



National Health Systems Resource Centre
Ministry of Health & Family Welfare, Govt. of India

ADMIN & HR POLICY

<u>Policy Owner:</u> HR Manager	<u>Policy Reviewer:</u> Principal Administrative Officer	<u>Policy Approver:</u> Executive Director
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<u>Date of Release:</u>	<u>Date of Implementation:</u>	<u>Page No.:</u> 1 to 26

1. Introduction

(a) An initiative for the formation of HR and Administrative Policies & Procedures has been taken to create clear and transparent rules & regulations and platform to address issues for all Consultants working with NHSRC.

(b) Policies & Procedures of HR and Admin set forth personnel policy guidelines to assist Consultants with their operational responsibilities and to inform them about the working of the organization. Contents of this manual apply to all the consultants across all levels of NHSRC. Magnitude of this policy document is intended to make NHSRC grow manifolds and enhance the efficiency and effectiveness of the working of the Organization.

(c) This policy applies to all those who are working in NHSRC, RRC-NE at any level and to MoHFW consultants employed by NHSRC.

(d) This policy is to be read in conjunction with Bye Laws, as amended from time to time and supersedes any other policy which is being used by NHSRC & RRC-NE. It will also act as a base for the revision of byelaws in the future.

Maj Gen (Prof.) Atul Kotwal, SM, VSM



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PART I
OFFICE PROCEDURE

2. Guideline for various aspects of day to day functioning are as given below:-

(a) **Timings.**

(i) The working hours of the NHSRC Office, New Delhi, as well as those of its branches, will be the same as observed by the Ministry of Health & Family Welfare, Government of India i.e. from 09:00 AM to 05:30 PM, Monday to Friday. Lunch break of 30 minutes will be from 01:00 PM to 01:30 PM. The personnel may opt for flexi-timing with prior approval and for a maximum period of 3 months. However, core timing remain from 09:00 am to 05:30 pm.

(ii) NHSRC Office, New Delhi, and branches shall remain closed on all national and other holidays declared as such by the Government of India.

(iii) Punctuality is of utmost importance. Consultant/ staff should maintain the time of arrival but in case of contingency, a 15 minute grace time period may be given.

(b) **Work From Home (WFH).**

(i) Personnel can be allowed to work from home normally for 3 working days in a month. Approval of the request is purely at the discretion of Reporting Head. Working from home by an individual will be considered as a working day. Reporting Head will ensure that fixed deliverables will be given to the individual and the output of assigned task will be assessed the following day. In case, the requirement is for more than 3 days, approval of Executive Director (ED) will be taken. The Reporting Head will inform the HR Division about the individual's working from home.

(ii) Approvals for WFH will be taken at least a day in advance and same will be intimated to HR Section by Divisional SEs for record-keeping purposes.

(iii) Approval must be in the form of an e-mail.

(iv) Any individual on WFH can be called to report in the office at any point of time even after the approval of working from home is granted.

(c) **Dress Code.** NHSRC promotes a comfortable work culture for all in the offices. The organization expects all the personnel working in NHSRC & RRC-NE to wear



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neat and clean formal/ semi-formal clothes at work. Casual clothing is not permitted in the Office. Any form of clothing which does not suit the stature of the organization and the individual will be avoided. For all meetings, official events, functions, etc., formal dressing is a must.

(d) **Channel of Reporting**. Channel of reporting is important in any organization to define who will report to whom. ED is the head of the organization. Executive Director, Advisors, Director RRC-NE, and PAO form the Tier 1 in the reporting chain. All Advisors, Director RRC-NE, PAO & the Division Heads report directly to the ED. Reporting within the technical division & the administration will be as follows.

(i) **Technical Division (NHSRC)**.

(aa) Fellows /Consultants/Senior-Consultants (SC) to lead Consultants (LC).

(ab) LC to Advisors (In Absence of an Advisor, LCs will report to ED).

(ii) **Technical & Administration Division (RRC-NE)**.

(aa) Technical Division (RRC-NE): Fellows/Consultants → Divisional I/c (Sr. Consultant → Lead Consultant → Director RRC-NE → Executive Director, NHSRC

(b) Administration Division (RRC-NE): Administrative Assistant/Office Secretary → Consultant (Accounts)/IT Manager → Administrative Officer → Director, RRCNE → Executive Director, NHSRC through PAO.

(iii) **Administration**.

(aa) Assistants to nominated consultant.

(ab) Consultants of IT, Finance, HR to Section heads.

(ac) Consultants of Gen Admin to PAO

(ad) HR Manager / Finance Manager / IT Manager to PAO

(e) **Non-Disclosure Policy**. As part of your normal duties, you will obtain, or have access to, confidential information concerning the Organization. Under no circumstances any use to be made of this information except for purposes directly related to furthering the work objectives of the Organization, as provided within the terms of your delegated authority. In the event of an Individual leaving the Organization, all confidential information and material in your possession must be returned to the Organization and



continued confidentiality maintained. If you have any doubt as to whether the information is confidential, please obtain your Divisional Head's approval prior to disclosure.

(f) **Staff Suggestion**. NHSRC is committed to receiving and implementing any relevant staff suggestions which will help the organization to improve its productivity, workplace efficiency, work-life balance, etc. A suggestion box has been installed both on the Ground Floor and the first floor where in the staff can drop in their valuable suggestions. Once suggestions/inputs are received, the same are shared with a committee to study the same and submit their recommendations to the ED for Approval /Not Approval. If approved, the same is implemented in the organization by way of an Office Order to be published by Admin.

