

**A**

**COMPREHENSIVE MANUAL OF**

**HUMAN RESOURCE MANAGEMENT**

**(POLICIES AND RULES)**

*For*

***Interest Free Cooperative Credit Societies***

**Collected, Compiled and Edited by:**

**SAHULAT MICROFINANCE SOCIETY**

*(A National NGO to Facilitate Interest Free Microfinance)*

*E 89, 4<sup>th</sup> Floor, Abul Fazl Enclave, Jamia Nagar, New Delhi – 25*

[www.sahulat.org](http://www.sahulat.org)

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**Message from IFCCS President**  
**(To be added by the respective IFCCS)**

**Message from IFCCS MD/CEO**  
**(To be added by the respective IFCCS)**

## Abbreviations

BOD	:	Board of Director
CDV	:	Cash Disbursement Vouchers
CL	:	Casual Leave
CL	:	Compensatory Leave
EL	:	Earned Leave
EPF	:	Employee Provident Fund
HA	:	Halting Allowance
HR	:	Human Resource
IFC	:	International Finance Corporation
IFCCS	:	Interest-free Co-operative Credit Society
IT	:	Information Technology
KYC	:	Know Your Customer
MD	:	Managing Director
MIS	:	Management Information System
SL/ML	:	Sick Leave/Medical Leave
TA	:	Travelling Allowance
TDS	:	Tax Deducted at Source
UID	:	Unique Identification
WOCCU	:	World Council of Credit Unions



## Preface

The objective of this human resource policy manual is to set the standards and rules for the Interest Free Cooperative Credit Society (IFCCS) in relation to its employees.

The idea of developing a standardized HR manual was envisaged in a two day's meeting (15<sup>th</sup> to 16<sup>th</sup> May 2016) of Sahulat affiliates in Delhi. It was realized that a comprehensive HR manual will serve as a guiding tool to frame HR policies and rules for IFCCS at regional level. It would also provide much needed guidance in handling HR related issues.

The HR Manual has been developed keeping in mind the special needs of Interest free Cooperative Credit Societies. The framework of this HR manual is based on the HR manual of AL-Khair Cooperative Credit Society; Patna (Bihar), Bait-un-Nasr Urban Cooperative Credit Society, Mumbai (Maharashtra), Sahulat Microfinance Society New Delhi and many technical learning's have been incorporated from WOCCU HR manual. The manual has also received great amount of expertise from Sahulat veterans, who not only guided on specific issues but also provided a comprehensive idea of HR management for Sahulat affiliates. We would like to acknowledge and thank all the organizations and individual members for sharing their valuable resources and ideas to make standardized HR manual a reality. The Research Team extends its sincere gratitude to Mr. Arshad Ajmal, Vice President Sahulat Microfinance Society for his visionary ideas on the HR practices and providing a practical framework of HR management which has tried to meet the IFCCS unique requirements and also improving its sustainability.

IFCCS are independent to frame their own customised HR policy through referring to this manual however they must ensure that the same does not violate any respective state or central laws relating to labour, minimum wage, working conditions or cooperative etc. IFCCS may decide on phase wise implementation of various employment benefits keeping in mind its financial health. The statutory requirements should be implemented first and in later stages complimentary benefits may be introduced as per the convenience of IFCCS.

The Human Resources Rules and Policies 2017 form the basic rules for the functioning of the staff. The staff shall refer to this manual for settlement of any issue pertaining to their service. Manual has tried to address all possible topics and incorporate the standard practices in consultation with the concerned authorities. However, any suggestion is most welcome and shall be duly incorporated in the next edition based on its viability. Any amendment in the present edition is possible on the directions of the competent authorities.

Though we have taken due care in going through the text several times in order to avoid errors, there may be typological or grammatical errors. Any such error may be reported to the Research and Training Department either through mail or through phone. We assure that the same shall be rectified with immediate effect.

## Introduction

In today's competitive world an organization which promotes innovation and reduces its cost of services/goods can only hope to thrive. Innovation is not only required in the areas of operation and production but also duly needed in human resource management. Conventional financial institutions in India and abroad are increasingly reducing its human resource cost and mostly relying on technology based operations. It is interesting to note that few international financial institutions have few operational branches without any human resource, totally relying on computerized machines operated by customers themselves. It is evident that a large portion of cost of interest free cooperative credit society originates from its human resource. Interest free cooperative credit societies which are already under tremendous pressure due to its fund mobilization cost cannot afford to have an underutilized human resource system. Therefore it is incumbent for IFCCS's to have a human resource system which complements its day to day requirement and also keeps the expenditure at the minimum.

Sahulat in consultation with its team of experts and also from the experiences of its affiliates proposes a two tier system of Human resource management whereby affiliates can have full time employees to look after the technical and managerial positions in its head office. Branch is proposed to be managed by one branch manager, one cashier, one supporting staff and one security guard (wherever necessary). The branch may be entrusted with the task of withdrawal, loan application processing and disbursement, new member account opening etc. The burden of deposit collection can be taken care of by business facilitators by improving their efficiency through mobile technology.

For new IFCCS with fewer members, Andhra model of Business Facilitation is strongly advised to be adopted where Business Facilitators are given mobile with printer and the branch is managed by only accountant who take care the loan application, disbursement, deposit, withdrawal etc. To further reduce the costs Business Facilitators are only hired who are already employed part time or full time and can manage to spend time in the field during the cooperative operational timing. People like postman, News Paper hawkers, part time student's etc. may be given preference in the appointment.

To increase the retention period of the IFCCS employee's local talents could be hired on the line of Bandhan Bank. Bandhan Bank hires candidates from the area of operation with minimum qualification and having passion to help the poor. Bandhan develops the carrier plan for its employees and provides extensive training to achieve the same. This strategy earns them trust of the local masses and also provides cost effective and loyal human resource.

## CHAPTER 1: CODE OF CONDUCT

### 1.1 Policy Introduction

- a. Employment with the IFCCS is at will. Employees have the right to end their work relationship with the IFCCS, with ----- months advance notice, for any reason. The IFCCS has the same right. No representative of the IFCCS, other than the MD or any authority as authorized by the BOD or bylaws as the case may be to enter into an agreement of employment for any specified period and such agreement must be in writing, signed by the MD and/or BOD and the employee.
- b. No employee or an individual being considered for employment, transfer, promotion or layoff shall be favored or subjected to discrimination by management because of race, creed, color, disability, national origin, sex, religion, veteran's status, or age.
- c. The IFCCS is dedicated to the principles of equal employment opportunity in any term, condition or privilege of employment. The IFCCS does not discriminate against applicants or employees on the basis of age, race, sex, religion, national origin, veteran status, disability or any other status protected by the law. This prohibition includes verbal or physical conduct which has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment. This policy applies to all employees including MD, supervisors, co-workers, and non-employees such as members, customers, clients, vendors, consultants, etc.
- d. All employees are expected to conduct themselves in a professional and businesslike manner at all times. Inappropriate conduct that could lead to a claim of harassment is expressly prohibited by this policy.
- e. If an employee believes there has been a violation of this policy or harassment based on the protected clauses outlined above they should use the prescribed complaint procedure. The IFCCS expects employees to make a timely complaint to enable the IFCCS to promptly investigate and correct any behaviour, which may be in violation of this policy.
- f. The employee should report the incident to the reporting head/MD/CEO, or to the Grievance redressal committee, in case the complaint is against the MD/CEO, who will mitigate/investigate the matter and take appropriate corrective action. The IFCCS will make reasonable efforts to keep complaints confidential.
- g. If the IFCCS determines that an employee's behaviour is in violation of this policy, appropriate disciplinary action will be taken against the offending employee, action may be in form of reprimand, suspension or termination of employment.

### 1.2 Policy Review

The IFCCS BOD is responsible for formulating, reviewing, and adjusting this policy, at least on an annual basis. The Board shall review the policy and make changes if necessary so that it reflects its operations and applicable legislative requirements. The BOD shall approve all exceptions to this policy.

### **1.3 General**

- a. Every employee shall, at all times take all possible efforts to ensure and protect the interest of the IFCCS and discharge his/her duties with utmost integrity, honesty, devotion and diligence.
- b. Every employee shall maintain good conduct and discipline and show courtesy to all persons in all transactions and negotiations.
- c. Every employee shall take all possible steps to ensure the integrity and devotion towards duty of all employees under his control and authority.
- d. Since IFCCS is a Co-operative Credit Society and hence it is a must for every employee to follow cooperative norms and values.

### **1.4 Observance of Secrecy**

Every employee shall maintain the strictest secrecy regarding the institution's affairs and shall not divulge, directly or indirectly, any information of a confidential (any information other than Notice, Pamphlet, transactional information, published material for public consumption may Annual report rest is confidential as notified by the IFCCS for public consumption) nature either to a member of the public or to an outside agency or to any other employee not entitled to such information.

### **1.5 Taking up Outside Employment**

- a. No employee shall, except with a written permission, take up any job outside the institution.
- b. He shall also not canvass any product or service for any other institution.

### **1.6 Contribution to the press or other media**

- a. No employee shall disclose any information to any press, radio, television or other public audio or visual presentation without prior approval from the competent body.
- b. No employee shall pass any document other than meant for public consumption or furnish any written detail to press or any other medium.
- c. No employee shall publish or author a book or journal related to the institution's affairs unless he is authorized to do so.

### **1.7 Absence from duty**

- a. No employee shall be absent himself from his duty or be late in attending the office or leave the station without having obtained written permission from the competent body.
- b. In exceptional cases, the employee may report later the scheduled arrival but s/he has to inform the competent body over mobile/telephone regarding such delayed arrival in order to manage smoothly the day's affairs in the office.

### **1.8 Dress Code**

The appearance and actions of the employees have a direct bearing on the IFCCS's image before the public. As a general rule, the public expects the IFCCS to present a professional attitude, one that will give its members a feeling of confidence in the IFCCS's ability to handle their financial affairs.

Therefore, the IFCCS expects employees to use good taste, descent/dignified and sensitive to the local culture in these matters by avoiding extremes in dress, and office conduct. Management reserves the right to exclude anything it considers unprofessional. If the employee has any questions about appropriate attire, s/he should contact the supervisor.

- a. Employee need to be formally dressed.
- b. Hair should be clean-cut and carefully styled.
- c. Staff should not use strong fragrances (perfumes and sprays), which may cause problem to other staff in the office.
- d. Every employee is required to wear their Identity Card if provided by the IFCCS when on duty and in the office premises. ID card is not meant for any other purpose.
- e. If an employee loses his ID card than he has to pay a nominal charge of Rs XXX for issuing of duplicate ID card with prior approval of his reporting head.

### **1.9 Acceptance of gifts**

- a. No employee shall receive any gifts or encomiums on behalf of the institution.
- b. Employees, are prohibited from soliciting for themselves or for a third party (other than this IFCCS) anything of value for any business, service or confidential information of the IFCCS, and from accepting anything of value (except compensation from this IFCCS) in connection with the business of the IFCCS either before or after a transaction is discussed or concluded.

Exceptions to the prohibitions above are permitted for:

- a. Acceptance of meals, refreshments or entertainment, all of reasonable value and in the course of a meeting or other occasion the purpose of which is to hold bona fide business discussions provided that these expenses would otherwise be paid for by the IFCCS as a reasonable business expense.

- b. Acceptance of advertising or promotional material of reasonable value, such as pens, pencils, notes pads, etc.
- c. Acceptance of discounts or rebates on merchandise or services that do not exceed those available to other members of the IFCCS.
- d. Acceptance of gifts of reasonable value that are related to commonly recognized events such as a promotion, wedding, retirement or holidays.
- e. Acceptance of civic, charitable, educational or religious organizational awards for recognition of service and accomplishments.

Employees shall not become involved in outside business interests or employments that give rise to a conflict of interest. The MD/CEO may make exceptions to the Code of Conduct for employees, and the BOD may make exceptions to the Code of Conduct for the MD.

