. All staff under MSSAT should undergo performance appraisal annually.

14.2.1 Process of Performance Appraisal:

- i). The management will periodically appraise and maintain employees' performance records.
- ii). To be eligible for appraisal an employee shall complete one year of service with MSSAT.
- iii). The performance of the staff is assessed through Performance Appraisal or Annual Confidential Report (ACR) and appraised regularly based on the criteria given in the Appraisal format (as per the Annexure).
- iv). Performance Appraisal for all staff under MSSAT is based on the targets, key responsibilities areas and the knowledge and competency of the staff.
- v). While measuring the work performance, the staff/ personnel (assessee/ appraisee) may score themselves as per the rating system.

- vi). The self-assessment forms may then be submitted to the Supervisors (assessor/ appraiser) for assessing and recording their score and are expected to consider the performance of the district/block while evaluating individual performance.
- vii). The self-appraisal formats once completed between the employee and their supervisor should be submitted to the State Head Office (Reviewing Officer/Appointing Officer) for verification, arbitration if needed, and further action – in terms of contract reviews and corrective actions, as appropriate.
- viii). A weightage of 30% is to be given to the Work Performance Based Assessment indicators, 40% to the Target Based Assessment and 30% weightage is to be given to Knowledge and Competency Based Assessment Indicators.
- ix). The final scoring will be done using total percentage scores.
- x). The performance review for different employees will take place in two cycles i.e in the month of April and November. Decisions related to service renewal and annual increments would be based on these appraisals.
- xi) State-level performance appraisal, as well as sub-optimal performance appraisal of District and Block Social Audit Resource Person, has to be submitted to the Principal Secretary to the Govt of Meghalaya, PIED for final review and recommendations.
- xii). The final rating sheet should be duly signed by both assessors. The completed forms should be kept in the custody of the HR.

14.2.2 Indicative Rating System for Performance Appraisal:

Overall rating may vary from 1 to 10 wherein the assessee/employee will be rated between 1 to 10 for each of the KRA wherein the score may be defined as:

Exceeds Expectation (Score= 10):

- Consistently performs and assists other staff with work assignments that are thorough and well-organized; staff is proactive in identifying improvements to enhance performance.
- Uses time efficiently to consistently meet deadlines; consistently checks own work and work of the co-workers and corrects errors; quality of work consistently exceeds set standards; assists in the re-work of others; pays attention to details and accuracy; sets the standard for quality of work performed in the department; successfully performs additional responsibilities as needed.

Meet Expectation (Score =6-9):

- Has the knowledge, skills and abilities to successfully perform duties; assignments are well organized and thorough; most duties are performed with minimal supervision.
- Consistently meets deadlines; produces work that is typically free of errors; consistently checks own work and correct errors for accuracy; uses time wisely by assisting other staff/ co-workers and performing tasks without having to be asked; consistently generates acceptable

quantity and quality of work.

Requires Improvement (Score=4-5):

- Does not consistently exhibit the knowledge, skills and abilities to successfully perform duties, for most assignments, close supervision is still necessary; does not consistently perform routine duties; fails to implement and/or lacks knowledge; additional guidance and/or training is required to successfully perform duties.
- Needs to minimize errors in work; is not consistent in producing accurate work or volume of work, and/or does not complete work assignments according to pre-established deadlines or quality standards set; takes on additional responsibilities and fails to perform primary duties.

Below Expectation (Score=1-3):

- Has not exhibited the knowledge, skills and abilities to successfully perform duties, close supervision is required to successfully perform duties; does not ask questions when unclear or continues to ask questions about duties that have been reviewed several times; has been provided with the resources and support; but is not able and/or willing to successfully perform duties.
- Does not produce the standard volume of work, and/or complete work assignments according to pre-established guidelines; multiple errors in work; work assignments may need to be re-worked; does not pay attention to detail and accuracy; employee fails to find own errors; work not completed on time; has been provided with the resources and support to succeed, but is not able and/or willing to produce the quality or amount of work required.

Final Scoring:

The final score will be calculated using the average of the total score:

	40% of Target Based Assessment (A)	30% of Work Performance Based Assessment (B)	30% of Knowledge and Competency Based Assessment (C)	Total Percentage Score
Weighted average Score (C)	40% x (Average Percentage score in Part A) = C.1	30% x (Average Percentage score in Part A) = C.2	30% x (Average Percentage score in Part C) = C.3	$C = C.1 + C.2 + C.3$

Final Score		Total Score	Percentage		
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15 PROMOTION:

- i) In cases where there are any vacant positions under Meghalaya Society for Social Audit and Transparency throughout the state, such positions will initially be offered to the existing MSSAT employees willing to apply and compete for the positions declared for internal recruitment taking into consideration the following criteria's:
 - a) **Qualification:** He/she should meet the essential qualifications as required for the vacant position.
 - b) If the candidate is currently working with MSSAT, the organization would relax the criteria of years of experience.
 - c) Candidates with good performance appraisals will be given preferences.
- ii) If there are more number of applicants and less number of posts available, promotion is decided based on the performance rating of the applicants and an interview for the assessment of their potential. This will increase their opportunity for promotion and growth.
- iii) The Promotion panel constituted by the management will solely decide the merit of an employee for promotion. All promotional posts will be through selection based on merit.
- iv) Advertisements for any vacant post will be internally floated in the Society. If no existing employees are fit for the promotional post, then the vacancy can be advertised in the open market.