PART II

HR PROCESSES

3. Recruitment.

(a) **Various Echelons**. NHSRC is well structured and has a well-defined hierarchy. The organization is headed by the Executive Director, followed by another leadership role of Advisors and the Principal Administrative Officer (PAO). The middle-level management comprises Lead & Senior Consultants. A Lead Consultant in absence of the Advisor can lead/head a division. However, in administration, the senior consultants are expected to lead their sections.

(b) **Terms of Reference**. For recruitment to all positions, terms of reference defining the role, education, experience, age, skills, etc., which are required for the specific position, is created. The ToR differ from position to position. The TOR for Technical positions is created by the respective Advisors/ Divisional Heads. The TOR for admin positions is created by the PAO. All the ToR will be approved by the ED, NHSRC through PAO. ToR for Advisor and Principal Administrative Officer will be approved by Executive Director, NHSRC in consultation with MoH&FW. The following criteria are followed at NHSRC & RRC-NE for filling a technical position.

(c) **Criteria**. Three major criteria that are followed are Qualification, Experience, Age. Special/ desirable criteria may be factored in as and when required depending upon the job requirement of each post. Relaxation in Age may be proposed for exceptional case as per ToR.

(i) For Technical Positions

Sl. No.	Position	Experience	Age	Qualification
(aa)	Advisor PAO	At least 15 years of post-qualification work experience	Up to 60 Years	Postgraduate in the required discipline
(ab)	Lead Consultant	At least 10 Years of post-qualification work experience	Up to 55 Years	Postgraduate in the required discipline
(ac)	Senior Consultant	At least 5 Years of post-qualification work experience	Up to 50 Years	Postgraduate in the required discipline
(ad)	Consultant	At least 2 Years of post-qualification work experience	Up to 45 Years	Postgraduate in the required discipline
(ae)	Junior Consultant	At least 1 Year of post-qualification work experience	Up to 40 Years	Postgraduate in the required discipline

(ii) For Administration Positions.

Sl. No.	Position	Experience	Age	Qualification
(aa)	Senior Consultant (HR / Finance / IT Manager)	At least 10 Years of post-qualification work experience	Up to 55 Years	Should be a Postgraduate in the required discipline
(ab)	Consultant	At least 5 Years of post-qualification work experience	Up to 45 Years	Should be a Postgraduate in the required discipline
(ac)	Executive Assistants	At least 1 Year of post-qualification work experience	Up to 40 Years	Should be a Graduate in the required discipline
(ad)	Assistants	At least 3 years of work experience	Up to 35 Years	Should be a 12 th Grade pass

d) **Release of Advertisement (Twice a Month) / Duration of Advertisement.** Next step in the process is publishing of the advertisement which is released by NHSRC twice a month. This is normally done on the 5th & 20th of each month but the same can be changed as per the need of the organization. The advertisement is published in the Employment News, Devnet Jobs, NCP, NHSRC and MoHFW websites and LinkedIn. Each recruitment advertisement is live for a maximum of 21 days. Once the 21 days are over no applications are accepted. The Terms of References are uploaded on the websites of NHSRC, MOHFW, RRC-NE (Only if the recruitment is for RRC-NE), National Career Service Portal, Linked In (Only NHSRC & RRC-NE Jobs), and on the DevnetJobsIndia (Job Portal).



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(e) For any open position at NHSRC, if a single candidate appears for the interview, then selection will not be considered as valid due to the lack of competition for the said post.

(f) **Online Processes (Written Tests/ Interviews)**. In the period during pandemic and for the sake of convenience of conducting interviews, NHSRC had adopted the online interview & the written test process. Same has been continued, However, for Tier 1 and Lead Consultant position physical interview will be held. Error-free software is used to run the written tests and interviews are conducted online. Candidates are expected to take the Interview and the written test on their laptops or Desktops and ideally use a good internet medium to avoid connectivity issues which may be of disadvantage to the candidate. Mobile phones are not allowed. NHSRC shares the guidelines with the candidate prior to the process which clearly defines the Do's and the Don't for the candidate.

(g) **Background Verification**. Prior to releasing an offer to the selected candidate, NHSRC carries out a strict employment background check on the candidate. Education, Experience, etc. are checked by the internal team.

(h) **Joining of Selected Candidate**. A candidate is expected to join on the mutually agreed date. Joining date cannot be extended unless backed by a valid reason which is acceptable to NHSRC. The joining date cannot be extended by more than 10 days in any circumstances. Joining must be in person on the given date and time with the required documents. There is no provision of online joining as original documents are required to be physically verified.

(i) **Policy on Salary Negotiations**. The consultancy fee is decided by NHSRC keeping in view the last drawn salary of the individual, educational qualification, and the parity within the division the individual will be joining. It also involves necessary deliberations with the stakeholders before the fees are finalized. The fees once approved and offered cannot be negotiated. ED will be the final authority for fee fixation.

(j) **Joining time/ Extensions on Joining Date**. NHSRC encourages candidates who are selected to serve the required notice period in their present organization. 30 days of the notice period is accepted by NHSRC. However, a longer notice period or extended notice period may not be accepted by the organization unless the same has been mutually agreed upon by the individual and the organization. Concurrence of Divisional Head and approval of ED are mandatory. Candidates, before joining NHSRC are expected to submit their relieving letter from their last organization to NHSRC either on

the day of joining or prior to joining. A selected candidate will not be inducted unless s/he submits the relieving letter/ email from the HR department of last served organization.