#### **1.10 Cash Drawer and Transaction Accuracy**

Employees are expected to maintain a high degree of accuracy in performing transactions and to safeguard their cash drawer. The following employee actions will attract penal action:

- a. Taking or “borrowing” money from a cash drawer.
- b. Mixing of funds in cash drawers e.g. using cash drawer funds to make personal change without approval by the competent body.
- c. Any unresolved cash drawer overages or shortages will be noted. Four times or more resolved cash drawer overages or shortages per month will culminate in penal action.
- d. Any cash transaction inaccuracies amounting cumulatively to Rs. 20,000 will also culminate in penal action.

#### **1.11 Personal Business Transactions By Employees**

An employee is strictly forbidden to process or approve any transaction for him/her, any family member or on any account in which the employee has a signing authority. This prohibition extends to transactions for someone with whom the employee has a spousal or spouse-like relationship. In the case of loan to the colleagues or family it should be reported to the head office.

These transactions include, but are not limited to the following:

- a. Deposits
- b. Withdrawals
- c. Loan Approval
- d. Change of information on file through a file maintenance transaction.

## CHAPTER 2: GRADES AND CATEGORIZATION OF POSTS

IFCCS board should categorize the all the existing posts in IFCCS, so that responsibilities & benefits can be decided among employees as per their grade and posts.

### 2.1 Employee grades

- There are five grades of permanent employees.

Grade	Position	Code
Grade A	Managing Director/CEO	Codes may be assigned by IFCCS for each positions
Grade B	Senior Managers	
Grade C	Branch Managers	
Grade D	Accountant/Cashier	
Grade E	Record keeper/Daily Collectors/Security Guard/Supporting Staff	

### 2.2 Job description of each post

The job descriptions for each position are added as Annexures.

- Temporary/Part-time/Contractual employees: The IFCCS shall issue an appointment letter to each Temporary/Part-time/Contractual employees and mention the working hours, wages and benefits (if any).
- IFCCS should ensure that all the Temporary/Part-time/Contractual employees are paid at least minimum wage set by the respective state/central governments.
- Temporary/Part-time/Contractual employees will not be entitled for employment benefits as enjoyed by the permanent employees except on the sole discretion of the IFCCS.
- Temporary/Part-time/Contractual positions are subject to requisition by the concerned departments.
- The remuneration shall depend upon the nature of work and prevalent market rates/minimum wage whichever is more.
- The concerned head of the department shall approve the selection.

### 2.3 Payment Mode and Deductions:

Salary is set by considering employees responsibilities, knowledge, skills and experience. Salary is credited to his Saving Deposit account with the IFCCS preferably on last day of the month centrally from the Head Office of the IFCCS or as decided by the IFCCS after deducting all his/her statutory deductions.

#### DEDUCTIONS:

- a. Staff Welfare Fund:** This scheme shall be available only for the permanent employees working with the IFCCS whereas employees who are paid on lump-sum/ Temporary/Part-time/Contractual basis shall not be covered under this scheme.
- i. 10 per cent of basic salary of respective employees shall be deducted every month and equal amount shall be contributed by the employer and both these employees' and employer's contribution shall be deposited in the bank account opened exclusively for the staff welfare fund.
  - ii. Employer's contribution deposited in the account as above shall be provided to respective employees on their retirement or on their retirement or leaving the job on any other count. An employee shall have no claim on the employer's share during the course of employment.
  - iii. An employee can take as loan or get his accumulated contribution refunded under the following scheme
  - iv. On completion of 5 years of participation in the scheme - Up to 20 per cent of his/her contribution in the scheme
  - v. On completion of 10 years of participation in the scheme -Up to 50 per cent of his/her contribution in the scheme
  - vi. On completion of 20 years of participation in the scheme- Up to 75 per cent of his/her contribution in the scheme
  - vii. In the last year of employment Up to 90 per cent of his/her contribution in the scheme
  - viii. Loan under taken the scheme as above shall be refunded in ten equal monthly installments.
  - ix. A declaration of nominee in writing shall be done by the employees so that accumulated balance of the scheme may be given to the nominee on the death of the employee.



An IFCCS with less than 20 permanent employees may opt for Staff Welfare Fund which is compliant to the Shari'ah norms. Staff Welfare Fund is not a government approved scheme and hence does not provide any tax benefit usually enjoyed by EPF schemes. However in case of 20 or more employees of IFCCS may have to opt for government approved EPF schemes which has some serious Shari'ah issues.

- b. EPF:** Employee provident Fund, the employee is eligible for EFP from the first month of his joining the IFCCS as per the PF rules and regulation. The PF is deducted and contributed by the IFCCS on the Basic Salary of the employee by required rate of deduction. A form 11 is obtained from the employee along with all his required KYCs for generating his/her UID on PF web portal. When an employee resigns s/he can apply for transfer of EPF his/her resignation.
- c. Income Tax (TDS):** Wherever applicable the TDS is deducted from the salary of the employee and paid to the Govt. and a TDS Return is filed. The employee is issued the TDS certificate at the end of the financial year.
- d. State Specific Taxes:** IFCCS may also collect some other taxes as required by their respective state regulation and submit to the respective departments.
- e. Staff Welfare Scheme:** Every employee is encouraged to contribute towards staff welfare contribution (XX% of the gross salary); the purpose for Staff Welfare Scheme is for Annual Staff- Directors get together or helping any staff who is in need. A separate policy may be notified by the IFCCS. The Directors of the IFCCS may also contribute voluntarily to this Scheme.

## CHAPTER 3: SELECTION AND RECRUITMENT

Recruitment is a process to discover the source of manpower to meet the required staffing according to the needs of organization. It is attracting people to apply for job in the organization. The sources of recruitment could be Advertisement, Referrals from Employee, Well-wishers and Directors, Consultancy, Educational institutes. Preference may be given to the candidates who are well-versed with the cooperative understanding and have knowledge in Interest free principals.

Recruitment Strategy: - IFCCS may evolve a policy of hiring local underprivileged youths for entry level jobs with minimum educational requirements as per policy and one key requirement of;

- ❖ Having empathy towards poor

The idea of hiring underprivileged youth is being suggested with the objective of meeting the social objective of IFCCS of empowering the underprivileged section of society by giving them the opportunities which are not generally available to them. The other reason being that youth from this strata of society do not have high expectations in terms of salary and other benefits to which IFCCS can easily meet without much burden. Moreover these youths may be retained for relatively longer period by developing their Carrier Plan.

These youths should be given extensive training for specific job related skills and regularly assessed to check gaps if any. The induction of human resource from area of operation will give more legitimacy to the IFCCS and also help in winning the trust of society members. The benefit of this policy has been reaped by the important players of the microfinance sector like Bandhan Bank etc.

### **EMPLOYMENT OF RELATIVES**

The IFCCS wishes to give any qualified applicant the opportunity for employment with it whether related to present employees or not.

However, certain circumstances are avoided, such as where:

- a. A person would be in a position to supervise their relative;
- b. A person would have access to confidential information including payroll and personnel records of their relative; or
- c. Staff members audit, verify, receive and/or are entrusted with money handled by their relative.

In cases of marriage between two employees, if any of the above situations apply, one or both employees must be transferred to a different role, or a different line of supervision or accounting must be instituted. These guidelines apply to all categories of employment, including full time, part time and temporary classifications.

(Relatives are defined as: grandparent, parent, brother, sister, spouse, son, daughter, grandson, granddaughter, spouse of brother or sister, brother or sister of spouse, spouse of brother or sister of spouse, niece, nephew, uncle, aunt, or first cousin

### 3.1 Identification of the vacant position

Initially branch may be opened with 3 staffs irrespective of activities and volume of work, one Branch Manager, one Accountant/Cashier, and one Supporting Staff.

Creation of head office is a costly affair hence first branch may be used as a head office till it is able to manage the affairs of a number of branches. Wherever the need of a separate head office is needed the head office may be created. Head Office may run with four staffs namely MD/CEO, Senior Manager, Accountant/Cashier and one supporting staff however IFCCS may decide on the number of staffs based on their own volume of operations and number of branches, but the main thrust should be to keep the total strength as light as possible.

- a. The concerned department shall send a requisition in the prescribed form to the HR department.
- b. In case of approved positions, the process of selection can be initiated immediately.
- c. The normal selection process will be observed in all cases except in higher positions.

### 3.2 Eligibility (Detailed Eligibility for different positions as per Annexures)

- General eligibility for different grades is as below.

Grades	Minimum Qualification	Maximum experience
Grade A	Minimum qualification Graduate + Additional qualification as decided by the board at the time of recruitment.	To be decided by the board at the time of recruitment.
Grade B	Graduation	As decided by the Recruitment Cell
Grade C	Minimum Qualification Graduation	As decided by Recruitment Cell
Grade D	Minimum Qualification Intermediate	As decided by Recruitment Cell
Grade E	Matriculation/8 <sup>th</sup> Standard	As decided by Recruitment Cell

### 3.3 Invitation of application

- a. The sanctioned positions shall be advertised through office notice board, local newspapers, website, electronic & social media.

- b. The candidates shall submit application to the HR department in the provided email address or through postal address to the person in-charge.
- c. Strict confidentiality shall be maintained regarding the applications received.
- d. No applications shall be entertained after the last day announced in the advertisement except with the due approval of the competent body.
- e. For senior positions or those deemed to be filled urgently IFCCS designated committee/authorized officer may skip the formal advertisement process and call for walk in interview.
- f. The shortlisted candidates may be called for interview directly subject to the approval of the competent body.

### **3.4 Screening and Tests**

#### **General**

- a. For all positions, the HR department shall screen the applications against the requisitions.
- b. The interview panel must comprise of experienced professionals as well as the senior management of the IFCCS.
- c. The composition of the interview panel must be approved by the competent body.

#### **Junior Position**

- a. The junior management shall undergo a written test based on aptitude and understanding of IFCCS sector.
- b. Operations Round, to test the expertise of the candidate, such as computer, accounting, banking, Co-operative, Microfinance, Interest Free etc. knowledge.
- c. A meeting with the family members (father/spouse/siblings etc) of the candidate who are to handle the finances to explain them about the job profile of the candidate, responsibilities and accountabilities etc.
- d. The junior management must pass through at least one round of interview.

#### **Middle and Senior Position**

- a. The middle and senior management shall be called for interview.
- b. The middle and senior management can have more than one round of interview.

### **3.5 Offer Letter**

- a. An offer letter in the prescribed format on the letter head must be sent by the HR department to the postal address/email address mentioned in the application form.
- b. The offer letter must clearly explain the designation, salary/benefits, joining date & time, general conditions and reimbursement policy.
- c. An acknowledgement of the offer letter must be received before the last date mentioned otherwise the offer should be cancelled.
- d. The offer letter must be prepared in triplicate.

### **3.6 Terms of Joining**

- a. The selected candidate must report to the authority on the date & time mentioned in the offer letter.
- b. The candidate shall be paid the applicable allowances as per the joining conditions.
- c. The candidate must claim the amount by furnishing full details in the prescribed application form.
- d. All claims must be backed by proofs like tickets, receipts, etc.
- e. The candidate shall submit photocopy of the required certificates, mark-sheets, etc and show the original of all the submitted certificates at the time of joining.
- f. The HR department shall verify the documents and experiences furnished by the candidate.
- g. In order to prevent theft and fraud at IFCCS, each individual staff member currently working for IFCCS must provide a guarantee letter of a senior ranking government official or a well-known trader or a well – respected person in the community. The guarantors should agree to guarantee the character of the staff members and make the staff available in case s/he runs away, stealing funds or other valuables from IFCCS or its members.

### **3.7 Induction and Probation**

- a. All the fresh recruits must undergo probation of 6 - 12 months.
- b. Based on the performance, the competent body will decide on the confirmation or extension of the probation by another period of 6 months.