16 DISCIPLINARY ACTION:

Disciplinary action is warranted in a situation wherein an employee commits any act of misconduct. In the event of any employee not adhering to the expected norm, in order to bring the employee back in the fold and enable him/her not to repeat such mistakes in future. Corrective/reformative action is a part of Discipline Rules. For this purpose, the offences based on their nature are categorized into 2 levels:

- i. **Level 1** offence (minor misconduct) comprises irregularities that are not serious type & committed for the first time, which will invite a lenient corrective action.
- ii. **Level 2** offences (major misconduct) may denote serious irregularities or repeated commission of level-1 irregularities which may invite a stern corrective/disciplinary action. Highly sensitive irregularities & cases of criminal intent like fraud, cheating, embezzlement, misrepresentation, sexual harassment etc., or cases of habitual offenders not showing any improvement despite smaller measures of corrective action in the past shall invite mandatory inquiry & maximum possible measure of corrective action including termination of services depending on merits of each case, without prejudice for initiating any suitable follow up disciplinary action, as necessary, as per the law of the land.

iii. A Disciplinary Action Committee may be set up for the above.

16.1. Minor Misconduct:

Every employee of MSSAT who is involved in the below-given acts will be considered of committing Minor Misconduct. The problems listed below are not necessarily serious offences; but may be examples of unsatisfactory conduct that will trigger a warning. The list below is only illustrative and not exhaustive.

- (a) Absence without leave and without sufficient cause - not exceeding 7 days of absence.
- (b) Disorderly conduct on employer property. Non-return of office properties on or before the stipulated period.
- (c) Endangering the safety of other employees.
- (d) Refusal to accept official communication.
- (e) Any act which is against good order & discipline of employees of MSSAT.

16.2. Major Misconduct:

Every employee of MSSAT who is involved in the below-given acts will be considered to committing Major Misconduct and may result in immediate suspension pending Enquiry. Following is the list of acts amounting to serious MAJOR misconduct, the list being illustrative and not exhaustive.

- (a) Theft, fraud, breach of trust or dishonesty in connection with the MSSAT or property belonging to the project.
- (b) Misappropriation or embezzlement of funds
- (c) Forgery, Impersonation, Falsification of records and/or defalcation
- (d) Deliberately making malicious/false allegations knowing them to be false.
- (e) Working under the influence of alcohol or illegal drugs
- (f) Fighting, quarrelling or threatening or committing violence in the workplace
- (g) Misuse of authority, power or position for personal gain.
- (h) Non-performance and failure to achieve targets.
- (i) Non-compliance with organizational behavioural standards and role expectations.
- (j) Committing of any criminal offence.
- (k) Spreading rumours / harmful information within or outside the organization.

16.3. Employee Non-Performance:

Employees who fail to score above the minimum 50% mark as per the appraisal scoring system will receive a non-performance letter to be issued by the HR. The contract engagement of employees who receive a non-performance letter will only be renewed for an initial three (3) months and subject to further extension based on improvement of performance.

17 PENALTIES:

MSSAT will reserve its right to impose penalties on the employees who have committed Misconduct activities during the course of official duties.

a) Minor Penalties

MSSAT shall impose below given Minor penalties when the Employee has committed Minor Misconduct during the course of performing official duties.

- (i) 1st time counselling in writing.
- (ii) 2nd time Warning letter to be issued.
- (iii) 3rd time misconduct: Stern/final warning letter to be issued.
- (iv) 4th time Misconduct: in case of his/her being guilty, termination by order of competent authority.

b) Major Penalties

- (i) Issue Show-cause notice (stern warning letter).
- (ii) Should a prima facie evidence exist, Issue a charge sheet, Place the individual under suspension pending investigation, and further process as at (iv) above.

18 EMPLOYMENT SEPARATION:

- i) An employee desirous of resigning from the employment of the establishment may do so by a written application, stating reasons and duly serving the 15-day notice period as required. (If an employee gives notice of his intention to resign, the Management, in its discretion, may accept the resignation and release him at once or any time before the day of expiry of the notice period).
- ii) On submission of the resignation from employment and acceptance by the management, the employee will immediately handover to the organization in writing all correspondence, specifications, documents etc. or any other property under his charge, belonging to the organization or related to its business and shall not retain any copies of the same. The same with full documentation and signatures will be forwarded to the HR division (format for No due certificate form attached in Annexure)
- iii) Employee having once submitted his resignation in writing will not be allowed to withdraw the same after its acceptance. The Management at its discretion may waive off the notice period and relieve the employee forthwith.
- iv) An Experience Certificate describing the work will be issued to the staff member by HR if he is relieved from service, provided all other relieving formalities have been completed satisfactorily along with satisfactory handover.

19 TERMINATION OF CONTRACT:

The employment with MSSAT may be terminated by the Society or by the employee, through a written notice as follows:

- i) By giving a 15 (fifteen) days prior notice from either side or depositing one month's assignment charges in lieu thereof.
- ii) If an employee is found to be involved/engaged in any activity/campaign /protests etc. either directly or indirectly that is against the interest of the MSSAT, the Director, MSSAT is authorized to terminate the services of the employee with immediate effect.

20 NOTE:

- i) Any omission or error shall be brought to the notice of the Committee.
- ii) The Committee may relax/reject the provision of rules or orders so made by it in such a manner as may appear to be just and equitable.
- iii) Further amendment of the HR policy may be reviewed as and when required.