(k) **Lateral Movement / Transfer**. A Consultant may be transferred, assigned, or deputed from one division, location, or branch to another of NHSRC either full-time or for a specific assignment. Such lateral movement may also be necessitated if a new branch/division is created. S/he may also be required to undertake additional duties apart from the normal duties of the post to which s/he is appointed. A Consultant may also request a transfer from one working place to another. Request for such lateral move between divisions needs to be concurred to by the Divisional Head. Final approval of ED will be obtained.

4. **Terms of Engagement**

(a) **Contract Agreement**. NHSRC offers initially a two-year contract (limited within year) which is extendable subject to performance, funding, or need of the division where s/he is hired. The contract can be terminated by NHSRC or a Consultant within 30 days of the notice period.

(b) **Probation/ Extension of Probation/ Notice Period During Probation**. Probation period of a consultant will be of three (03) months beginning upon the commencement date of consultancy.

(i) During the period of probation, in case, if the consultant or the Organization is not satisfied with the work technique/ performance, a 15 days' notice can be given on either side or payment in lieu thereof to terminate the engagement.

(ii) During probation period, performance of the consultant will be assessed as to his/her ability to perform the job requirements to the required standard as specified in the key deliverables/ ToR. In case, if the consultant fails to deliver as per the desired expectations, Division In-charge must give adequate counseling to the consultant.

(iii) In case of non-performance of the Consultant post counseling session, Advisor may recommend discontinuation of the services of the consultant mentioning the reason for the same.

(iv) Probation may be extended if the Reporting Officer feels the work/output of any personnel needs to be further monitored before it is confirmed / non-confirmed.



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Such extension is permitted once only, and it can be for a maximum period of up to 3 months with approval from ED NHSRC.

(v) No leave is allowed during the notice period.

(c) **Remuneration.** The consultancy fee in NHSRC is paid within the band of the position. It is decided mainly on education qualification, experience, and is required to beat parity within the division. The approved fee bands of NHSRC are tabulated below.

NHSRC Fee Band			
S.No	Designations	Lower Limit (INR)	Higher Limit (INR)
(i)	Lead Consultant	1,30,000/-	1,70,000/-
(ii)	Senior Consultant	90,000/-	1,50,000/-
(iii)	Consultant	60,000/-	1,20,000/-
(iv)	Junior Consultant	40,000/-	70,000/-
(v)	Intern/Fellow	45,000/- (Intern)	50,000/- (Fellow)

(d) **Maximum Age.** An individual can work in NHSRC till s/he attains 65 years. No individual can work beyond 65 years unless the engagement beyond 65 years is approved by the Secretary H&FW. Same needs to be processed on file duly recommended at all levels.

(e) **Benefits:** NHSRC offers undermentioned important benefits for the wellbeing of its personnel.

(i) **Free Accidental Insurance.** All NHSRC & RRC-NE personnel are entitled to a Personal Accidental Insurance cover. This policy does not cover Summer Interns, Short Term Consultants, and Consultants on Work orders. The policy is fully paid by NHSRC.

(ii) **Subsidized Medical Insurance.** All personnel on a long-term contract with NHSRC, RRC-NE, and MOHFW are eligible for a Cashless Mediclaim Policy cover of Rs. 5 lakhs. 80 % of the premium amount is paid by NHSRC and the remaining 20 % by the individual. This policy is optional, but an individual is encouraged to take this policy considering the benefits it provides.

(iii) **Mobile Bill Reimbursement** (Only for one bill)



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Sl. No.	Designation	Reimbursement Amount Including GST
(aa)	Executive Director	Rs.2000/- Per Month or the bill amount whichever is lesser
(ab)	Advisors/PAO/ Lead Consultant/ Sr. Consultant	Rs.1500/- Per Month or the bill amount whichever is lesser
(ac)	Consultants, SEs & assistants	Rs.800/- Per Month or the bill amount whichever is lesser

(iv) Laptop reimbursement (as per NHSRC Policy), Rs.1000/ per month for a period of 30 months amounting to Rs.30000/- or the invoice amount whichever is lesser. After 30 months of first reimbursement / six months of last installment, a second one can be initiated on similar lines.

(v) 30 days Consolidated leave for all consultants.

(vi) Fully paid Maternity leave (For female Consultants) as per Government of India policy 26 weeks i.e., 182 days,

(vii) Performance-linked annual increments for all.

(viii) Special Increment A++ for exceptional performance of consultants.

(ix) TA/ DA as per category authorization.

(f) **Short Term Consultants.** NHSRC engages consultants on short-term basis as well. This is resorted to when there is an urgent requirement or additional support is required to meet the critical deadlines. A short-term consultant is generally engaged for a period of 3 months which can be extended by another 3 months subject to performance and needs of the division. In very specific and rare circumstance, this contract can be extended to a maximum of 11 months. Recruitment process of a short-term consultant is the same as that of a regular one. The only difference is that the three-member panel is composed from within NHSRC. Position is advertised on the website of NHSRC for 7 days. The selection is made through an open and fair interview process. A Short-term consultant is entitled to 1 leave in a month, in a 3 months contract it is 3 leaves. Availing

of all 3 leave or 1 leave at a time is permitted. Any excessive leave will be treated as leave without fees.