- c. The candidate shall be entitled to regular employment benefits during the probation.
- d. The service of the candidate shall be confirmed on the completion of the probation period.
- e. The employee must be informed in writing on his successful completion of the probation period.
- f. The training department shall organize an induction programme for all new recruits. The training may be designed focusing more on activity based learning. Recruits may be given 1-2 days of theoretical training to have the foundational understanding of the job and detailed training may focus on training/learning by doing.
- g. Any fresh recruitment must be reported to the training department in order to arrange the training programme.

### **3.8 Transfer/Deputation**

- a. Any employee may be transferred/deputed to any other branch/office/department without his/her consent.
- b. No additional compensation shall be paid in case the employee is transferred/deputed within a city or office.
- c. The employee shall be given a transfer/deputation order clearly stating all the transfer/deputation rules and conditions.
- d. Reimbursement of expenses, the employee shall be eligible for allowances as per his/her eligibility if transferred/deputed in another city.

## CHAPTER 4: SALARY, WAGES AND ALLOWANCES

### Minimum Wage

The IFCCS shall provide the minimum wage to its employees as per respective state acts. In case of Part Time or Temporary employment the employee shall be given wage as per hourly basis minimum wage rate.

a. CLASSIFICATION OF EMPLOYEES

Wages are based on the job description for the type of work performed. For a guideline, wage ranges are set using the average wage rates for this type of work paid in the sector. Wages at time of hiring should be negotiated based upon overall employee qualifications, which includes: skill, education, background experience, and formal training. The MD/CEO has the ability to negotiate employee wages, so long as the total wage budget set by the BOD is not exceeded however in no case the wages shall be fixed less than the minimum wage approved by the respective state acts.

b. SALARY CHANGES

The BOD will review the MD's salary annually. The MD/CEO will be absent from the board meeting while the salary is reviewed. The MD/CEO or the reporting head shall recommend any salary changes for his/her subordinates.

### 4.1 Salary Grades

Designation	Min Grade	Max Grade
Managing Director/CEO	12	16
Senior Manager	10	15
Branch Manager	8	13
Accountant/ Cashier	5	10
Record keeper/Daily Collectors/Security Guard/Supporting Staff**	1	5

Salary Grade in Amount (Rupees) *"The salary slab below is for indicative purpose only, IFCCS may decide its own salary slab based on local market condition and respective state acts"*

Salary Grade	Min Salary	Max Salary
16	65,000	75,000
15	60,000	70,000
14	55,000	65,000

13	50,000	60,000
12	45,000	55,000
11	40,000	50,000
10	35,000	45,000
9	30,000	40,000
8	25,000	35,000
7	22,500	30,000
6	17,500	22,500
5	15,000	20,000
4	12,500	17,500
3	10,000	15,000
2	7,500	12,500
1	5000	10,000

#### 4.2 Annual Increments and Allowances

- a. Based on the performance appraisal, the competent body shall decide on the increment of the employees.
- b. Annual increments are discretionary based on the performance and does not constitute a right of the employee.
- c. Increment date for all the regular employees and new employee who have completed minimum of six months shall be April month of every year. For the new employees who do not complete six months shall be entitled for increment from the April month of the subsequent year when s/he completes six/twelve months in office.
- d. In case an IFCCS decides to have twelve months of probation period policy it has to offer increment as and when probation of the employee completes during the year.
- e. Two sets of uniform, one for winter and one for summer, may be given to the employees in SS grade<sup>1</sup>.

#### 4.3 Mobile Allowance

Grade	Position	Mobile Allowance
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<sup>1</sup> On the discretion of the IFCCS and based on its financial condition



Grade A	Managing Director	Rs. XXX pm
Grade B	Senior Managers	Rs. XXX pm
Grade C	Branch Managers	Rs. XXX pm
Grade D	Accountant/Cashier	Rs. XXX pm
Grade E	Record keeper/Daily Collectors/Security Guard/Supporting Staff	Rs. XXX pm

Mobile allowance for Daily Collectors/Business Facilitators shall be decided with due consideration of their call/data usage during the field operations.

#### 4.4 Reimbursement Procedure

The ticket re-imbursement is subject to submission of actual rail tickets/air tickets/boarding pass. However, the daily allowance is to be reimbursed on the declaration in the prescribed format as per the approved rate.

Grade	Position	Amount of TA/H Allowance
A	Managing Director	TA Actual fare upto 2AC and, HA Rs. XXX/-Per day for Tier 1 cities & Rs. XXX per day for Tier 2&3 cities (with accommodation). HA Rs. XXX/-Per day for Tier 1 cities & Rs. XXX per day for Tier 2&3 cities (without accommodation).
B	Senior Manager	TA Actual fare upto 3AC and, HA Rs. XXX/-Per day for Tier 1 cities & Rs. XXX per day for Tier 2&3 cities (with accommodation). HA Rs. XXX/-Per day for Tier 1 cities & Rs. XXX per day for Tier 2&3 cities (without accommodation).
C	Branch Manager	TA Actual fare upto sleeper and, HA Rs. XXX/-Per day for Tier 1 cities & Rs. XXX per day for Tier 2&3 cities (with accommodation). HA Rs. XXX/-Per day for Tier 1 cities & Rs. XXX per day for Tier 2&3 cities

		(without accommodation).
D	Accountant /Cashier	TA Actual fare upto sleeper and, HA Rs. XXX/-Per day for Tier 1 cities & Rs. XXX per day for Tier 2&3 cities (with accommodation). HA Rs. XXX/-Per day for Tier 1 cities & Rs. XXX per day for Tier 2&3 cities (without accommodation).
E	Record Keeper /SS/ Business Facilitator	TA Actual fare upto sleeper and, HA Rs. XXX/-Per day for Tier 1 cities & Rs. XXX per day for Tier 2&3 cities (with accommodation). HA Rs. XXX/-Per day for Tier 1 cities & Rs. XXX per day for Tier 2&3 cities (without accommodation).

#### 4.5 Daily Allowance

Absence from headquarter or working station will be calculated on calendar day basis i.e., from mid-night to mid-night and DA for each day will be as follows: The time spent during the travel will not be considered in calculating the daily allowance however only food allowance may be considered during the travel if the same is not inclusive in the train/flight ticket

Absence not exceeding six hours	Nil
Absence exceeding six hours but not exceeding 12 hours	70%
Absence exceeding 12 hours	100%

#### 4.6 Medical Facilities:

- a. **ESIC:** IFCCS employing 10/20 or more employees (as per respective state legislation) may be required to insure its employees under Employee State Insurance Corporation scheme.
- b. **IFCCS Medical Cover:** IFCCS which do not come under the ESI Act 1948 shall extend in house medical cover to its employees explained below.
  - i. Eligibility: Permanent Employees are eligible to get medical reimbursement for self, family members and declared dependents. Dependents are categorized as dependent spouse, dependent children and dependent parents.

- ii. Financial Limit: The reimbursement per annum is limited to an amount equal to the sum of the employee salary as on April 1st of each year. Employees joining in between are entitled for pro-rata financial limit. Reimbursement beyond normal limit shall be allowed as per the procedure to be framed by the IFCCS Board.
- iii. The financial limit as on April 01 shall not change during midyear in the event of promotion, release of increment, etc.
- iv. Medical reimbursement to the limit of one month salary<sup>2</sup> per annum shall not be carried forward to next financial year as unspent.
- v. No medical bill shall be entertained without doctor's prescription

#### **4.7 Festival Bonus**

IFCCS may decide on the policy of providing a lump sum amount of bonus on the occasion of Eid or Deepawali to the employees in D and E grades. This facility may be decided by the IFCCS keeping in mind the financial position of the IFCCS.

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<sup>2</sup> On the discretion of the IFCCS and based on its financial condition

## CHAPTER 5: LEAVES AND HOLIDAYS

Leaves may be decided as per the convenience of the IFCCS and with the objective of smoothen the IFCCS daily operations. IFCCS should try to fix the annual leaves and holidays at maximum 55 days in addition to weekly holidays. IFCCS may increase number the CL/EL/SL by reducing the annual holidays moreover festival holidays can also be made optional for employees who do not wish to avail the festival holidays and avail the same as per their need. Optional festival holidays will help IFCCS to keep its operation running without closing its operation in festive seasons.

The following leaves are as per the general government norms and standard industry practice.

Casual Leave (CL)	12
Sick Leave (SL)	10
Earned Leave (EL)	18

### 5.1 General Rules

- a. The employees can avail of the leaves subject to the leave available and the approval.
- b. The application for Earned and Casual leave shall be made in the prescribed format to the reporting head.
- c. Earned leave shall be applied to the competent body for sanction ----- days in advance.
- d. Any extension in the approved leave shall be sought in the form of writing.
- e. Leave of any kind cannot be claimed as right.
- f. Any employee who overstays his leave without prior approval from the competent body render himself liable to such disciplinary action as the authorities may deem fit.
- g. Employees availing extraordinary leave on loss of pay shall not be eligible for *pro rata* leave for such days of absence from duty.
- h. Holiday between the leaves shall be treated as leave, but the holiday shall not be treated as leave, if leave attached to the prefix or suffix holiday.

### 5.2 Casual Leave

- a. All full time employees shall be eligible for casual leave on full emoluments upto a maximum of twelve working days in each financial year.
- b. Fraction of a month shall be treated as one month for calculation of CL.
- c. No more than 3 days of casual leave can be taken at a time.
- d. Casual leave shall not be granted along with other leaves.
- e. Intervening National / Festival / Declared holidays will NOT be counted as part of the leave.

### **5.3 Earned Leave**

- a. All the full time employees shall be entitled to 18 days Earned Leave.
- b. The accumulation of Earned Leave takes place at the end of each completed financial year of employment.
- c. Balanced EL remaining unutilized as on 31st March can be carried forward.
- d. EL should be taken normally in the year it is accrued. However EL can be accumulated for a maximum of 60/90 days only.
- e. Accumulated EL limited to 60/90/180 days can be encashed at the rate of basic pay drawn on day of resignation / retirement / termination only once during the entire service. EL shall be forfeited if the reason of termination is criminal or unethical conduct).
- f. An employee who has joined in the middle of the year shall be eligible for EL on pro rata basis.
- g. For employees who were on loss of pay shall suffer deductions proportionately.

### **5.4 Sick Leave**

- a. All the full time employees shall be eligible for 10 days sick leave.
- b. This leave shall accrue on each completed financial year of service.
- c. With the objective of helping employees with prolonged illness SL can be accumulated up to the limit of 6 years; it shall be used for medical purpose only and with the strict scrutiny of the same.
- d. If SL extends beyond 3 days, it has to be accompanied with a medical certificate from a competent medical practitioners/hospital.

- e. In case adequate number of SL is not available with an employee, the employee can club EL with it. If EL is also not available, then it will be treated as Loss of Pay.

### **5.5 Maternity Leave**

- a. Maternity leave may be granted to female employees for a period of three months twice in whole service and at the interval of 3 years.
- b. The employee shall be eligible for full emolument for 45 days and half emolument on the next 45 days. Any further leave shall be sanctioned by the competent body only on loss of pay basis.

### **5.6 Extraordinary Leave**

- a. Extraordinary leave on loss of pay shall be sanctioned only by MD/CEO.
- b. If an employee is required to work on any important assignment on a National / Festival / Declared / weekly off day, he is eligible for Compensatory off on any other working day.
- c. Official approval is required from the reporting head to work on such National / Festival / Declared / weekly off days. No compensatory offs will be entertained when worked on these days without proper approval.
- d. The compensatory off has to be availed within a period of three months from the date of services offered.
- e. Compensatory off when not availed within the stipulated time period will lapse.
- f. Only two days of compensatory offs can be combined and availed at a stretch.

### **5.7 LEAVE FOR PILGRIMAGE**

- a) Each employee may be entitled to 45 days' paid leave only once during their entire service period in order to perform pilgrimage. The days in excess of 45 days earmarked for pilgrimage can be considered as part of the employee's earned leave/ loss of pay.
- b) Where an employee uses the pilgrimage paid leave, s/he must present valid document issued by the pilgrimage body for the release of salary and other supplementary allowances during such period.
- c) Access to pilgrimage paid leave shall be at business convenience and on a roster basis with leave being available to longer-serving employees first.