Leave Requisition Form

Date	
Name of Employee	
Designation	

Leave Type	Balance	Dates			
Med L (Medical Leave)		From		To	
EL (Earned Leave)		From		To	
CL (Casual Leave)		From		To	
PL (Paternity Leave)		From		To	
ML (Maternity Leave)		From		To	

No. of Days _____ **Reason for Leave** _____

**Signature
Employee**

Leave Status

GRANTED (Yes / No) _____

**Signature
Controlling Officer**

Dated: _____

Copy to:

- 1). Programme Manager-Human Resource, MSSAT (for compiling Leave Balances)

TERMS OF REFERENCE

Job Description: Joint Director

Key Responsibilities and Accountabilities

1. To advise and assist the Director in the day-to-day functioning of the SAU.
2. Advise the Director on policy direction and design issues in the conduct of Social audits.
3. To liaison with CSOs in the State to ensure effective partnerships between SAU and CSOs.
4. To bring in grassroots experience and experience in the design and development of Social Audit Manuals, Rules, Guidelines and training modules.
5. Guide and design the training process for conducting social audits.
6. Conduct research and data analysis on the findings of social audits.
7. Develop a mechanism of outreach and communication.
8. To evaluate the social audit process and the Resource Persons in the State from time to time and give reports to the Director.
9. To build a strong working relationship of cooperation with credible civil society organizations working with the Mahatma Gandhi NREGA in the field so that their support, feedback, and inputs can be obtained on a regular basis.
10. Any other responsibility assigned by the Director SAU.
11. To assist the Director and to oversee the Administrative Management of the Social Audit Unit.
12. To assist the Director and to oversee the finance management Social Audit Unit.

Job Description: Programme Manager-Admin

Key Responsibilities and Accountabilities

1. To Advise Director in the day to day functioning of the SAU
2. To Advise the Director on policy direction and design issues in the conduct of Social audits as per the Meghalaya Society for Social Audit and Transparency
3. To carry out administrative and vigilance matters and correspondence related to social audit programmes.
4. To assist and guide the staff of SCEP [State Capability Enhancement Project] in the office of the Development Commissioner.
5. Preparation and checking of translation for all schemes' Social Audit forms.
6. Coordinating with PIED for amendment of the MCCPA Act and rules.
7. Coordinating with PIED for State schemes.

Job Description: Social Audit Expert

Key Responsibilities and Accountabilities

1. To oversee every aspect of the Social Audit process from developing the Social Audit schedules to monitoring the follow-up of issues identified through the audit.
2. To monitor and train resource persons
3. To facilitate the conduct of and submit reports of Social Audit in their respective districts
4. To report and conduct investigations in case of any lapses in the Social Audit process
5. To liaise with the district level officials and civil society organizations on different aspects of the social audit process to elicit their partnership and support
6. To identify potential candidates for positions of DSARP/BSARPs following the recruitment policy
7. To undertake any other relevant administrative functions.

Job Description: Programme Manager-Human Resource

Key Responsibilities and Accountabilities

1. Manage the recruitment process from vacancy announcement to job offer
2. Ensure correct authorization and paperwork is completed at the initial stages of recruitment (e.g. terms of reference, recruitment requests, etc.);
3. Oversee the administration of HR in the state, districts and blocks
4. Preparation and Finalization of the HR manual of the Society
5. Advise staff on career development and succession planning; orientation program and job description-oriented training programs.
6. Ensure that career and development needs are established as a result of performance appraisals annually are followed up for retention;
7. Compile HR management information including confidential and sensitive employee information.
8. Maintenance of leave records, attendance, verification of tour records and other HR-related matters.
9. Works with team leaders/managers and employees to resolve employee grievances and disciplinary issues.
10. Coordination with other departments and agencies and assist employees and staff in accordance with the Society's policies and procedures
11. Provides any other tasks as assigned by the Director, MSSAT

Job Description: Programme Manager - Accounts & Audit

Key Responsibilities and Accountabilities

1. Maintenance of books of accounts of the society in Tally Prime.
2. Assisting in Statutory Audit and AG Audit
3. Responsible for maintaining of asset and stock registers.
4. Preparation of statement of expenditure and collection of utilization certificates (Central & State).
5. Coordination and follow-up with other departments and agencies for requisition of funds.
6. Preparation of budget for the Financial Year.
7. Verification of the accuracy of invoices, bills and other accounting documents.
8. Ensuring that accounting entries are carried out as per accounting standards.
9. Handle and settle all bills relating to training.
10. Participate at the time of auditing.
11. Document the minutes of meetings and subsequent follow-up on action points.
12. Will execute any other duties as may be assigned by respective higher authorities from time to time.

Job Description: Junior Consultant

Key Responsibilities and Accountabilities

Functional requirements for the post:-

1. Overall inputs under the Evaluation of Social Audit Intervention programme:-

- i) Involves comprehensive support to the lead investigator/s in overseeing and managing the intervention study, encompassing qualitative data collection and analysis
- ii) Conducting process monitoring, end-line surveys and aiding in the capacity building of project personnel.
- iii) Responsible for maintaining a research log, providing regular reports, and updating the lead investigators and government on the progress
- iv) Involves qualitative data analysis, report preparation, and ensuring coordination of project activities to meet timelines
- v) Undertake periodic field visits for reviewing implementation, addressing challenges, and supporting the team.
- vi) Engages in data compilation and analysis, with a commitment to undertaking any other tasks assigned by the principal investigator(s) as needed.

2. Overall inputs under Social Audits:

- i) To bring in grass root experience and experience in the design and development of Social Audit Manuals, Rules, Guidelines and training modules
- ii) Guide and design the training process for conducting social audits
- iii) Conduct research and data analysis on the findings of social audits
- iv) To evaluate the social audit process and the Resource Persons in the State from time to time and submit reports
- v) To build a strong working relationship of cooperation with credible civil society organizations working with the Mahatma Gandhi NREGA or any of the State or Central Schemes in the field so that their support, feedback, and inputs can be obtained on a regular basis
- vi) Identification of skill gaps and organization of training including Development of training calendars schedules.
- vii) To liaise with the district level officials and civil society organizations on different aspects of the social audit process to elicit their partnership and support
- viii) Any other project or institution-related activities as assigned from time to time by the Director, SAU.

3. Operational Requirements:

- i) Supervise/coordinate local arrangements regarding travel and accommodation of the team during data collection, field verification for other field activities as and when required.