(g) **Interns & Fellows** As a part of its commitment to strengthening the public health system under NHM, one vital role NHSRC plays is in the area of induction of public health skills through the provision of apprenticeship opportunities. As part of this approach, NHSRC conducts campus recruitments to identify and bring in suitable candidates as Interns & Fellows. All divisions in NHSRC including Administration & RRC-NE are entitled to engage Interns/Fellows. The number of Fellows are capped for all divisions, it is usually 25 % of their sanctioned strength. Internship tenure at NHSRC is usually up to 3 months. This may be extended in an event of a delay in releasing the results by the University. On Submission of results, the Internship is converted to fellowship total period for Intern fellow is 1 year. The fellowship period cannot be extended beyond 1 year. Renumeration of Interns are 45,000 pm and that of Fellows 50,000 pm.

(h) **Summer Interns**. NHSRC also offers summer internships to students who are presently pursuing their Post-graduation in Public Health. All divisions are entitled to intake summer interns in a Financial Year. The Summer Interns can do their internship for a maximum period of 2 months, and they are paid a stipend of Rs. 15000/- per month.

(i) **Induction**. Induction is a formal welcoming process that is designed to make the new consultant feel comfortable, informed about NHSRC, and prepared for the role in his/ her new position. It is also to give him/her an overview of the organization's history, its core values, vision, mission, goals, objectives rules & regulations, etc. In addition, the new consultant is given an overview of the Divisions, H.R. facilities, and key personnel of the Organization. The Induction is conducted once in two month by the Admin (HR) and HRH/HPIP Division. This is generally scheduled on the first Friday of the month. All new joiners of NHSRC and MOHFW are required to attend. This daylong event will commence with an overview of charter of all technical divisions followed by an overview of Admin sections such as Accounts, Admin, IT and HR.

(j) **Training**: The full-time staff of the Society and its branch/s shall be encouraged to take up skill development courses and even correspondence courses which further their employment prospects, enhance their skills, and build up the capabilities of the NHSRC. HR section identifies and organizes various important training each year for enhancement of skills of the Consultants. An Annual Training Calendar will be prepared by the HR Section which will be approved by the ED NHSRC. Nominations will be obtained from the Technical / Admin division for such trainings. These trainings may be conducted either

online or offline modes. The cost of such trainings will be borne by the Organization. The training / Workshop to improve the Technical expertise of the Consultants will also be organized by the respective divisions. Post conduct of training a detailed feedback will be taken from participants with the view of future improvements.

(k) **External Consultants (ECs)**. In addition to the above modes of employment, NHSRC may also engage experts for task based projects. Such experts (External Consultants) may be hired for a specific period called “**Professional Days (PDs)**”. Engagement cycle will not exceed 89 consecutive days, which may translate into 76 PDs. For the purpose of engaging an EC, they need to be empanelled with NHSRC. Empanelment will be done on a monthly basis by ED's Sectt and list of empanelled experts maintained by them and shared with Admin Division. Renumerations for ECs will be based on their qualification, experience.

(l) **Foreign Travel Procedure (on Leave/Duty)**. Personal proposing to undertake foreign travel based on an invitation from a foreign University/ organization, for presenting papers, attending meetings/ workshops/ seminars, and wishes to travel abroad, would be required to submit the following documents as soon as possible to take necessary approval on the file from the ED through concerned Advisor / Reporting Head and PAO.

(i) Copy of Invitation Letter

(ii) Travel Itinerary

(iii) Leave Application

(iv) Request letter for issuance of NOC for Visa purposes, if required. Same may be processed based on mail received from individual.

(v) Source of Funding.

(vi) NHSRC shall not bear or reimburse any expenses incurred towards the foreign travel.

(vii) In case, if the consultant/ Divisional Head is receiving repeated invitation letters personally, the consultants need to take the approval of the Reporting Head and Executive Director prior to making any further intimation, confirmation, or correspondence with the organizers.



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(viii) However, if an individual wishes to undertake foreign travel for purely personal reasons, a Leave Application duly approved by the Reporting Head will need to be furnished to HR Section for issue NOC to obtain visa.

(m) **Fee Release.** Based on timely submission of attendance, the Monthly Consultancy Fee is disbursed on the last working date of every month after deducting the TDS. NHSRC follows 22.5 days as a month for paying the consultancy fees to all who are on the contract of NHSRC. If a consultant joins or leaves NHSRC, s/he will be paid for the number of consultancy days s/he has worked in that month, Saturday and Sunday being non-payable days.

(i) NHSRC has a liberal leave policy and there are ample leave for personal exigencies or for any other personal needs. Any leave consumed which is beyond entitlement will result in Leave without Consultancy fees. The deduction for such additional leave will be made by the total monthly consultancy fee divided by the total number of consultancy days i.e 22.5

(ii) **Monthly Attendance.** The monthly attendance of the consultants shall be processed in the "Monthly Attendance Format" and shall be submitted to the HR Division by 12 noon of every last/ second last working day of the month. The details of designated signing authorities are as under: -

(aa) For Advisors, PAO & any Consultants directly reporting to ED – ED.

(ab) For Sr. Consultants & Consultants - The concerned Advisor / Div.

(iii) **Monthly Attendance of Out Sourced Staff.** An Attendance Register is maintained at reception to record the daily attendance and leave of the Outsourced Staff. This is periodically reviewed by the Gen Admin for leave records and monthly fee purposes. All absences from the duty should be supported with the leave application form, if availed.