- d) An employee is not entitled to take Pilgrimage leave during the first five years of their employment with the IFCCS.

#### **5.8 Leave settlement during resignation / retirement / termination:**

- a. If an employee to be relieved has availed more number of CL against the number of months s/he has worked, then the excess CL will be deducted during his/her final settlement.
- b. EL for the days worked till the employee's date of relieving will be calculated and paid during the final settlement, provided s/he fulfills EL eligibility criteria.

#### **5.9 Lapse of Leaves**

- a. Only Earned Leave shall be encashed at the time of cessation of the services due to resignation/termination/retirement or death. EL shall be forfeited if the reason of termination is unethical or criminal conduct).

#### **5.10 Cancellation of leave**

The reporting head can cancel the sanctioned leave on situational / need basis. If an employee proceeds to avail the cancelled leave then those days will be treated as absence from duty and the rules pertaining to absence from duty will be applied.

#### **5.11 Extension of leave**

As it is necessary to get prior approval for leave so it is also for extension of leave. The employee has to apply to his/her reporting head for extension of leave ----- days in advance before the already sanctioned leave is exhausted. In case an employee overstays, the unsanctioned leave availed will be treated as absence from duty, if there is no any information to reporting head by phone or email.

#### **5.12 Holidays, Office timings and late coming:**

##### **a. Attendance:**

- i. If an employee is unable to report for work, s/he must personally notify his/her immediate supervisor by phone as early as possible and in no case later than his/her scheduled reporting time. Failure to do so will be noted and will reflect in his/her annual appraisal.
- ii. When working hours begin, the employee should not only be in the office, but should already be at his/her position ready to commence work without delay.

**b. In the event of illness or inability to report to work**

- i. Employees must notify their supervisor prior to and not later than their scheduled reporting time.
- ii. The employee has to report to his / her reporting head on rejoining duty from absence and provide valid reasons for absence in writing before taking up work again.
- iii. The reporting head may seek a daily report and a medical certificate regarding the absence.
- iv. If the absence is for a prolonged period, the employee must keep his/her reporting head informed of the health status.
- v. Failure to report an absence from work shall result in disciplinary action that will be reflected in the annual appraisal of the employee, unless such failure to report on duty is beyond the employee's control.

**c. Absence from work station without approval**

- i. If absence is unavoidable and justifiable, the employee shall inform the supervisor of inability to report to work not later than 10:00 a.m. to allow work adjustments.
- ii. Failure to notify the reporting head and present a justifiable reason shall render the absence unexcused.
- iii. Excuse absences shall be taken against the employee's leave credits.
- iv. Unexcused absences shall be taken against the employee in the following manner:
  1. Shall be deducted from the employee's salary every payday.
  2. Shall be reflected in the periodic Performance Appraisal and shall affect the employee's chance for rewards and recognition.
  3. Shall be taken as grounds for disciplinary action.
- v. If an employee is absent from duty continuously for more than 7 days (including any National / Festival / Declared / weekly off days which may fall in-between), an official correspondence from the HR department will be sent to him/her asking to report to duty and to provide explanation for his/her absence.



- vi. Based on the report any action deemed fit shall be taken by the management.
- vii. If there were no response from the employee within the stipulated time mentioned in official correspondence, it would be assumed that the employee has withdrawn his service from the organization on his/her own accord and shall be recorded accordingly.

**d. Office Timing & Holidays**

- i. The IFCCS shall follow the bank holidays for declaring holidays.
- ii. Some holidays may be adjusted according to cultural/festival needs of the employees which do not fall under the Government's declared holiday to facilitate the employees to perform their cultural/festival events.
- iii. Bank closing shall not be treated as a holiday for the IFCCS.
- iv. Sunday/Friday shall be a weekly holiday.
- v. The office shall run on 6-days a week with 8 hours
- vi. All employees are allowed a recess of one hour and two hours on every Friday for attending the prayer.
- vii. All employees who go for Friday prayers are permitted to go an hour early
- viii. The normal working hours at the head office and other Branch offices shall be 00:00 am to 00:00 pm. (office timing to be inserted by the respective IFCCS)
- ix. During the month of Ramadan duty hours may be changed. Office opening time may be decided one hour before than the regular opening time and the same way closing time may be decided one hour before.
- x. Any full time employee may reach office by one hour twice in a month without any deductions.
- xi. Any employee reaching late on exhausting two chances shall be liable for salary deduction up to 1/3<sup>rd</sup> of payday in case he reaches late by one hour, in case he/he reaches late by 4 hours the salary deduction will be half payday. The employee shall be marked absent in case s/he comes after four hours.
- xii. The employee coming late shall ensure that s/he completes his official assignments of the day.

**e. Restricted Holidays to be added****Inclement Weather or Security Warnings**

- i. If because of extreme weather or security warnings the employee is unable to travel to work s/he may opt to take the day without pay or as a vacation day.
- ii. If the IFCCS is unable to open, opens on a delayed basis, or closes early due to inclement weather or security warnings, all employees will be notified. Time lost under these circumstances shall be paid if the employee was regularly scheduled to work.

## CHAPTER 6: APPRAISAL AND PROMOTION

A performance appraisal is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. Employee evaluation is done by considering his/her overall progress and initiative taken by him/her during a year and accordingly the marks are allotted for each category.

### 6.1 Method of Appraisal

- a. The appraisal method shall be 360 degree.
- b. Each employee shall be given an appraisal format in the beginning of January month of each year.
- c. The appraisal form shall be returned to the Human Resource Department within a stipulated time.

### 6.2 Continuous Feedback and Warnings

- a. The HR department shall send periodic feedback of each employee.
- b. The branch office shall send feedback of each employee on continuous basis or any moment over telephone/mobile to the MD/CEO in case of emergency situation
- c. The employee shall be provided counseling by his/her reporting head for improvements in their performance and behavior.
- d. In case no rectification is made by the employee in his/her performance, a warning letter shall be issued in prescribed format with a copy to his/her personal file.

### 6.3 Periodicity of Appraisal

The periodicity of appraisal shall be on annual basis.

### 6.4 Action on the Appraisal Reports

- a. The concerned authorities shall decide on the action on the appraisal reports of the employees.
- b. Non-performance shall lead to warning, suspension with show cause notice, leading to termination after the process of grievance redressal and arbitration process is exhausted. The decision taken in this regard shall be final by the IFCCS.
- c. The rating of all the staff members of branch is done, in order to assess their **working abilities and efficiency**, for arriving at the percentage of increment that a

member of staff can be given. For the evaluation, marks have been assigned on the basis of the eight attributes in the following Table.

Sr. No.	Particulars	Marks	Marks Obtained
I.	Timely Completion of Work	200	
II.	Quality of Work	200	
III.	Job Knowledge	100	
IV.	Initiative and Intelligence	100	
V.	Adaptability	80	
VI.	Office Discipline & Need for Supervision	120	
VII.	Co-operation & Training of Colleagues & Subordinates	80	
VIII.	Customer Relations	120	
	<b>Total Marks</b>	<b>1000</b>	

- d. The rating of staff from Grade A to D is done, in order to assess their **subject knowledge and role specific skills**, for arriving at the percentage of increment that a member of staff can be given. For the evaluation, marks have been assigned on the basis of the eight attributes in the following Table.

Sr. No.	Particulars	Marks	Marks Obtained
I.	Book Keeping & Accountancy	225	
II.	Fund Mobilization	150	
III.	Customers Relation	100	
IV.	Staff Management	150	
V.	Reliability	100	
VI.	Initiative	50	
VII.	Loan Follow Up	150	
VIII.	Profitability	75	
	<b>Total Marks</b>	<b>1000</b>	

- e. The rating of staff from Grade A to D is done, in order to assess their **work ethics and team coordination**, for arriving at the percentage of increment that a member of staff can be given. For the evaluation, marks have been assigned on the basis of the eight attributes in the following Table.

Sr. No.	Particulars	Marks	Marks Obtained
I.	Completion & Supervision of Work	225	
II.	Submission of Periodical Statement	50	
III.	Initiative & Intelligence	150	
IV.	Co-operation & Reliability	150	
V.	Inter Departmental / Office Co-ordination	100	
VI.	Public Relations	125	
VII.	Office Discipline	100	

VIII.	Execution of Tasks	100	
	<b>Total Marks</b>	<b>1000</b>	

- f. Performance of each employee is judged on the basis of the total marks secured by him percentage-wise. If the percentage of any employee is below 50, the employee will receive only minimum annual increment.

Above 50 marks, the percentage of increments is awarded can be linked to the percentage of points scored on the basis of one of the scenarios selected from the following Table:

Rating Score	% of Increments
< 50.0	<b>8</b>
>= 50.0, < 62.5	<b>8.5</b>
>= 62.5, < 75.0	<b>9</b>
>= 75.0, < 87.5	<b>9.5</b>
>= 87.5	<b>10</b>

## 6.5 Recognition & Reward

In return for performing work in the best possible way, raising work output, improving the quality of products, saving materials, taking initiative and innovation in work performance and winning competitions at work, employees may be encouraged and rewarded in the following ways:

- Reward in cash or material;
- Granting a letter of acclamation;
- Granting a letter of appreciation;
- Granting a medal or a title;
- Granting other rewards as decided by the IFCCS board.;
- The conditions and way of rewarding the staff shall be determined by the IFCCS's management.

- 6.6 PROMOTION:** Sahulat may develop and provide a separate document on promotion policy in the next phase however IFCCS may also develop their own promotion policy document base on their own need and field experiences.

## CHAPTER 7: TRAINING

The IFCCS's aim is to provide opportunities for Management and staff to attend meetings, conferences and other educational sessions that provide desired training, improve their depth of understanding in technical areas, or share ideas helpful to the development or operation of the IFCCS. The IFCCS may pay the necessary training costs and relieve all the concerned staff during the training period.

### 7.1 Identification of Training Needs

- a. The concerned department as well as the employees may send a written request for training in the prescribed format.
- b. The decision regarding training shall be taken by the training department/IFCCS Management based on the engagements of the employee/s.

### 7.2 Compulsory Training

- a. Every employee that joins the institution shall undergo an induction programme that includes on-site and class room training.
- b. The head office shall bear all the expenses for the same.

### 7.3 Training Calendar

- a. The training department/ IFCCS Management in consultation with other departments shall issue a training calendar for the year.
- b. This shall be based on the recruitment plans, requisitions and special requests by various departments.

### 7.4 Arrangements for Training

All necessary arrangements related to training shall be made by the training department/ IFCCS Management.

### 7.5 Leave for Training

- a. The employee called for training shall apply for leave in advance to their reporting head.
- b. The period of absence from the parent office shall be treated as duty leave and the employee shall be eligible for full pay.

## **CHAPTER 8: REPORTING STRUCTURE**

### **8.1 General Norms of Internal Communication**

- a. Any employee shall do all official communications through email or letter in the prescribed format.
- b. No employee shall surpass his immediate reporting head in any matter.
- c. Proper recording of all official communication shall be done by all departments.
- d. While responding to any communication, reference number/date of the letter must be mentioned as a rule.

### **8.2 Language and Style**

- a. The language of communication shall be English/state official language in normal circumstances.
- b. All communication shall use standardized size and font. This shall be a general rule of all communication.

### **8.3 Whistle-blowing**

- a. Whistle blowing is allowed only in extraordinary cases.
- b. The employee shall write a letter in strict confidentiality to the secretariat of the MD/CEO.
- c. If found guilty of false allegation, the employee shall be liable for disciplinary action as per IFCCS policy.
- d. In case sufficient proofs have been submitted, the appropriate body shall decide on future action.