- ii) Supervise field plans and budget for data collection or as and when required

4. Data/Documentation:

- i.) Maintain a detailed log of work and provide weekly reports.
- ii.) Supervise data collection and upload the data whenever required

5. Report Writing/Updates:

Provide regular updates to immediate supervisor and write reports and manuscripts for publication.

Job Description: Programme Manager-Web, IT and Data Analyst

Key Responsibilities and Accountabilities

1. Provide staff with assistance solving computer-related problems, such as malfunctions and program problems.
2. Test, Maintain, and Monitor computer systems, including coordinating the installation of computer programs and systems.
3. Coordinate and link the computer systems within an organization to increase compatibility and share information.
4. Updating of New Blocks, mapping of villages to different blocks, deploying projects/forms in the “*data.mssat.in*” portal for App Verse, and assigning user id for MSSAT staff which is required for App Verse Social Audit App.
5. Check for updates on MG MIS ATR.
6. Assign SRP or SAU DBA for DSARPs, VSARPs, and SHGs for accessing the MGNREGA MIS portal which is required for uploading of Social Audit Calendar, Reports, and close of ATR.
7. Managing and designing the Society web portal and web-based application development.
8. Liaison and coordination with other agencies on the Social Audit App.
9. Troubleshoot technical issues and ensure systems efficiency.
10. To maintain & analyse the information before taking it up and uploading it to the MSSAT website.
11. Coordinate with the other domain specialists. National Informatics Centre (NIC) and Bharat Sanchar Nigam Limited (BSNL) in related work plan and follow-up.
12. Maintenance of database and status records related to the status of works, schemes, and programs.
13. Coordinate with other members of the different divisions under MSSAT for smooth functioning.
14. Any other assignment as required by the Director, MSSAT.

Job Description: Office Assistant -Accounts & Audit

Key Responsibilities and Accountabilities

1. Involve in the process of accounts compilation, audit, training and monitoring of district, blocks as and when required.
2. Daily maintenance, updating and tracking of expenditures as per the allotted budget specified.
3. Disbursement of salary and TA/DA.
4. Ensuring compliance with EPF.
5. Ensure that all transactions related to CSS are made through PFMS.
6. Participate at the time of auditing
7. Will prepare invoices, vouchers, and purchase orders and ensure appropriate approvals; put requisition of supplies.
8. Will help in maintaining inventory control system relating to the purchase and in the procurement of office equipment/stationaries etc.
9. Assisting in Statutory Audit and AG Audit.
10. Will execute any other duties as may be assigned by respective higher authorities from time to time.

Job Description: Multi-Tasking Staff

Key Responsibilities and Accountabilities

1. Attending to the Director, MSSAT.
2. Assisting MSSAT staff whenever required.
3. Provide clerical work as and when required.
4. Dispatch of letters from office to other Departments
5. Operation and maintenance of office machines.
6. Open, sort and distribute incoming correspondence
7. In charge and maintaining of MSSAT office.
8. Provides any other tasks as assigned by the Director, MSSAT

Job Description: Multi-Tasking Staff cum Driver

Key Responsibilities and Accountabilities

1. Attending to the Director, MSSAT.
2. Assisting MSSAT staff whenever required.
3. Provide clerical work as and when required.
4. Dispatch of letters from office to other Departments
5. Operation and maintenance of office machines.
6. Open, sort and distribute incoming correspondence
7. In charge and maintaining of MSSAT office.
8. Drive office vehicles for the transport of office staff as and when required.
9. Monitor the status and condition of the vehicle and initiate requests for its needed maintenance and repair.
10. Sees to it that the vehicle under his responsibility is in safe premises, whenever it is not in use
11. Maintains a record of all trips made as well as the consumption of fuel and other materials used for the operation and maintenance of the vehicle.
12. Provides any other tasks as assigned by the Director, MSSAT

Job Description: District Social Audit Resource Persons

Key Responsibilities and Accountabilities

Social Audits Output:

1. Will participate in drawing up the monthly schedule of Social Audits to be held in a district.
2. Will be responsible for identification, capacity building and training of Village Social Resource Persons or facilitators to help carry out Social Audits in the respective blocks.
3. Mobilizing Wage Seekers on MGNREGS Programmes and Social Audit.
4. Providing awareness and information regarding MGNREGS to workers and panchayat residents during the social audit process.
5. She/He will be responsible for coordinating with the BSARP to collect all the information from the Block Office, and cross checking that the information is complete. Will report any delay or shortcoming in providing information immediately.
6. Should ensure that wall paintings as mandated in the Operational Guidelines are complete and updated in the GPs that they operate in.
7. Will be responsible for coordinating the team assigned to him/her and conducting a free and fair social audit process at the village /block level.
8. Will be responsible for ensuring that the Social Audit Report is written and related photocopies of evidence from given records and evidence are collected from the stakeholders by due process during the Social Audit process.
9. Will be responsible for presenting the social audit reports in the Public Hearing without any dilution and state the facts as has been communicated by the stakeholders.
10. Will be responsible for submitting the final social Audit reports as well as decision taken formats to the administration as well as the SAU after the completion of the S.A process and the public hearing.
11. Will participate and facilitate the follow-up appraisal meetings every fortnight on a regular basis along with the Village Social Auditors and mobilize workers to attend the review meetings.
12. Will submit the progress reports to the Social Audit Follow-Up Cell at the District Level and the SAU at the State level.
13. Will participate in training imparted to them as of their overall development and growth as DSARPs
14. Will be responsible for maintaining accounts of all expenditures of the social audit resource team wherever required (if necessary)and presenting this information at the social audit public hearing on charts as per pre-determined formats, and through a brief oral presentation at the public hearing
15. Will ensure that an opportunity is provided for comments about the social audit facilitators which will be placed on record and sent to the State SAU.