(n) **Exit Procedure.**

(i) **Resignation.** A consultant, who wishes to submit her/his resignation, has to submit the same in hard copy, addressed to Reporting Authority/ Advisor/ Executive Director, NHSRC. It is mandatory to serve a notice period of 30 days. Authority of accepting a resignation is that of ED.

(ii) On the last working day of the Consultant, an Exit form is to be filled and clearance is to be taken from various Sections of Administration. which is to be submitted to the HR Division for calculation of the full and final amount. A resignation letter submitted in an email shall not be considered.

- (iii) The Full & Final settlement of the consultant, leaving the organization, will be disbursed within 15 days of the consultant leaving the organization (subject to completion of exit formalities).
 - (iv) Relieving Letter, signed by PAO, shall be issued to the individual along with the release of the Full & Final settlement amount by the HR Division.
 - (v) No Leave is permitted during the notice period. Approval of all Resignation Waiver as also withdrawal of resignation only to be approved by ED. To waive off a notice period, a consultant has to mention the same on her/his resignation letter, the same has to be recommended by the Division head/ Advisor. It is the sole discretion of the ED to waive off the Notice Period fully, partially, or reject the same. Similar action is to be taken if the Consultant is leaving the organization due to cessation of the Contract.
 - (vi) No consolidated /carry forwarded leave may be adjusted during the notice period.
 - (vii) **Experience Certificate**. On completion of exit formalities, an individual is issued her/his relieving letter by the HR section of NHSRC within 15 days of her/his relieving. Any request for an experience certificate will have to be made to the Advisor / Division Head of the division. The Experience certificate will be issued by the respective Advisor / Division Head and not by the Administration.
- (o) **Personal information**: In case of any change in the personal profile of the staff member, a form is to be filled by the individual and submit the same to the HR Division immediately, to keep the personal record updated. As a regular updation of Personal Information may will be initiated every six months by H.R Section and compiled.

Part-III

Families of Personnel of NHSRC Joining at NHSRC (Policy)

5. The silent features of the policy are as given below :

- (i) **Scope**: This section of HR policy may applies to two situations:
 - (a) Change in the status of 2 personnel, who already working in NHSRC as a close relative or spouse.
 - (b) A fresh joining who is a close relative of an already employed personnel at NHSRC.



(ii) **Definition:** The definition of close relative includes spouse, parent/stepparent, child/stepchild, and brother/ sister.

(iii) **Pre-Requisite for Relatives.**

(a) Not in the same division. Declaration at the time of joining that the close relative is in NHSRC (details of division and position be given).

(b) Not in the direct line of reporting either above or below the existing HR.

(iv) **Pre-Requisite for Spouse.** If two personnel in the same division intend to get into a legal marital alliance following will be ensured: -

(a) They will make their reporting officer and organization aware of this arrangement. Reporting may be done as under

Advisors---PAO (HR Section) ---ED

(b) The reporting officer will process on file a case for the side-stepping of one of the two individuals.

(c) Written consent to be sidestepped will be taken from the individual who is recommended for sidestepping.

(d) Sidestepping into another division will be done: -

(i) Against an existing vacancy.

(ii) With the consent of the recipient division's head that the individual being sidestepped is suitable for the role. This side-stepping will be in consonance with the existing policy of lateral transfer.

(iii) One will not occupy such a position in the same line of authority in which employees can initiate or participate in decisions involving a direct benefit to the relative. Such decisions include hiring, retention, transfer, promotion, wages and leave requests.

(e) If two people are in different divisions, they will inform their respective Advisors and give an intimation to HR.

PART- IV
APPRAISAL PROCESS

6. Appraisals

(a) NHSRC follows the Financial Year for its Annual Performance Appraisal (APA) exercise i.e. 01 April to 31 March. The Appraisal Process commences in the month of January with an email from the HR Manager to all personnel working with NHSRC, RRC-NE.

(b) The performance of an individual is measured, by the Reporting Officer (RO), as per the parameters given in the appraisal form. Post assessment by the RO same is reviewed by ED, NHSRC, for all technical positions and PAO for administrative staff. Where PAO is reporting in the capacity of RO, appraisals will be reviewed by the ED, NHSRC (FM, ITM, both HRM and Admin Consultants). who is also the appraiser and thereafter by the Reviewer which is ED NSHRC or the PAO for Admin Personnel. The rating given by the Reviewer is final.

(c) Consultants who join till 31 December are only eligible for annual appraisal for that assessment year.

(d) Increments will be linked to the Appraisal rating. Same will be decided by the secretarial prior to the appraisals (responsibility for coordination - PAO).

(e) Those who are appraised for the full year will be given full increment as per their rating. A Consultant joining mid-year will be given increments on pro-rata basis.

(f) Increments at NHSRC & RRC-NE will be released w.e.f 1 April of each year.

(g) APA exercise for NHSRC & RRC-NE will be completed by the 15th March and APA forms duly completed to be handed over to HR Section.

(h) **Mid-Term Review.** Any individual who is rated “C” in her/his Annual performance Appraisal will be required to undergo a Mid Term Review in the month of September / October. The outcome of the review will decide on further extension or cessation of the contract. If the outcome is not satisfactory the consultancy contract of the individual will be ceased with immediate effect. Accordingly, if any consultant is graded “D”, their contract will cease from 31 Mar of the reporting year.