## CHAPTER 9: DISCIPLINE

### IMPLEMENTATION OF DISCIPLINARY ACTION

It shall be the responsibility of IFCCS management to ensure that any unsatisfactory performance or behaviour by an employee is brought to their attention in good time so that they are given an opportunity to improve. The IFCCS management will also make appropriate coaching available to employees in such a situation to improve their performance and behaviour. Hopefully, it will not be necessary to discipline or terminate employees however there may be times, when it becomes necessary to formally correct the performance of individuals and, in some cases, to terminate the employment relationship. In a case of serious breach of rules, dishonesty, violence or other criminal behaviour, the IFCCS may summarily dismiss an employee, having first given them an opportunity to answer the allegations against them. A decision to summarily dismiss an employee may only be taken by the MD/CEO or acting MD/CEO and shall be reported to the BOD at its next meeting.

Any action taken by management in an individual case should not be assumed to establish a precedent in other circumstances.

The IFCCS's management will take recourse to the following punitive measures, as the case may be, when the employees violate Staff discipline rules:

- Advice or suggestion.
- Warning;
- Deduction of wages
- Transform of position
- Termination of Employment Contract.

When the IFCCS applies and imposes the punitive measures, it shall bear in mind the circumstances, under which violations have been committed, the situation of the person when resorting to violation as well as the worker's service record, conduct and behaviour.

- Disciplinary action against the employee shall be implemented after explanation of his/her violation in accordance with law.
- Only one punitive measure can be applied in each case of violation against employment discipline; the measure will be issued in writing, and after being noted in office record.



Reward and punishment mentioned in this policy, except advices and suggestions, are recorded in Employee Personal File.

### **9.1 Authority to institute disciplinary proceedings**

The Managing Director or other body as empowered may initiate disciplinary proceedings and impose any penalty.

An employee who have been awarded penalty may appeal against the punishment to the MD for relief /exoneration of the punishment meted out to him/her.

### **9.2 Misconduct**

The following acts shall constitute misconduct

- a. Dereliction of duty
- b. Neglect of work
- c. Willful sub-ordination or disobedience
- d. Engaging in trade or other activities outside the scope of his/her duties
- e. Unpunctual or irregular attendance
- f. Breach of any rule
- g. Drunkenness, riotous or disorderly behavior
- h. Dishonesty, theft, bribe, forgery
- i. Instigation of above acts

### **9.3 Penalties**

- a. Minor penalties
  - i. censure
  - ii. withholding increments
  - iii. withholding of promotion
  - iv. recovery from pay
- b. Major penalties
  - i. Demotion

- ii. Compulsory retirement
- iii. Termination from service

#### **9.4 Serving of notice, Memo, Charge-sheet, Order, etc**

- a. For all warnings or censure the reporting head shall issue a memo a copy of which shall go to the personal file of the employee.
- b. The head office shall issue a letter to the concerned employee for any such purpose.

## **CHAPTER 10: RETIREMENT/RESIGNATION/TERMINATION/DEATH**

### **10.1 Process of Cessation of Relationship with Employee**

- a. The decision of termination shall be taken by the MD/CEO under below mentioned circumstances:
  - i. Completing the particular employment contract.
  - ii. Retirement.
  - iii. Death.
  - iv. Disability or incapacity that will render the employee unable satisfactorily to perform the jobs.
  - v. Cessation of work for more than six months (except in accordance with leave entitlements.).
  - vi. Dissolution of the IFCCS or reduction in the number of the staff.
  - vii. Final conviction to prevent work continuation.
  - viii. Repeated breach of rules after disciplinary warnings.
  - ix. If the employee refuses his assignment to his previous job.
  - x. If the probationary period has not been satisfactory.
- b. The employee shall be informed about his/her termination in writing and the authority reserves the right to disclose the reason for termination.
- c. The IFCCS Management shall settle all dues according to the HR policy after deducting any liability an employee has on IFCCS.

### **10.2 Process of Resignation**

- a. The employee may resign any time with one month notice or salary in lieu thereof.
- b. The employee shall be eligible for receiving the full month salary for the notice period served.
- c. He shall be relieved on the completion of the notice period.

### **10.3 Death of an employee during service period**

- a. The IFCCS shall pay an instant relief of Rs XXXX<sup>3</sup> to any employee who passes away while in service.
- b. The IFCCS shall render all possible support to the bereaved family in settling the employee's account with the office.

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<sup>3</sup> On the discretion of the IFCCS and based on its financial condition

## **CHAPTER11: RESPONSIBILITIES OF IFCCS AND ITS EMPLOYEES**

### **11.1 Sound management of work is the IFCCS' responsibility in the following areas:**

- a. Create favorable conditions to improve the level of feedback from employees, ensure the effective application of human resource and output discipline.
- b. Ensure employee security and safety at work.
- c. Interact responsibly to the needs and demands of the employees.
- d. Application of legislative requirements regarding employment, conditions, workplace safety etc.

### **11.2 Obligation of the Employee**

The employee is bound to pursue the following:

- a. Satisfy the requirements of their Job Description.
- b. Productive and honest work.
- c. Job discipline.
- d. Timely execution of orders and instructions of supervising authorities.
- e. Improve work output.
- f. Improve output quality.
- g. Service and Technology discipline.
- h. Safety rules and working environment hygiene.
- i. Protection of fixed and non-fixed assets of the IFCCS, and their efficient and rational utilization.
- j. Improve professional skills by using standards defined by authorized body.
- k. Protect job and profession secrets.
- l. Sound attitude with other employees and members.
- m. Avoid disturbing other employees in performing duties and service lines.
- n. Be familiar with an observe IFCCS rules including, but not limited to, rules for the handling of cash and valuable assets, rules for attendance and punctuality, rules for the use of IFCCS IT systems and other equipment, rules and requirements for appropriate behavior in the workplace.

### **11.3 Financial Responsibility of Employees**

- a. All employees are obliged to assume a responsible attitude toward the property and assets of the IFCCS and to take measures to prevent damage from being occasioned to them.
- b. The MD/CEO is obliged to ensure that working conditions for employees are satisfactory and to ensure full protection of assets used by employees.
- c. An employee will be held responsible for damage sustained by the IFCCS during the work period only when the damage inflicted has been the result of the employee's own offence.
- d. Employees will not be held responsible for damage arising from the ordinary progress of work.
- e. If the damage sustained by the IFCCS is due to the offence of several employees, then the amount of compensation therefore will be determined separately for

each employee and in proportion to the type and degree of his/her responsibility.

## CHAPTER12: Grievance Redressel and Arbitration

- a. Any grievance related to salary, leaves, etc shall be sent to competent body specified by the board in writing.
- b. The aggrieved employee shall convey his or her grievance in written to the officer designated by the IFCCS board to deal with grievance, the officer will have to reply to the complaints within 48 hours of its presentation to him or her.
- c. If the grievant is not satisfied with the answer or does not receive the answer within 48 hours he shall then present the grievance to the IFCCS MD/CEO nominated for this purpose. The MD/CEO must give his or her reply within three days of the presentation of the grievance.
- d. If the aggrieved employee is still not satisfied with the decision of the MD/CEO or does not receive any reply within the stipulated period he can approach the grievance committee for the settlement of his grievance. The grievance committee has to give its recommendation in seven days and report it to IFCCS management. The IFCCS management must communicate the decision to the grievant within three days.
- e. If the employee is still not satisfied with the decision made by the grievance committee or does not receive the decision from it, he can make an appeal to the IFCCS management for a revision of the decision taken. The IFCCS management can take a week for appeal to be considered and the revised decision is to be informed to the grievant.
- f. If the employee is still not satisfied with the decision of the management, the grievance may be referred to voluntary arbitration within a week after the decision taken by the management in stage4.
- g. The decision of the arbitrator is final and binding on both the parties ie the IFCCS management and the employee.
- h. The employees are not permitted to complain or seek actions against/clarifications for any other employee.

# APPENDIX

## **JOB DESCRIPTIONS**

Every employee should receive and acknowledge receipt of a) job description upon signing their employment contract with the IFCCS. The responsibilities and duties given in a specific job description should not be understood as exhaustive of the responsibilities and duties which the incumbent is expected to perform.

The supervisor on a temporary or permanent basis may assign other duties compatible with those mentioned in the job description. Other duties may be assigned as being “compatible” even if they are not performed by anyone else in that office.

The IFCCS has the right to revise job descriptions at any time.

<b>APPENDIX 1</b>
<b>SAMPLE JOB DESCRIPTIONS FOR MD/CEO</b>

### **POSITION TITLE: MD/CEO**

#### **1. REPORTING RESPONSIBILITIES**

**Reports to:** Boards of Director or General Body as the case may be

**Supervises:** All employees of Head office and Branch offices

#### **2. PRIMARY DUTIES & RESPONSIBILITIES**

The MD/CEO is responsible and accountable for the overall direction and administration of programs and services provided by the IFCCS; ensures that all aspects of the IFCCS's activities obtain maximum benefits commensurate with the best interest of members, partners, employees, and the public at large. Provides the highest level of member relations and service; and ensures compliance with IFCCS's policies and procedures. The position of the MD/CEO is directly responsible for attaining all established IFCCS's operational and financial goals. The Chief Executive shall under the general superintendence, direction and control of the board, exercise the powers and discharge the functions specified below, namely:

#### **3. SPECIFIC DUTIES & RESPONSIBILITIES**

- Day-to-day management of the business of the IFCCS;
- Operating the account of the IFCCS and be responsible for making arrangements for safe custody of cash;
- Signing on the documents for and on behalf of the multi-state cooperative society;
- Making arrangements for the proper maintenance of various books and records of the IFCCS and for the correct preparation, timely submission of periodical statements and returns in accordance with the provisions of this Act, the rules and the bye-laws;



- Convening meetings of the general body of the multi-state cooperative society, the board and the Executive Committee and other committees or sub-committees constituted under sub-section (1) of section 53 and maintaining proper records for such meetings;
- Making appointments to the posts in the IFCCS in accordance with the bye-laws;
- Assisting the board in the formulation of policies, objectives and planning;
- Furnishing to the board periodical information necessary for appraising the operations and functions of the multi-state cooperative society;
- Appoint the person to sue or be sued on behalf of the multi-state cooperative society;
- Present the draft annual report and financial statement for the approval of the board within thirty days of closure of the financial year;
- Performing such other duties and exercising such other powers, as may be specified in the bye-laws of the IFCCS or delegated by the IFCCS governing body or the general body.
- Maintain sound financial health of IFCCS. Structural NPA liquidity and CAR Operational Asset deployment and Deposit Mobilization
- Responsible for Shari'ah Compliance of IFCCS board approved product & services being offered by the IFCCSs.
- Responsible for Compliance of IFCCS Board approved social performance standards.
- Represents IFCCS's interests in India and other countries as needed.
- Responsible for motivating and training of staff to keep up with a high standard and positively deal with member requests and complaints
- Responsible for supervision of staff according to overall IFCCS policy
- Responsible for setting employee goals and objectives
- Responsible for development of staff to maximize potential
- Responsible for regular monitoring of staff performance
- Responsible for monitoring of and assistance to staff with work progress
- Responsible for implementation of procedures and systems to maximize operating efficiency
- Responsible for co-ordination of financial and budget activities for maximum operational efficiency
- Responsible for control and facilitation of the preparation and analysis of performance reports
- Review performance data (financial and operational reports) to monitor and measure performance, goal progress and operations quality
- Responsible for interaction with the local public and government organizations, development agencies, and etc
- Responsible for evaluation of the profitability of the various plans formulated by different IFCCS's departments and discusses them with the BOD
- Responsible for analysis and distribution of strategic goals and budgets to different programs and departments

- Must ensure that the financial strategies are followed, the operations are cost effective and the revenues are maintained
- Has to endorse membership application to the BOD for approval
- Has to endorse withdrawal of membership to the BOD for approval
- Has to approve the opening and closing of member accounts
- Has to endorse all Loan application for the approval of the Credit Committee
- Has to approve the cash advances to staff wherever applicable and formulate approval procedure and delegate the same in branches duly approved by the competent body.
- Has to approve all cash disbursements wherever applicable and formulate approval procedure and delegate the same in branches duly approved by the competent body.
- Overall responsible for one of the combinations on the vault and safe and has to ensure correctness & accuracy of the cash in vault per record & actual cash balance on a daily basis
- Has to ensure compliance to the computerize accounting systems & procedures, by the employees including generation of daily MIS reports for monitoring and daily back-up of computerized systems & records.
- Recommends to the BOD the acquisition of Fixed Assets and ensures the maintenance of the Fixed Assets of the IFCCS
- Responsible for the overall safety and security measures of the IFCCS
- Has to regularly monitor & evaluate daily operations as against targets & plans.
- Has to comply with all other duties & responsibilities that maybe required of him/her from time to time.