16. To coordinate with implementing departments at the district level for the conduct of social audits for schemes under schedule 1 of the MCPSSA Act, State and Central Government schemes.
17. To support and assist BSARPs and VSARPs during the facilitation and conduct of social audits at the VECs/Villages and to complete 100 % monitoring of the BRP & VSARPs at the field level atleast 10 (ten)-15 (fifteen days) in a month.
18. To download the Social Audit MIS Verification Format as downloaded from the Ministry website and submit it to the BSARP and ensure that the BRP distribute the same to the VSARPs for social audit verification at the field.
19. To monitor daily the BSARPs as well as the VSARPs, have monthly meetings with the BSARPs & VSARPs at the district and block level, prepare the working days of the BSARPs & verify the extract data reports, and daily monitoring reports, maintain regular call log and verify the social audit reports as submitted by the BSARPs in the SAR reporting format.
20. To coordinate with the BSARPs and VSARPs for the social audit public hearings at the Block level and to attend all social audit public hearings held at the Block level.
21. Submit the Final Social Audit Report after verification and compilation to the SAU head office within 30 (thirty) days after completion of the social audit public hearing.
22. To Upload the Final Social Audit Report and Findings as received from the field in its original form in the MIS of the Ministry within 30 (thirty) days after completion of the social audit public hearing.
23. To get a copy of the Action Taken Report (ATR) from the implementing agency within 15 (fifteen) days before the subsequent social audit and forward a copy of the same to the SAU head office.
24. To have mutual cooperation, coordination, and respect with the DSARP and VSARPs.
25. To coordinate with the BSARPs & VSARPs on matters of repair and maintenance, and expenditure incurred by others at the district level.
26. To report to the head office or the district office only upon prior approval from the head office.
27. To get prior approval of leave as per this office's contractual Terms of Agreement signed by you.
28. Any other duties as assigned from the office of the MSSAT

Job Description: Block Social Audit Resource Persons

Key Responsibilities and Accountabilities

1. To report to the office of the Block Development Officer, Community & Rural Development Block on a regular basis thereby performing your day-to-day tasks from the Block Office as per regular instruction from this office.
2. To coordinate with implementing departments at the block level for the conduct of social audits for schemes under schedule 1 of the MCPSSA Act, State and Central Government schemes.
3. To have mutual cooperation, coordination, and respect with the DSARP & VSARPs in terms of carrying out the social audits,
4. To coordinate with the DSARP and VSARPs during the preparation of the Social Audit Calendar.
5. To support the VSARPs during the facilitation and conduct of social audits at the Village Level and to complete 100% monitoring of the VSARPs at the field level @10(ten)-15(fifteen) days in a month.
6. To coordinate with the DSARP and VSARPs for the social audit public hearings at the Cluster/Block level and to Prepare the social audit PowerPoint presentation (PPT) and attend the social audit public hearings.
7. To verify and compile the social audit reports reported in the dashboard as submitted by the VSARPs in the SAR format and submit the same to the DSARP within 15 (fifteen) days of the completion of the Social Audit Public Hearing.
8. To print the Social Audit MIS Verification Format as downloaded and submitted by the DSARP and distribute the same to the VSARPs for verification in the field.
9. To monitor daily the VSARPs, have monthly meetings with the DSARP at the district and with the VSARPs at the block level, maintain regular call log, prepare extract data reports, prepare the working days of the VSARPs & verify social audit reports as submitted by the VSARPs in the SA mobile app dashboard.
10. To provide regular status on the conduct and findings of social audits to the DSARP.
11. To report to the head office or the district office only upon prior approval from the head office.
12. To identify and provide training for Village Social Auditors.
13. To maintain regular contact including telephonic communication with VSARPs
14. To get prior approval of leave as per this office's contractual Terms of Agreement signed by you.
15. Any other duties as assigned from the office of the MSSAT.

NO DUES CERTIFICATE

(Kindly complete this form and ensure clearance from the respective SAU /District. Then submit the form to the HR for further processing. No relieving letter will be released if signatures from the respective units are not completed.)

Full Name: _____

Designation: _____

Staff is appointed at State / District/ Block (please tick whichever is appropriate).

Date of Resignation: _____

Last Working Day: _____

DIVISION/DEPARTMENT	ITEM (please specify if not indicated)	REMARKS(please tick if cleared, N/A for Not Applicable and specify others)	Name & Signature of Receiver
Supervisor (or) Reporting Officer	Official documents		
	Reports		
	Others		
Administration	Drawer key		
	Cell phone/SIM		
	Others		
IT	Email ID		
	Laptop / Bag		
	Mouse		
	Data Card		
	Desktop		
	CPU		
	UPS		
	Printer		
	Others		
Accounts	Advance/Loan		
	Other Outstanding		
HR	Resignation Letter		
	ID Card		
	Others		

I hereby declare that I have handed over all documents, assets & financial dues to the organization.

Signature of Employee

FORMATS OF PERFORMANCE APPRAISAL

i.) STATE LEVEL

EMPLOYEE PERFORMANCE APPRAISAL FORM Junior Consultants (JCs)

Name	
Designation	
Place of Posting & District name	
Date of Joining the Current Designation	
Period of Assessment	_____ (for the year 20.....-.....)

Activities:

- **Distribution of EPA form**
- **Self-Evaluation**
- **Appraiser's Evaluation**
- **Final Review by the Reviewer**

GENERAL GUIDELINES

PURPOSE:

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

PROCEDURE FOR EVALUATION:

Self-Evaluation: Each personnel will receive the Appraisal forms through his/her Immediate Reporting Officer (here onwards referred to as the appraiser). After filling out Part-A of the form, it is to be returned to the appraiser.

Performance Evaluation Dialogue: The appraiser is required to schedule a discussion with the appraisee for performance evaluation. The performance of the entire period is to be reviewed against the Key deliverables.