(i) **Extra Ordinary Performance:** Recommendation for increment based on extraordinary performance must be substantiated by appropriate appraisals. Increment factor decided in the Sectarist Meeting will be applied.



(j) Increment of Consultants upon crossing the higher band of their respective Pay band

A person who reached the higher band of their existing level will continue to get the annual increment, but the base of such increment will be the higher rating limit of the fee band and not be the last drawn consultancy fee

Final Rating of the Appraisee by the Reviewer / ED, NHSRC

and corresponding score is as given below: -

Grade	Description	Overall Marks	Review
A	Exceeded required performance level (Excellent)	More than 79 (81-100)	The Increment % will be According to secretarial panel decision at that current year
B	Met required performance level	More than 64 (65-80)	The Increment % will be According to secretarial panel decision at that current year
C	Met required performance on few counts	50 to 64	
D	Did not meet performance under most of the counts	Less Than 50	Served notice

Note: The appraiser in all cases of technical divisions will be the Advisors. Where an Advisor is not present, the Lead Consultant will be the appraiser and ED the Reviewer.

PART-V

LEAVE RULES

7. Leave Rules (Consultants: Technical and Administrative). Contractual obligations take priority over other leave privileges.

(a) On average, 20 days of working days per month are available. Deriving from the 20 days of working principle, work allocation and assignments must be given such that a maximum of 30 days leave in a calendar year may be given for consultants.

(b) **Leave Sanctioning Authority/ Procedure.** Leave at NHSRC & RRC-NE is sanctioned by respective reporting heads or the Division Head as the case may be. Leave application is required to be submitted prior to availing of the leave. Leave may be approved or declined subject to exigencies of work. The same will be decided by the reporting officer. In case of an emergency an individual may take verbal/ on mail approval for leave from sanctioning authority. Same will be regularized immediately post termination of leave.

(c) Permission for attending workshops/seminars and other programs for skill development or improving qualifications would be sanctioned as part of the assignment if it is needed. If not, proportionate reductions in consultancy fees would apply. In case, a consultant wishes to take leave to undertake any assignment on remunerative basis with an organization other than NHSRC, prior permission needs to be taken. Proportionate reductions in Consultancy fee for such an assignment will be made. In addition, staff of the NHSRC and its branch offices may avail of proportionate reduction in consultancy fees in exceptional circumstances. This could include consultancies with external agencies where the consultancy is deemed to be of value to the building of skills and work experience of the concerned staff member. This can be sanctioned after recording reasons in writing by:-55

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

(d) **Maternity Leave (M/L).** As per letter No Z 18015/21/2017.NHM-II/NHM -I dated 11 Jun 2020 lady consultants working with NHSRC or its branch offices may be allowed to avail maternity leave up to 26 weeks or till the completion of their contract, whichever is earlier subject to the condition that that they should have worked for 80 days in the last 12 months prior to proceeding on maternity leave. This will be in addition to 30days of EL. Guideline as elucidated in Maternity Benefit (amendment) Act, 2017 as notified in Gol Gazette of India No 6 of 2017 shall apply

8. **Leave Rules (Assistant Level Staff).** All staff in assistant category (less SEs and IT Executive) will have the following entitlements: -

(a) **Earned Leave.** 30 days leave in a year. This Leave is earned on a monthly basis, 2.5 days per month, and accumulates to 30 days in a year. *A weekend or a holiday may be added at both ends while availing of this leave. However, Weekends and Holidays falling during a period of Earned Leave are counted as part of Earned Leave. Any leave outstanding at the end of the calendar year will be carried forward as given at Para 8 below.*

(b) **Casual Leave.** Casual leave of 08 days per year. Casual leave may be availed in half days but cannot be availed for more than 2 days at a time. Also, a weekend or a holiday may be added at both ends while availing casual leave, but such period shall be limited to a maximum of 4 days at a stretch. Weekends and Holidays falling during a period of Casual Leave are not counted as part of Casual Leave. Such leave also cannot be carried forward to the subsequent year nor can be en-cashed.

(c) **Sick Leave:** Ten days per year calculated from the date of joining. Sick leave may be availed in half days if needed but sick leave in excess of 3 days shall have to be supported by a certificate from a registered medical practitioner. Sick leave cannot be en-cashed. It can be carried over for up to maximum of 20 days, but such carried-over leave is only applicable only for hospitalization.

(d) **Special Leave:** Where essential, women staff can avail of six (06) additional days of special leave per annum, one day at a time and not exceeding one day per month. Such leave can be availed by either prefixing or suffixing with any holiday/s or weekends. However, such leave cannot be carried forward to the subsequent year nor can be en-cashed.

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

9. **Sabbatical Leave Policy.** This policy is designed to give staff the opportunity to have a break from their assignment for a predetermined time period to develop their careers. Sabbatical leave provides a facility where an individual can undergo specialist training/ further education or for enhancement of skill/ knowledge.

(a) Entitlement to Sabbatical Leave

(i) Consultant may be entitled to unpaid sabbatical leave where the leave has been identified as having specific benefits to the organization. The costs of providing cover during the period of absence will also be a major factor in the decision-making process.