#### **4. RIGHTS AND AUTHORITIES**

In order to fulfil above stated responsibilities MD has the following rights:

- Has the right to act on behalf of the IFCCS without power of attorney, issue administrative orders and directions compulsory for all IFCCS's employees.
- Has the right to attend the BOD meetings.
- Has the right to hire and terminate employment of the IFCCS's employees as per the rule framed by the competent body.
- Has the right to independently make decisions on operations of the IFCCS except for those included in the authority of the members general meeting and BOD based on the legislative requirements, IFCCS's bylaws and internal policies.
- Has the right to manage the assets and property of the IFCCS.
- Has the right to conclude agreements on behalf of the IFCCS.
- Has the right to issue authorizations and open current and other accounts in banks and other financial institutions.
- Has the right to determine staffing requirements and seek approval from the competent body.
- Has the right to delegate work duties to staff
- Has the right to allocate use of available resources
- Has the right to organize and manage business meetings

- Has other rights as stated in the legislative documents, the IFCCS's bylaws and internal policies

## 5. EDUCATION AND EXPERIENCE

- Bachelor's degree in the relevant area or to be decided by the BOD
- At least ten years' experience in finance or relevant area
- Knowledge of business and management principles and practices
- Knowledge of strategic planning
- Knowledge of human resource management principles and procedures
- Knowledge of basic economic and accounting principles and practices
- Knowledge of office administrative procedures
- Proficient in relevant software applications

## 6. KEY COMPETENCES

- Needs to have exceptional leadership skills as s/he has to motivate the entire IFCCS and lead by setting an example her/himself
- Should have presence of mind and have quick decision-making abilities
- Must have good communication and networking skills and needs to impart instructions smoothly to the subordinates
- Needs to be a man/woman of integrity and should be honest in dealings without misusing his/her power
- Must be organized, be able to keep calm in high pressure situations, and be able to work under pressure and do overtime when necessary
- As s/he may have to deal with irate members/partners, in such cases need to be cordial with them and help them understand the various rules
- Must be aware of the latest rules and follow government regulations during the development and/or recommendation of IFCCS's internal policies
- Must be very good with numbers
- Must be discreet and understand the importance of information confidentiality

Employee is accountable for non-compliance with this Job Description under Employment Contract.

This Job Description is made in two copies. One copy is given to Employer and one copy is given to Employee.

I am familiar and agree with this Job Description,

Employee Name: \_\_\_\_\_

Date: \_\_\_\_\_

Signature \_\_\_\_\_

## APPENDIX 2

### SAMPLE JOB DESCRIPTIONS FOR SENIOR MANGER

#### POSITION TITLE: SENIOR MANGER

#### 1. REPORTING RESPONSIBILITIES

**Reports to:** MD/CEO

**Supervises:** All executive staff of Head Office and Branch Managers

#### 2. PRIMARY DUTIES & RESPONSIBILITIES

This position may be created once IFCCS has more than 25 branches. It can further be quantified by strength of the member (say more than 50,000 members) asset size (100 crore). The job noted below can be assigned to one person or it may be bifurcated in two employees. Senior Manger's reporting authority shall be the Managing Director. He shall be individually responsible for providing leadership and strategic direction to the overall operations, Senior Manager is meant to assist MD/CEO in discharging his/her duties. Most of the powers of Senior Manager is delegated in nature from the MD/CEO

#### 3. SPECIFIC DUTIES & RESPONSIBILITIES

- The Senior Manger shall look after any work specially delegated to him by MD/CEO.
- Monitoring of all branches.
- Placing of System of Accounts in all the branches.
- Seeking report from branches and compiling and drafting of report for M.D/CEO.
- Assisting the auditors for auditing in Branches and Head Office.
- All the works related to Share purchase and redemption.
- Preparation of Consolidated Trial Balance, Financial statement, Income – Expenditure and Asset - Liabilities Accounts of the Society.
- Filing of Annual Returns (April & September), Insurance, and Income Tax Return for the Society.
- Printing of stationary
- Distribution of stationary
- All the works related to Business Loan
- Staff Discipline.
- Conduct monthly meeting with all the branch managers
- Procurement and safe keeping of stationery and arrange supply of it to the branches when needed.
- Responsible and accountable for the IFCCS's daily operations, implementation of the approved written policies and procedures, achievement of the business and strategic plan targets, and the overall protection of the IFCCS's assets.

- Responsible for the IFCCS's compliance with the accounting and reporting requirements.
- Responsible for shari'ah & social performance indicator compliance.
- Responsible for the compliance with requirements for the maintenance of documents.
- Responsible for motivating and training of staff to keep up with a high standard and positively deal with member requests and complaints
- Responsible for supervision of staff according to overall IFCCS policy
- Responsible for setting employee goals and objectives
- Responsible for development of staff to maximize potential
- Responsible for regular monitoring of staff performance
- Act in consultation of MD/CEO to manage sound financial health as and when needed
- Responsible for monitoring of and assistance to staff with work progress
- Responsible for establishment and maintenance controls to ensure the full protection of the members' funds and IFCCS's assets
- Responsible for implementation of procedures and systems to maximize operating efficiency
- Responsible for co-ordination of financial and budget activities for maximum operational efficiency
- Responsible for control and facilitation of the preparation and analysis of performance reports
- Review performance data (financial and operational reports) to monitor and measure performance, goal progress and operations quality
- Responsible for evaluation of the profitability of the various plans formulated by different IFCCS's departments.
- Responsible for analysis and distribution of strategic goals and budgets to different programs and departments
- Must ensure that the financial strategies are followed, the operations are cost effective and the revenues are maintained
- Responsible for one of the combinations on the vault and safe and has to ensure correctness & accuracy of the cash in vault per record & actual cash balance on a daily basis
- Has to ensure compliance to the computerize accounting systems & procedures, including generation of daily MIS reports for monitoring and daily back-up of computerized systems & records.
- Has to ensure that IFCCS's by-laws, policies, BOD meeting minutes, contracts, mortgagee's documents, office forms are properly kept and available anytime
- Has to comply with all other duties & responsibilities that maybe required of him/her from time to time.

#### **4. Eligibility**

- Minimum Graduation Degree in relevant discipline;
- Minimum 6-8 years of relevant experience preferably in banking or microfinance
- Acquaintance with the functioning of co-operatives, social organisations

- Experience of working in a start-up environment which requires a broad skill sets and willingness to perform a range of duties;
- Knowledge of business and management principles and practices
- Knowledge of strategic planning
- Knowledge of human resource management principles and procedures
- Knowledge of basic economic and accounting principles and practices
- Knowledge of office administrative procedures
- Proficient in relevant software applications
- Willingness to travel
- Having strong business management and negotiation skills;
- Good interpersonal, communication and training skills;
- Fluency in English and Hindi language.

Employee is accountable for non-compliance with this Job Description under Employment Contract.

This Job Description is made in two copies. One copy is given to Employer and one copy is given to Employee.

I am familiar and agree with this Job Description,

Employee Name: \_\_\_\_\_

Date: \_\_\_\_\_

Signature \_\_\_\_\_

<b>APPENDIX 3</b>
<b>SAMPLE JOB DESCRIPTIONS FOR BRANCH MANGER</b>

**POSITION TITLE: Branch Manger**

**1. REPORTING RESPONSIBILITIES**

**Reports to:** MD/ Sr. Manager

**Supervises:** All employees working with the Branch

**2. PRIMARY DUTIES & RESPONSIBILITIES**

Branch Manager is solely responsible for the smooth functioning of the Branch. He is also overall responsible for the financial health, assets and employees working at the branch.

**2. SPECIFIC DUTIES & RESPONSIBILITIES**

- The Branch Manager shall look after any work specially delegated to him by the MD/Head Office and shall be accountable for that work.
- Over all supervision of branch.
- Responsibility of safe & secured keeping of vault, securities and all other documents.
- Assignment of jobs to their subordinates.
- Collecting reports from subordinates for onward submission to Head Office.
- Taking initiatives for account opening, Loaning, Loan recovery, budget targets, income enhancements and efficiency.
- Cash liquidity management through to and from the branch.
- Sanction of leave to staffs and recording their address during the leave.
- Responsible and accountable for the IFCCS's daily operations, implementation of the approved written policies and procedures, achievement of the business and strategic plan targets, and the overall protection of the IFCCS's assets.
- positively deal with member requests and complaints
- Responsible for supervision of staff according to overall IFCCS policy
- Responsible for setting employee goals and objectives
- Responsible for development of staff to maximize potential
- Responsible for regular monitoring of staff performance
- Responsible for monitoring of and assistance to staff with work progress
- Responsible ensure the full protection of the members' funds and IFCCS's assets according to policies.
- Responsible for implementation of procedures and systems provided by the Head Office to maximize operating efficiency
- Must ensure that the financial strategies are followed, the operations are cost effective and the revenues are maintained
- Has to endorse membership application to the head office for approval
- Has to endorse withdrawal of membership to the head office for approval

- Has to approve the opening and closing of member accounts
- Has to endorse all Loan application for the approval of the Credit Committee
- Has to approve the cash advances to staff.
- Has to approve all cash disbursements
- Responsible for one of the combinations on the vault and safe and has to ensure correctness & accuracy of the cash in vault per record & actual cash balance on a daily basis
- Has to ensure compliance to the computerized accounting systems & procedures, including generation of daily MIS reports for monitoring and daily back-up of computerized systems & records.
- Recommends to the MD the acquisition of Fixed Assets and ensures the maintenance of the Fixed Assets of the IFCCS
- Responsible for the overall safety and security measures of the IFCCS
- Has to regularly monitor & evaluate daily operations as against targets & plans.
- Has to ensure that IFCCS's by-laws, policies, BOD meeting minutes, contracts, mortgagee's documents, office forms are properly kept and available anytime
- Has to comply with all other duties & responsibilities that maybe required of him/her from time to time.

### **3. EDUCATION AND EXPERIENCE**

- Minimum Graduation Degree in relevant discipline;
- Minimum 5-7 years of relevant experience preferably with financial institution.
- Acquaintance with the functioning of co-operatives, social organizations.
- Experience of working in a start-up environment which requires a broad skill sets and willingness to perform a range of duties;
- Good interpersonal, communication and training skills;
- Fluency in local language.
- Knowledge of business and management principles and practices
- Knowledge of strategic planning
- Knowledge of human resource management principles and procedures
- Knowledge of basic economic and accounting principles and practices
- Knowledge of office administrative procedures
- Proficient in relevant software applications

Employee is accountable for non-compliance with this Job Description under Employment Contract.

This Job Description is made in two copies. One copy is given to Employer and one copy is given to Employee.

I am familiar and agree with this Job Description,

Employee Name: \_\_\_\_\_

Date: \_\_\_\_\_

Signature \_\_\_\_\_



<b>APPENDIX 4</b>
<b>SAMPLE JOB DESCRIPTIONS FOR ACCOUNTANT</b>

**POSITION TITLE: Accountant**

**1. REPORTING RESPONSIBILITIES**

**Reports to:** Branch Manger

**Supervises:** Accounting staff, cashier as the case may be

**2. PRIMARY DUTIES & RESPONSIBILITIES**

Responsible and accountable for applying accounting principles and procedures analyzing financial information, maintaining accurate and reliable books of accounts, preparation of accurate and timely financial reports and statements and ensure appropriate accounting control procedures.