Superior Evaluation: After the evaluation dialogue, the evaluator (appraiser) will assess the performance of the appraisee and put his/her views in Part-A and Part-B of the form.

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

PART- A

SELF-EVALUATION

I. Review of Key Responsibilities Areas (KRA's) : Evaluate the Key Responsibilities Areas (KRA's) and note your scores.

<i>Sl. No.</i>	<i>Particulars</i>	<i>Self- Evaluation Score (1-10)</i>	<i>Appraiser /Reviewing Officer Score (Director) (1-10)</i>
	Overall inputs under the Evaluation of Social Audit Intervention programme		
1	Involves comprehensive support to the lead investigator/s in overseeing and managing the intervention study, encompassing qualitative data collection and analysis		
2	Conducting process monitoring, end-line surveys, and aiding in the capacity building of project personnel.		
3	Responsible for maintaining a research log, providing regular reports, and updating the lead investigators and government on the progress		
4	Involves qualitative data analysis, report preparation, and ensuring coordination of project activities to meet timelines		
5	Undertake periodic field visits to review implementation, address challenges, and support the team.		
6	Engage in data compilation and analysis, with a commitment to undertaking any other tasks assigned by the principal investigator(s) as needed		
	Overall inputs under Social Audits		
7	To bring in grass root experience and experience in the design and development of Social Audit Manuals, Rules, Guidelines and training modules		
8	Guide and design the training process for conducting social audits		
9	Conduct research and data analysis on the findings of social audits		
10	To evaluate the social audit process and the Resource Persons in the State from time to time and submit reports		
11	To build a strong working relationship of co-operation with credible civil society organizations		

	working with the Mahatma Gandhi NREGA or any of the State or Central Schemes in the field so that their support, feedback, and inputs can be obtained on a regular basis		
12	Identification of skill gaps and organization of training including Development of training calendar schedules		
13	To liaise with the district level officials and civil society organizations on different aspects of the social audit process to elicit their partnership and support		
Operational Requirements			
14	Supervise/coordinate local arrangements regarding travel and accommodation of the team during data collection, field verification or other field activities as and when required		
15	Supervise field plans and budget for data collection or as and when required		
Data/Documentation			
16	Supervise data collection and upload the data whenever required		
Report Writing/Updates			
17	Provide regular updates to immediate supervisor and write reports and manuscripts for publication		
Aggregate Marks			
Percentage of Marks			
Average Percentage			

Employee Signature

Appraiser Signature

PART-B

(TO BE FILLED IN BY APPRAISER)

i. **PERFORMANCE SUMMARY & TREND** (Summarize your view of Appraisee's areas of additional responsibilities and/or other work-related accomplishments and comment on performance trends during the past year):

ii. **STRENGTHS** (Describe the appraisee's strengths and how they have contributed to the current assignment):

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

PART- C

(TO BE FILLED IN BY APPRAISER)

- Please give a rating (whichever corresponds to the score applicable)

Sl. No		By Appraiser/Reviewing Officer- (Director)
		(Each attribute is to be marked; Max. marks - 10 for each attribute)
1	Application of Professional Knowledge	
2	Initiative	
3	Willingness to shoulder extra responsibility	
4	Attitude	
5	Interpersonal relations & Teamwork, co-operation with Supervisors & Colleagues, peer support	
6	Communication skills(written & spoken)	
7	Punctuality & Contribution to other tasks	
8	Efforts undertaken to improve knowledge	
9	Adherence to attendance	
10	Time management	
	Aggregate Marks (Max.100)	
	Percentage of Marks	
	Average Percentage	

Signature of Appraiser/Reviewing Officer

Grade	Overall Marks	(Please tick)
A	More than 79	
B	More than 64	
C	50 to 64	Repeat Assessment (Mid-Year Review)
D	Less than 50	Need Improvement

Reviewer's Comments on overall performance & Potential (Director)

HR Section:

Disciplinary Action (tick the relevant choice)

Initiated	In Progress	Completed	Findings	Not Guilty/Guilty
-----------	-------------	-----------	----------	-------------------

Date: _____

Signature

Note:

1. The appraiser in all cases will be the Director.
2. The reviewer in all cases will be the Director In charge of the organization.
3. In case of difference of opinion between the Appraiser and Reviewer in score, the average of the two will be considered.

Director's Recommendations:

Please tick (√) your recommendation;

1. Contractual Engagement Renewal (1yr / 2yrs*)
2. Termination **
3. Others (if any)

Date: _____

Signature of Appointing Authority

ii.) **DISTRICT LEVEL:**

**EMPLOYEE PERFORMANCE APPRAISAL FORM
District Social Audit Resource Persons (DSARPs)**

Name	
Designation	
Place of Posting & District name	
Date of Joining the Current Designation	
Period of Assessment	(for the year 20.....-.....)

Activities:

- **Distribution of EPA form**
- **Self-Evaluation**
- **Appraiser's Evaluation**
- **Final Review by the Reviewer**

GENERAL GUIDELINES

PURPOSE:

- To assess the performance of personnel against the Key Deliverables
- To identify personnel's strengths and area of improvement
- To serve as one among various inputs for career development planning
- To provide inputs for compensation decisions

PROCEDURE FOR EVALUATION:

Self-Evaluation: Each personnel will receive the Appraisal forms through his/her Immediate SRP (here onwards referred to as the appraiser). After filling out Part-A of the form, it is to be returned to the appraiser.

Performance Evaluation Dialogue: The appraiser is required to schedule a discussion with the appraisee for performance evaluation. The performance of the entire period is to be reviewed against the Key deliverables.

Superior Evaluation: After the evaluation dialogue, the evaluator (appraiser) will assess the performance of the appraisee and put his/her views in Part-A and Part-B of the form.