- (ii) Consultant may undertake a maximum of 2 sabbaticals in his tenure with NHSRC.
 - (iii) Each sabbatical will be for a period of up to 3 months only. In exceptional cases, a one-time sabbatical may be allowed for 6 months subject to the approval of Executive Director NHSRC.
 - (iv) Consultant should have a valid contract for at least one-year post completion of sabbatical leave.
 - (v) There should be a gap of at least one year in each sabbatical leave.
 - (vi) Sabbatical leave will be unpaid leave. No allowance/reimbursements will be paid during a sabbatical leave.
 - (vii) Eligible leave will not be adjusted against Sabbatical leave.
 - (viii) A sabbatical will not result in a break in the existing contract. earned leave, and maternity leave will be deemed to be suspended during the period of the sabbatical.
 - (ix) Consultant may be permitted to take up paid assignments during the sabbatical.
 - (x) Consultant should be sent any information that the reporting heads consider relevant in relation to developments within their division in order to keep the consultant up to date. This is the responsibility of the reporting manager.
 - (xi) Consultant will remain on their current terms and conditions of assignment although not at work.
 - (xi) If Performance appraisal is due during the sabbatical leave, the individual will have to complete his appraisals before the commencement of sabbatical leave.
 - (xii) On joining the individual will be required to submit a report.
- (b) **Eligibility.** Applications will be considered from the consultants who;-
- (i) Are working in NHSRC for a minimum period of three years.
 - (ii) Have a valid reason or need for the leave and have the consent of the division head.
 - (iii) Apply at least 3 months in advance and undertake a commitment to remain engaged with NHSRC for at least 1 year following their return from sabbatical leave.

- (iv) Has not exceeded the limit of sabbatical leave.
- (vi) Is willing to abide by the terms & conditions of sabbatical leave.
- (c) **On Return From Sabbatical Leave.** Consultant must confirm date of their return to work in writing to their reporting head and copy to PAO and HRM prior to taking the sabbatical. The individual is entitled to return to their original designation but may be assigned to another task within the same division.
- (d) **Where Consultants Decide Not to Return to Work**
 - (i) If the consultant decides not to return to work, they should give a written request to Executive Director NHSRC and copy to Reporting Head and PAO at least 4 weeks before the sabbatical is due to end.
 - (ii) Individual would be required to return to work and serve one month of notice period or pay one month of consultancy fee to NHSRC.
 - (iii) The necessary exit formalities would need to be completed by the individual and return all assets/documents to NHSRC.
 - (iv) Failing to comply with the above NHSRC will not give any reference check for the individual and no relieving order will be issued.
 - (v) In consonance with para 7((d)(iv)), in the eventuality of the individual choosing not to come back after the Sabbatical Leave, a refund of one year salary + 10% interest will have to be made.

10. **LEAVE ACCUMULATION**

- (a) Carry forward of leave will be permitted to the limit of 10 days in a year.
- (b) Leave may be accumulated subject to a ceiling of 30 days in complete tenure.
- (c) This leave may be utilised at a scale of not more than 15 days in a year. Approval for 15 days accumulation leave will be routed by the Division Head to ED through PAO.
- (d) 30 days of accumulated leave will not be offset against notice period.
- (e) In case if someone wishes to avail more than 15 days of accumulated leave, sanction of ED will have to be obtained.

11. **Office Decorum**

- (a) **Zero Tolerance Policy.** To establish an atmosphere that promotes a congenial and healthy environment, NHSRC has adopted a policy of courteous behavior. In view of this, the organization has nil tolerance for certain misbehaviors'. Please report conduct that is unacceptable while keeping in mind

that we must be tolerant of other people in general. Also, conduct that is especially outstanding or refreshing should be reported.

(b) **Grievance Redressal**. The objective of the Grievance resolution procedure is to provide consultants of the NHSRC with an easily accessible mechanism for settlement of their individual grievances and adopt measures for expeditious settlement of the grievances. This would in turn lead to increased satisfaction, resulting in improved productivity and efficiency. Consultants are expected to discuss their grievances with their Reporting Head. In case, if they fail to reach a satisfactory solution and the staff member wants to take his grievance to the Grievance Committee, he/she is required to forward his grievance to PAO in writing which should include the account of efforts made to resolve the grievance at the level of Reporting Head. The PAO shall forward the matter to the Grievance Resolution Committee (GRC). NHSRC has constituted a Grievance Resolution Committee which consists of the following members:

(i) One Advisor

(ii) One Sr. Consultant

(iii) HRM

(iv) At least one of the committee members should be a woman. Grievance Redressal Committee will communicate their recommendation to the ED within reasonable timelines. All complaints will be treated with utmost confidentiality and sensitivity. The 'Principles of Natural Justice' would be followed during the procedures. The decision of the Executive Director would be final.

(c) **Posh Policy and Committee Formation**.

(i) NHSRC believes in a positive work environment centered on its values and requires the effort of all to create a culture where consultants can work together without fear of sexual harassment. The policy aims at ensuring that the entire workforce maintains appropriate standards of business and personal conduct with colleagues, clients, and with the public at large. It is the intention of the Organization to take all necessary actions required to prevent, correct and if necessary, discipline behavior that violates this policy. This policy has been enforced to make the work environment free from sexual harassment.