**3. SPECIFIC DUTIES & RESPONSIBILITIES**

Compile and analyze financial information to prepare financial statements including monthly and annual accounts, ensure financial records are maintained in compliance with acceptance policies and procedures.

- Ensure all financial reporting deadlines are met
- Prepare financial management reports
- Ensure accurate and weekly, monthly, quarterly and year end close
- Establish and monitor the implementation and maintenance of accounting control procedures
- Resolve accounting discrepancies and irregularities
- Continuous management and support of budget and forecast activities
- Monitor and support taxation issues
- Receiving & Responding communications from Head office(Queries and other communication over phone and mail)
- Coordination with members.
- Managing day to day activities of branch.
- Financial audit preparation and coordinate the audit process
- Ensure accurate and appropriate recording and analysis of revenues and expenses
- Analyze and advise on business operations including revenue and expenditure trends, financial commitments and future revenues
- Analyze financial information to recommend or develop efficient use of resources and procedures, provide strategic recommendations and maintain solutions to business and financial problems
- Ensure the start of day/end of day procedures in the computerized accounting system
- Ensure that the cash in vault per record reconciles with the actual/physical cash, conduct cash count daily.
- Ensure that all daily transactions are entered correctly in the computerized accounting system.

- Generate daily transaction report (list) and reconcile with the source (supporting) documents (contracts, official receipts, cash vouchers, etc.), make the adjustments/corrections if necessary based on the Branch Manager's approval.
- Generate daily reports, including: Daily Transaction Listing, Daily trial balance, Daily Cash Count Sheet, other end of day required reports.
- Control timely and full completeness of the Daily Time Sheet for all employees.
- Prepare payroll sheet and other documents required for salary and benefit payments to employees.
- Prepare Cash Disbursement Vouchers (CDV) and ensures that all disbursements have the required supporting documents.
- Prepare Journal Vouchers for any non-cash transactions and adjusting journal entries
- Ensure that the IFCCS's property is properly maintained and safely kept.
- Perform other tasks as may be required by the Branch Manager/MD/CEO.

#### **4. EDUCATION AND EXPERIENCE**

- Accounting degree or equivalent
- Knowledge of accepted accounting practices and principles
- Knowledge of economic principles
- Knowledge of auditing practices and principles
- Knowledge of applicable laws, codes and regulations
- Knowledge and experience of related computer applications
- Minimum of 3 years' experience in the management of financial systems and budgets, financial reporting, financial data analysis, auditing, taxation and providing financial advice

#### **5. KEY COMPETENCES**

- Attention to detail and accuracy
- Planning and organizing skills
- Strong communication skills
- Information and task monitoring
- Problem analysis
- Judgment and problem-solving
- Supervisory skills
- Stress tolerance
- Must be discreet and understand the importance of information confidentiality

Employee is accountable for non-compliance with this Job Description under Employment Contract.

This Job Description is made in two copies. One copy is given to Employer and one copy is given to Employee.

I am familiar and agree with this Job Description,

Employee Name: \_\_\_\_\_

Date: \_\_\_\_\_

Signature \_\_\_\_\_

## APPENDIX 5

### SAMPLE JOB DESCRIPTIONS FOR CASHIER

**POSITION TITLE: Cashier**

#### **1. REPORTING RESPONSIBILITIES**

**Reports to:** Br. Manager of the IFCCS

**Supervises:** Business Facilitator

#### **2. PRIMARY DUTIES & RESPONSIBILITIES**

Responsible and accountable for accurate and efficient processing and recording of the IFCCS's cash transactions including accepting deposits and withdrawals, processing Loan repayments and disbursements, other cash payments. The IFCCS cashier undertakes transactions and interacts directly with members. S/he is like the frontline of the IFCCS operations as s/he is usually the first employee that the member or potential member sees at the IFCCS. S/he should promote and advise on the IFCCS's products and services. S/he is also most likely to detect fraudulent transactions and help prevent losses at the IFCCS.

#### **3. SPECIFIC DUTIES & RESPONSIBILITIES**

- Receive and count cash at beginning of day and/or shift
- Issue official receipts after every disbursement or receipt of cash and correctly identify and enter transaction in the cash book
- Accurately count every cash disbursement or receipt
- Inspect (validate) all cash receipts in order to prevent for false bills and coins
- Open new accounts for members based on the sources documents properly authorized by the Branch Manager and Accountant
- Identify member-customers, validate disbursement vouchers and disburse cash
- Accept cash and deposits and check accuracy of deposit slips (vouchers)
- Process all cash withdrawals
- Receive and verify Loan repayments
- Record all transactions promptly, accurately and in compliance with the IFCCS's policies and procedures
- Record balance cash in cash drawer at end of each shift and hand over the record to replacing cashier.
- Prepare daily cash position report & conducts cash count in the presence of the Accountant or Branch Manager
- Deposit cash collections for the day to the IFCCS chest as per policy and deposit the surplus cash with the bank at the earliest working hour of the bank.
- Generate following daily reports: Daily Cash Position Report.
- Answer inquiries regarding savings and Loan accounts and other IFCCS's related products

- Attempt to resolve issues and problems with member's accounts
- Explain, advise on and promote IFCCS's products and services to members and potential members
- Prepares the documents in relation to all cash transactions processed
- Act as custodian of the inner grill key or cash vault combination
- Perform other tasks as may be required by the Branch Manager.

#### **4. EDUCATION AND EXPERIENCE**

- Intermediate or Bachelor
- Some clerical, administrative, cash handling, sales or customer service experience preferred
- Knowledge of customer service principles
- Relevant computer skills
- Knowledge of accepted accounting practices and principles
- Knowledge of economic principles
- Knowledge of auditing practices and principles
- Knowledge of applicable laws, codes and regulations
- Knowledge and experience of related computer applications

#### **5. KEY COMPETENCES**

- Strong numerical ability
- Good listening and communication skills
- Member service orientation
- Accuracy and attention to detail
- Problem solving
- Honesty and integrity
- Judgment
- Stress tolerance
- Adaptability
- Must be discreet and understand the importance of information confidentiality

Employee is accountable for non-compliance with this Job Description under Employment Contract.

This Job Description is made in two copies. One copy is given to Employer and one copy is given to Employee.

I am familiar and agree with this Job Description,

Employee Name: \_\_\_\_\_

Date: \_\_\_\_\_

Signature \_\_\_\_\_

<b>APPENDIX 6</b>
<b>SAMPLE JOB DESCRIPTIONS FOR BUSINESS FACILITATOR</b>

**POSITION TITLE: Business Facilitator**

**1. REPORTING RESPONSIBILITIES**

**Reports to: Accountant/Cashier**

**Supervises: None**

**2. PRIMARY DUTIES & RESPONSIBILITIES**

Responsible and accountable for the timely collection of Deposit & Loan scheduled repayments from member under his/her responsibility.

**3. SPECIFIC DUTIES & RESPONSIBILITIES**

- To collect deposits and loan repayments from members at their door step.
- Responsible for maintaining collection details account wise (for both deposits & loans) in collection register on daily basis.
- Remit all collected cash at IFCCS cash department.
- Help members in withdrawal process from their account.
- Process & review account adjustment and resolve issues and discrepancy and short payments.
- Prompt follow up and reporting of the IFCCS delinquency for assigned accounts.
- Establish & Maintain effective and cooperative working relationships with members & the Society.
- Create list of members who have failed in timely loan repayment.
- Opening & Processing of Daily deposit account.
- Ensure all customer information is correct including phone numbers and address by collecting KYC documents.
- Inform members of overdue accounts of loan and deposit and amount currently owed by them in their respective loan account.
- Making regress efforts to collect overdue loan repayments.
- Listen to member's problem, if any and communicate to IFCCS branch in-charge for counseling of member.
- Help the members to get through society's working processes.
- To educate the members about the products & services of the IFCCS.
- Sustain good relations with the members.
- Making entries and putting initials for the amount received from the members towards deposits and/or loans repayment on the receipt issued by the IFCCS.
- Perform other tasks as may be required by the reporting head or the higher authority.

**4. EDUCATION AND EXPERIENCE**

- 1-2 years collection experience in financial organization

- Excellent written & verbal communication skill.
- Strong numerical ability

## **5. KEY COMPETENCES**

- Punctuality.
- Good work ethics.
- Ability to create a good word of mouth.
- Accuracy and attention to detail
- Problem solving
- Honesty and integrity
- Stress tolerance
- Ability to priorities and manage multiple responsibilities.
- Adaptability

Employee is accountable for non-compliance with this Job Description under Employment Contract and legislation of the [country name].

This Job Description is made in two copies. One copy is given to Employer and one copy is given to Employee.

I am familiar and agree with this Job Description,

Employee Name: \_\_\_\_\_

Date: \_\_\_\_\_

Signature \_\_\_\_\_

## APPENDIX 7

### SAMPLE JOB DESCRIPTIONS FOR SECURITY GUARD

#### **POSITION TITLE: Security Guard**

#### **1. REPORTING RESPONSIBILITIES**

**Reports to:** Branch Manager of the IFCCS

**Supervises:** None

#### **2. PRIMARY DUTIES & RESPONSIBILITIES**

Responsible and accountable for the security, safety and order at the IFCCS.

#### **3. SPECIFIC DUTIES & RESPONSIBILITIES**

- Has to ensure that no malpractice or suspicious activity is being carried out in the premises which would damage or be harmful to property or people
- Guard the property against thieves and robbers
- If unable to control a situation by himself, to inform the police and take assistance from them
- Station himself outside the gate and inside the IFCCS's compound.
- Police security guards are not allowed to stay inside the office unless required by the Branch Manager or any authority from the IFCCS management
- Make a round inspection of the building and inspect doors and locks for any sign of forced opening or tampering. Any signs of tampering should be reported immediately to the Branch Manager or other officer in charge of the IFCCS
- Record in the logbook the date, time and the name of the key custodian who opens and closes the main IFCCS door and steel grille
- Record the time of arrival of employees and contractual personnel in the daily attendance record in the logbook or ensure that all employees have punched in the Bundy clock.
- Conduct body check-up on all entering employees and visiting members before gaining entrance to the main IFCCS gate. Any member who will not comply to this requirement will not be allowed to enter the office
- No IFCCS member or visitor shall be admitted inside the office before or after office hours without due approval of the Branch Manager or Officer-In-Charge
- Record the admission of members/visitors after the IFCCS office hours upon discretion of the Branch Manager
- Check the content of any package and unwieldy bags brought in and outside the premises
- Request the employees and members to leave firearms, packages, unwieldy bags, umbrellas and other items at the entrance
- Inspects the premises of the IFCCS after office hours if possible together with the IFCCS Officer- In Charge to determine that the premises are clear of visitors, members and strangers

- Perform other tasks as may be required by the MD/CEO/Branch Manager.

#### **4. EDUCATION AND EXPERIENCE**

- Experience in security services
- Completion of special security courses is preferred
- Criminal Background Check
- Reading and writing literacy
- On-the-job instructions must be provided

#### **5. KEY COMPETENCES**

- Physical fitness
- Ability to correctly respond and take immediate decisions in the time of crisis
- Good interpersonal skills.
- Good listening and communication skills
- Problem solving ability
- Honesty and integrity
- Stress tolerance
- Adaptability
- Must be discreet and understand the importance of information confidentiality

Employee is accountable for non-compliance with this Job Description under Employment Contract and legislation of the [country name].

This Job Description is made in two copies. One copy is given to Employer and one copy is given to Employee.

I am familiar and agree with this Job Description,

Employee Name: \_\_\_\_\_

Date: \_\_\_\_\_

Signature \_\_\_\_\_



## APPENDIX 8

### SAMPLE JOB DESCRIPTIONS FOR SUPPORTING STAFF

**POSITION TITLE: Supporting Staff**

#### 1. REPORTING RESPONSIBILITIES

**Reports to:** Branch Manager of the IFCCS

**Supervises:** None

#### 2. PRIMARY DUTIES & RESPONSIBILITIES

Responsible and accountable for the provision of cleaning and logistical support to the IFCCS. A Supporting Staff performs the delicate tasks of cleaning, maintenance and repair that are needed. The need for cleanliness, hygiene and safety is a universal. The Supporting Staff's task affects the quality of work of everyone in the institution. Everyone likes to work in an environment that is clean, safe and healthy. A Supporting Staff makes office or building comfortable, clean and safe.