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

PART- A

SELF-EVALUATION

I. Review of Key Responsibilities Areas (KRA's) : Evaluate the Key Responsibilities Areas (KRA's) and note your scores.

Sl.No.	Particulars	Self-Evaluation Score (1-10)	Appraiser Score (SAE/JC In-charge) (1-10)
	Social Audit Output		
1	Responsible for identification, capacity building and training of VSARPs or facilitators to help carry out Social Audit in the respective blocks.		
2	Coordination with BSARP for collecting all information from the Block office and cross-checking that the information is complete.		
3	Coordination with the BSARP and VSARPs and conduct a free and fair social audit process at the village/block level.		
4	Providing awareness and information regarding MGNREGS to workers and panchayat residents during the social audit process.		
5	Ensuring that the Social Audit report is written and related photocopies of evidence from given records and evidences are collected from stakeholders by due process during the social audit process.		
6	Presenting the social audit reports in the Public Hearing without any dilution and stating the facts as has been communicated by the stakeholders.		
7	Responsible for submitting the final social Audit reports as well as decision-making formats to the administration as well as the SAU after the completion of the S.A process and the public hearing		
8	Facilitate the follow-up appraisal meetings every fortnight on a regular basis along with the Village Social Auditors and mobilize workers to attend the review meetings.		
9	Field tours to be conducted for a minimum of 5 days and up to a maximum of 7 days in a month.		
10	Submission of the progress reports to the Social Audit Follow-Up Cell at the District Level and		

	the SAU at the State level.		
11	Support and assist BSARPs and VSARPs during the facilitation and conduct of social audits at the VECs/Villages.		
12	Downloading the Social Audit MIS Verification Format from the Ministry website and submit to the BSARP and ensure that the BRP distribute the same to the VSARPs for social audit verification at the field.		
13	Uploading and submission of the Final Social Audit Report and Findings as received from the field in its original form in the MIS of the Ministry within 30 (thirty) days after completion of the social audit public hearing.		
14	Coordination with the implementing agencies/ department's team at the district level for the conduct of social audits		
15	Timely compilation and submission of Logbook, Attendance and SA monitoring report of the district for salary processing.		
16	Preparation of the working days of the BSARP, preparing extract data reports, daily monitoring reports, maintaining regular call logs and verifying the social audit reports as submitted by the BSARPs in the SAR reporting format.		
17	Participation in the training programmes and meetings as and when called by the office at the Block/District/State Level.		
18	Maintaining accounts of all expenditures of the social audit resource team wherever required (if necessary)and presenting the information at the social audit public hearing on charts as per pre-determined formats, and through a brief oral presentation at the public hearing.		
19	Coordinate with the BSARPs and VSARPs for the social audit public hearings at the Block level and to attend all social audit public hearings held at the Block level.		
20	Complete 100 % monitoring of the BSARP & VSARPs at the field level @ 10 (ten) - 15 (fifteen) days in a month.		
21	Frequency of meetings with the BSARPs and VSARPs at the district and block Level (at least a minimum of once in every 15 (fifteen) days		
22	Obtaining a copy of the Action Taken Report (ATR) from the implementing agency within		

	15(fifteen) days before the subsequent social audit and forward a copy of the same to the SAU		
23	Coordination with the BSARPs & VSARPs on matters of repair and maintenance, expenditure incurred, and others at the district level.		
	Aggregate Marks		
	Percentage of Marks		
	Average Percentage		

Employee Signature

Appraiser Signature

PART-B

(TO BE FILLED IN BY APPRAISER)

i.	PERFORMANCE SUMMARY & TREND (Summarize your view of Appraisee's areas of additional responsibilities and/or other work-related accomplishments and comment on performance trends during the past year):
ii.	STRENGTHS (Describe the appraisee's strengths and how they have contributed to the current assignment):
iii.	ACTION FOR PERFORMANCE ENHANCEMENT (Identify specific areas needing improvement and development actions you feel would enhance the appraisee's current or further performance):

PART- C

(TO BE FILLED IN BY APPRAISER)

- Please give a rating (whichever corresponds to the score applicable)

Sl. No		By Appraiser- (SAE/JC I/c)	By Reviewer-(Jt. Director)
		(Each attribute is to be marked; Max.marks-10 for each attribute)	
1	Application of Professional Knowledge		
2	Initiative		
3	Willingness to shoulder extra responsibility		
4	Attitude		
5	Interpersonal relations & Teamwork, co-operation with Supervisors & Colleagues, peer support		
6	Communication skills(written & spoken)		
7	Punctuality & Contribution to other tasks		
8	Efforts undertaken to improve knowledge		
9	Adherence to attendance		
10	Time management		
	Aggregate Marks (Max.100)		
	Percentage of Marks		
	Average Percentage		

Signature of Appraiser	Signature of Reviewing Officer

Grade	Overall Marks	(Please tick)
A	More than 79	
B	More than 64	
C	50 to 64	Repeat Assessment (Mid-Year Review)
D	Less than 50	Need Improvement

Reviewer's Comments on Overall Performance & Potential (by SRP –Jt.Director)

HR Section:

Disciplinary Action (tick the relevant choice)

Initiated	In Progress	Completed	Findings	Not Guilty/Guilty
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_____ **Date:** _____

Signature

Note:

1. The appraiser in all cases will be the SRP In charge of the district.
2. The reviewer in all cases will be the Jt.Director.
3. In case of difference of opinion between the Appraiser and Reviewer in score, the average of the two will be considered.