The organization has constituted a Sexual Harassment Complaint Committee for redressal of sexual harassment complaints (made by the victim) and for ensuring time bound resolution of such complaints. The Committee will consists of :

- (a) One Advisor
- (b) One Sr. Consultant
- (c) An independent representative (woman)

(ii) At least two committee embers should be women. Corrective measures, as decided by the Committee shall be taken if the allegations are proved to be true. such action(s) may include written or verbal warnings, suspension and termination. False accusation of sexual harassment or other unlawful behavior can be damaging to an accused staff member and disruptive to NHSRC's operation. Thus, intentional misuse/abuse of this policy will also result in strict disciplinary action againsts the staff member misusing/abusing the policy.

(iii) **The duties and responsibilities of NHSRC Part Time Vigilance Officer (VO)**

is vested with PAO, NHSRC. Procedure for disciplinary cases and action on police cases will be coordinated by him.

PART VI
ADMIN POLICY

12. **Issue of Ministry Pass.** MoHFW passes will be obtained for staff requiring visiting ministry on regular basis for liaison and other official work. Names will be shared by respective divisions along with contract letter and copy of Aadhar in pdf format for putting up a note by PAO to the Ministry for issuing an Office Memorandum (OM) on the same. Once OM is issued by the Ministry, the same will be shared by the Consultant- Admin with the respective division Secretarial Executive (SE) to apply for an e-pass on <https://evisitors.nic.in>. Once the E Pass is issued by MHA, the same is informed by SE to the Consultant – Admin. The passes are collected by Admin from the MHA and shared with the division SE.

13. **Creation / Issue of ID.** All consultants and contractual staff working in NHSRC shall be issued a valid Identity Card. The validity of the Identity Card shall be upto the last date of the Contract. The HR Section issues the ID card to the Consultants at the time of joining and the Consultant is expected to return the ID card at the time of leaving the Organization.

14. **Issue of Stationery.** Individual staff requiring stationery items must place demand on material requisition form duly signed by Consultant/Div Head to Store-in-Charge, Admin Division. Once it is approved by PAO, store in-charge issues the stationery as per availability of stock.

15. **Vehicle Booking.** NHSRC is providing vehicles for official duties for conveyance of NHM and NHSRC officials as and when required through empaneled vendors. Requisition for vehicle is required to be placed to administrative division two hours in advance. Short notice requisition will be accepted in exceptional cases. It is the responsibility of the user to complete and sign the car diary duly verifying the details like kms, hours and location visited.
16. **MoUs:** All the MoUs, whether financial or non-financial, are required to be prepared by respective Divisions and put to ED, NHSRC through PAO for approval. Once approved same divisions will take out the print of MoU on Non-judicial stamp paper and put up for signature. PAO, on behalf of ED NHSRC, is the signing authority for all the MoUs.
17. **Legal Advice.** NHSRC has an empaneled legal consultant for legal advice. In the event of legal consultation, divisions may request PAO for the same.
18. **Financial approvals.** Financial powers of ED are 30 lakhs per transaction, that of PAO is 50,000 and Advisors 20,000. Powers of Dir RRC (NE) is 5 lakhs/ transaction. All approvals will be routed by divisions to ED through PAO. For events etc, In Principle Approval of ED may be taken.
19. **Secretariat Procedure.** Secretariat meeting is held every month in the NHSRC office. ED is the Chairperson with all Advisors as members and PAO as Member Secretary. PAO will request all advisors for secretariat points from their side by 25th of each month. Consultant Administration will be responsible for compilation of all the points and prepare folders for the event. During the Agenda points of the previous secretariat are ratified, and fresh agenda points are discussed during the meeting. PAO is preparing the MOM of the meeting and getting it approved by ED NHSRC. After approval of previous month MOM, PAO will circulate the same to all Advisors and Dir RRC (NE).
20. **Use of Conference Facilities:** For booking of inhouse conference facilities division will approach administrative division for the same. Reception desk will book and maintain all the records on google calendar.
21. In the event of a meeting being organized outside NHSRC, divisions will move its budget on file through PAO for approval of ED, NHSRC. Once the budget is approved consolidated requirements of accommodation, banquet, lunch, transport, plants, bags, stationary etc. are

required to be given to the administrative division well in advance. Administrative division will make arrangements for the event accordingly.

22. Travel Approval and bill settlement.

(i) Division head approved travel requisition form with details (date of travel, from and to destination, flight details, FF, is sent by individuals or SE on behalf of the individual to airticketnhsrc@gmail.com.

(ii) On receipt of requisition, Admin Asst. forwards the same to Travel Agent, after entering the details on the tracker. Once the tickets are issued, the same is forwarded to the concerned officials. Admin Asst to track the requests and if tickets are not booked, remind the travel agent.

(iii) In case of cancellation of tickets, the request is to be shared by the individual over the same email where travel requisition was placed. Admin. Asst forwards the cancellation request to Travel agent and once done, the confirmation is shared with the individual.

(iv) Boarding passes are required to be submitted on completion of journey. In case the same is not available an undertaking for the same may be submitted.

(v) On receipt of bills from Travel Agent, Admin Asst will scrutinize the same and forward to Finance for processing of payment of invoices.

23. **Vendor management:** Keeping in mind the services being provided by vendors, the administrative division is maintaining vendor evaluation form. It is being filled on a quarterly basis, keeping in view the feedback received from divisions as well as close monitoring/ observations by administrative divisions.

24. **Donation:** Two donation boxes are kept in NHSRC at GF and FF respectively. These boxes are opened on the occasion of Holi and Diwali. Officials of NHSRC will donate some amount in these boxes. The amount contributed is equally distributed among outsourced and pantry staff of NHSRC.