#### 3. SPECIFIC DUTIES & RESPONSIBILITIES

- Assess the cleanliness and hygiene situation of the establishment and detect current and potential problems.
- Perform common household tasks to maintain a clean work place. This may come in the form of sweeping floors, cleaning walls and windows and disposing of the trash.
- Ensure that confidential material that is to be disposed of is handled appropriately
- Make simple repairs that do not need professional help. Such repairs can include repairing wall panels and the like.
- Perform simple security measures such as locking doors and closing windows after office working hours.
- Continuous monitoring of the cleanliness of facilities and other equipment.
- Inform the management for the need of extensive repairs and other major renovations in the work area or office.
- Perform simple sterilization procedures such as boiling rugs and other cloths.
- Monitoring hazards in the establishment such as those related to fire and electricity.
- Clean walls, windows and corridors in case of dust or other debris.
- Ensure cleanliness and hygiene in restrooms and other places in the building.
- Always present her/himself clean & neat at all times
- Ensure cleanliness of the office premises at all times
- Wipe the office tables & equipment before the IFCCS staff used it for the day. Clean the floor in the morning and during the breaks.

- Always keep away the used glass & plates & wash them immediately
- Keep glasses/plates & other kitchen utensils clean & available at all times
- Ensures that all office equipment and facilities are clean & free from dust
- Keep kitchen supplies & cleaning materials in a secured place. Keep it locked.
- Make requisition to Branch Manager for kitchen/cleaning supplies
- Perform other tasks as may be required by the Branch Manager/Incharge.

#### **4. EDUCATION AND EXPERIENCE**

- Having Criminal Background Checked
- Hygiene principles understanding
- Reading and writing literacy

#### **5. KEY COMPETENCES**

- Accuracy
- Good interpersonal skills.
- Good listening and communication skills
- Honesty and integrity
- Adaptability

Employee is accountable for non-compliance with this Job Description under Employment Contract.

This Job Description is made in two copies. One copy is given to Employer and one copy is given to Employee.

I am familiar and agree with this Job Description,

Employee Name: \_\_\_\_\_

Date: \_\_\_\_\_

Signature \_\_\_\_\_

ANNEXURE 9
APPLICATION FOR EMPLOYMENT

PERSONAL INFORMATION  
Name: \_\_\_\_\_

DATE OF APPLICATION: \_\_\_\_\_

Name: \_\_\_\_\_  
First Middle Last

Complete Permanent Address:

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Street	City/State	Pin
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Complete Correspondence Address:

---

Street City/State Pin

Contact Information: \_\_\_\_\_  
Home Telephone      Mobile Telephone      Email

How did you learn about our organization?

POSITION SOUGHT: \_\_\_\_\_ Available Start Date: \_\_\_\_\_

Desired Pay Range: \_\_\_\_\_ Are you currently employed? \_\_\_\_\_  
Salary

Last Salary: \_\_\_\_\_

Expected Salary: \_\_\_\_\_

## EDUCATION

Study	Name and Location	Graduate? – Degree?	Major / Subjects of
-------	-------------------	---------------------	---------------------

High School			
College or University			
Specialized Training, Trade School, etc...			
Other Education			

Please list your areas of highest proficiency, special skills or other items that may contribute to your abilities in performing the above mentioned position.

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Reading , Writing & Speaking Skill:

English: \_\_\_\_\_

Hindi: \_\_\_\_\_

Regional Language (Urdu/Malyalam/Telgu/Kannar/Marathi/Gujrati): \_\_\_\_\_

### **PREVIOUS EXPERIENCE**

Please list beginning from most recent

<b>Dates Employed</b>	<b>Company Name</b>	<b>Location</b>	<b>Role/Title</b>

Job notes, tasks performed and reason for leaving:

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<b>Dates Employed</b>	<b>Company Name</b>	<b>Location</b>	<b>Role/Title</b>

Job notes, tasks performed and reason for leaving:

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<b>Dates Employed</b>	<b>Company Name</b>	<b>Location</b>	<b>Role/Title</b>

Job notes, tasks performed and reason for leaving:

Dates Employed	Company Name	Location	Role/Title

Job notes, tasks performed and reason for leaving:

References:

Name	Title	Organization	Phone & Email

General Information:

Area of Special Interest: \_\_\_\_\_

Special Training: \_\_\_\_\_

Special Skill: \_\_\_\_\_

Acknowledgement and Authorization:

☐ I certify that all answers given herein are true and complete to the best of my knowledge.

☐ I authorize investigation of all statements contained in this application for employment as may be necessary in arriving at an employment decision.

☐ In the event of employment, I understand that false or misleading information given in my application or interview(s) may result in discharge.

\_\_\_\_\_  
Signature of Applicant

\_\_\_\_\_  
Date

**ANNEXURE 10**  
**Leave Application Form**

Employee Name: \_\_\_\_\_ Department: \_\_\_\_\_

Employee No : \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Designation: \_\_\_\_\_

Type of Leave	From (DD/MM/YY)	To (DD/MM/YY)	Total number of days	Remarks (Office use only)
Privileged/Earned Leave				
Casual Leave				
Sick/Medical Leave				
Special Casual Leave				
On Duty Leave				
Other Leave – Please Specify:				

Approved:

Rejected:

Reasons for Rejection:

\_\_\_\_\_

Applicant's Signature:	Approved by Manager/ Head
Date:	Date:

**Note:**

1. Application for leave should be submitted 7 days before privileged leaves commence.
2. Please attach relevant supporting documents for reference if require.

<b>ANNEXURE 11</b>
<b>OFFER LETTER</b>

LETTER HEAD OF THE IFCCS
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**Dear Mr. \_\_\_\_\_,**

IFCCS is pleased to appoint you (S/o \_\_\_\_\_, Address) as **(Designation)** in the category of (CATEGORY) (as per organizational set up). You shall perform your duties in the Head office under the supervision and direction of (MD/Reporting Head)

Should you accept this job offer, per IFCCS policy you'll be eligible to receive the following beginning on your hire date.

**Salary**

You will be entitled to receive INR 00000 per month.

**Other allowances**

You will be entitled for Mobile phone voucher of INR 00000 every month.

You will be entitled for one month additional salary on Eid/Diwali. (FOR SUPPORTING AND ASSISTING STAFF ONLY)

Medical Facility: If any

**Travel Facility: (MENTION AS PER SERVICE RULE)**

**Welfare Fund (FOR SUPPORTING AND ASSISTING STAFF ONLY)**

The Society shall deduct 00% from the total emolument of your pay on account of Welfare Fund and the same amount shall be added by the Society. The total amount shall be reserved in the account which may be withdrawn at the interval of every two years or may be withdrawn after leaving the job or on retirement without any interest thereon.

**Conditions:**

The office shall run on 6-days week basis for a minimum of 8 hours working schedule with one hour lunch & prayer recess.

You may avail 12 days Casual Leave, 10 days Earned Leave and 10 days Medical Leave with full pay. Earned Leave may be accumulated up to 60/90 days and may be encashed after regular service of 5 years limited to only once in total employment period.

You will be bound by rules and regulations framed from time to time.

**To accept this job offer:**

1. Sign and date this job offer letter where indicated below.

2. Submit a copy of your residence address and a photo ID.

By signing and dating this letter below, I, **(NAME OF EMPLOYEE)**, accept this job offer at IFCCS.

Signature:\_\_\_\_\_ Date:\_\_\_\_\_

Sincerely,

[Signature]

**MD/CEO**



**ANNEXURE 12****EMPLOYEE REQUISITION FORM (ERF)****EMPLOYEE REQUISITION FORM (ERF)**

<b>From (Requesting</b>		<b>To</b>	<b>HO</b>	<b>Date</b>	
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*We hereby request to recruit for the following position(s)*

<b>Position Title</b>	
<b>Name of Candidate</b>	

Status of the Position

<b>Budgeted Position</b> <input type="checkbox"/>	<b>New Position</b> <input type="checkbox"/>	<b>Contracted</b> <input type="checkbox"/>	<b>Replacement</b> <input type="checkbox"/>	<b>Temporary</b> <input type="checkbox"/>
<b>Justification</b>				

**Minimum qualification, Experience and other requirements  
(Please enclose detailed Job Description if need be)**

<b>Regional Head</b>	<b>Operation Head Recommendation</b>
Name	Name:
Date:	Date:

**To be filled by Recruitment & Planning**

*HR/Operation Manager*

<i>Total Staff / Service Staff in Pipeline</i>	_____
<i>Total Existing Staff</i>	_____
<i>Total Existing + Pipeline</i>	_____
<i>Total Approved Headcount Budget</i>	_____

\_\_\_\_\_

HR & Admin	Signature	Date:
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<b>MD/CEO Approval</b>		Date:	

<i><u>Note:</u> This form should be forwarded to HR or the MD/CEO</i>

**ANNEXURE 13**  
**INTERVIEW'S SUMMARY SHEET**

<b>IFCCS NAME</b>	<b>Interview Summary Sheet</b>	<b>Date:</b>
-------------------	--------------------------------	--------------

Applic. Ref: \_\_\_\_\_

Position: \_\_\_\_\_

Candidate: \_\_\_\_\_

		<b>1</b> Exceed req.	<b>2</b> Very much Meets req.	<b>3</b> Just meets Req.	<b>4</b> Below Averag e	<b>5</b> Far below Averag e
<b>A</b>						
1	Education/ Specialization (relevant and/or related field)					
2	Training (relevance of training)					
3	Past Experience (No. of years in relevant field and/or in related line)					
<b>B Level of Languages</b>						
1	English Language					
2	Hindi Language					
3	Other Regional Language					
<b>C Technical Knowledge of the job<sup>4</sup></b>						
1	Knowledge of job duties/task					
2	Technical know-how					
3	Knowledge of Interest Free Finance					
4	Knowledge of Cooperative Banking					
5	Major achievement in current job					
<b>D Supervisory Abilities</b>						

<sup>4</sup> For specific positions relevant key competencies can be added in Section C from each Job Profiles.

1	Planning and organizing ability					
2	Ability to supervise and lead others					
3	Persuasive ability					
E	<i>Skills</i>					
1	Communication skills					
2	Systematic ideas & Convincing skills					
3	Attentiveness and awareness					
4	Tactfulness and subtlety					
5	Computer Literacy (Word/Excel/Power					
F	<i>General Personality</i>					
1	Appearance					
2	Age					
3	Courtesy					
4	Physical (Over					
G	<i>General</i>					
1	Adherence to ethical and moral conducts					
2	Ability to contribute to the position he is					



(1) INTERVIEWER COMMENTS
<div style="border-bottom: 1px solid black; display: inline-block; width: 50%;"></div> Signature
(2) INTERVIEWER COMMENTS

Signature
(3) INTERVIEWER COMMENTS
Signature
HO COMMENTS
Signature

**ANNEXURE 14**

**CLAIM FOR OUTSTATION DUTY ALLOWANCE**

Employee Name: \_\_\_\_\_ Department: \_\_\_\_\_

Employee No: \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Designation: \_\_\_\_\_

**Details of Journey**

Starting from: _____ .....	Destination: ..... .....
Date of starting: _____ .....	Date of return: ..... .....
Number of days (including the travel time)	.....
Train No/Flight No	Class
Fare (furnish original tickets duly signed)	.....
Daily Allowance Claim	.....

Reason for the journey undertaken: .....

☐ Approved:

Rejected: ☐

Reason for Rejection:

\_\_\_\_\_

Applicant's Signature:	Approved by Manager/ Head
Date:	Date:

HR Department  
**Name of the IFCCS**