Director's Recommendations:

Please tick (✓) your recommendation;

1. Contractual Engagement Renewal (1yr / 2yrs*)
2. Termination **
3. Others (if any)

Date: _____

Signature of Appointing Authority

3. BLOCK LEVEL:

EMPLOYEE PERFORMANCE APPRAISAL FORM Block Social Audit Resource Persons (BSARPs)

Name	
Designation	
Place of Posting & District name	
Date of Joining the Current Designation	
Period of Assessment	(for the year 20.....-)

Activities:

- **Distribution of EPA form**
- **Self-Evaluation**
- **Appraiser's Evaluation**
- **Final Review by the Reviewer**

GENERAL GUIDELINES

PURPOSE:

- To assess the performance of personnel against the Key Deliverables
- To identify personnel's strengths and area of improvement
- To serve as one among various inputs for career development planning
- To provide inputs for compensation decisions

PROCEDURE FOR EVALUATION:

Self-Evaluation: Each personnel will receive the Appraisal forms through his/her Immediate DSARP (here onwards referred as the appraiser). After filling Part-A of the form, it is to be returned to the appraiser.

Performance Evaluation Dialogue: The appraiser is required to schedule a discussion with the appraisee for performance evaluation. Performance of the entire period to be reviewed against the Key deliverables.

Superior Evaluation: After the evaluation dialogue, the evaluator (appraiser) will assess the performance of the appraisee and put his/her views in Part-A and Part- B of the form.

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

PART- A

SELF-EVALUATION

I. Review of Key Responsibilities Areas (KRA's) : Evaluate the Key Responsibilities Areas (KRA's) and note your scores.

Sl.No.	Particulars	Self-Evaluation Score (1-10)	Appraiser Score (DSARP In charge of the district) (1-10)
1	Frequency of meetings with the VRPs at the Block Level (at least a minimum of once every 15 (fifteen) days		
2	BRPs' professional work relationship and coordination with the DSARP and VSARPs team in your district for conducting social audits		
3	Coordination with the DSARP and VSARPs during the preparation of the Social Audit Calendar.		
4	Frequency of BRP attending meeting(s) with the DSARP at the District Level (at least minimum of once in three months) / as when called by the DSARP.		
5	Printing of the Social Audit MIS verification format as received from DSARP and timely hand it over to the VSARPs for verification at the field.		
6	Collect information and materials for social audits and timely handover them to the VRPs		
7	BRPs clarity on the social audit steps and processes including document Verification, Door to Door Verification, Site/Work verification, Institutional visits and verification, Social Audit Meetings at the village level & Preparation of Reports		
8	Support the VSARPs during the facilitation and conduct of social audits at the village level.		
9	Complete 100 % monitoring of the VSARPs at the field level @ 10 (ten) - 15 (fifteen) days in a month.		
10	Frequency of field visits for a minimum of 5 days and up to a maximum of 7 days in a month.		
11	Maintaining regular call logs, prepare extract data reports, prepare the working days of the VSARPs & verify social		

	audit reports as submitted by the VSARPs in the SA mobile app dashboard.		
12	Provide and assist training to the newly appointed VSARPs in the field during the social audits and submit a report of the same as instructed to the head office		
13	Verification and compilation of the social audit reports reported in the dashboard as submitted by the VSARPs in the SAR format and submit the same to the DSARP within 15 (fifteen) days of the completion of the Social Audit Public Hearing.		
14	Coordination with DSARP and VSARPs for the social audit public hearings at the Cluster/Block level and preparation of PowerPoint Presentation for the public hearings which include clarity and relevant reporting.		
15	Timely submission of Logbook, Attendance and Social Audit monitoring report for salary processing.		
16	Attending training programmes and meetings regularly as and when called by this office at the Block/District/State Level.		
17	Coordination with the implementing agencies/ department team at the block/village level towards social audits		
	Aggregate Marks		
	Percentage of Marks		
	Average Percentage		

Employee Signature

Appraiser Signature

PART-B

(TO BE FILLED IN BY APPRAISER)

i. **PERFORMANCE SUMMARY & TREND** (Summarize your view of Appraisee's areas of additional responsibilities and/or other work-related accomplishments and comment on performance trends during the past year):

ii. **STRENGTHS** (Describe the appraisee's strengths and how they have contributed to the current assignment):

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

PART- C

(TO BE FILLED IN BY APPRAISER)

- Please give a rating (whichever corresponds to the score applicable)

Sl. No		By Appraiser-(DSARP)	By Reviewer -(SAE/JC)
		(Each attribute is to be marked; Max.marks-10 for each attribute)	
1.	Application of Professional Knowledge		
2.	Initiative		
3.	Willingness to shoulder extra responsibility		
4.	Attitude		
5.	Interpersonal relations & Teamwork, co-operation with Supervisors & Colleagues, peer support		
6.	Communication skills(written & spoken)		
7.	Punctuality & Contribution to other tasks		
8.	Efforts undertaken to improve knowledge		
9.	Adherence to attendance		
10.	Time management		
	Aggregate Marks (Max.100)		
	Percentage of Marks		
	Average Percentage		

Signature of Appraiser	Signature of Reviewer

Grade	Overall Marks	(Please tick)
A	More than 79	
B	More than 64	
C	50 to 64	Repeat Assessment (Mid-Year Review)
D	Less than 50	Need Improvement

Reviewer's Comments on Overall Performance & Potential(by SRP In-charge -SAE/JC)

HR Section:

Disciplinary Action (tick the relevant choice)

Initiated	In Progress	Completed	Findings	Not Guilty/Guilty
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Date: _____

Signature

Note:

1. The appraiser in all cases will be the DSARP.
2. The reviewer in all cases will be the SRP In charge of the district.
3. In case of a difference of opinion between the Appraiser and Reviewer in the score, the average of the two will be considered.

Director's Recommendations:

Please tick (✓) your recommendation;

1. Contractual Engagement Renewal (1yr / 2yrs*)
2. Termination **
3. Others (if any)

Date: _____

Signature of Appointing Authority