

# **GUJARAT CSR AUTHORITY**

## **HR Manual**

Gujarat CSR Authority (“GCSRA”) was established as a Society under the administrative control of Industries and Mines Department (“IMD”), Government of Gujarat. The Authority is operative throughout the State of Gujarat and the Honourable Chief Minister of Gujarat, Shri. Vijay Rupani, is the Chairperson of GCSRA’s Advisory Board.

The mission of GCSRA is:

“To catalyze sustainable growth by creating an enabling environment for the corporate sector to work in partnership with the Government, Non-Government, and Civil Society Organizations, as well as Community Organizations in the field of Corporate Social Responsibility.”

The purpose of the Authority is to coordinate, monitor and implement various CSR obligations to enhance welfare activities and concentrate on the comfort and safety of the people in the State of Gujarat. It is established with a view to provide proper implementation and optimal utilization of the CSR fund resulting out of the contribution from various companies (both public and private sectors) in the State of Gujarat

### **1. Number Of Posts & Organogram**

The posts will be according to the requirement at the Society’s head office level and for respective projects at hand. Project level staff will be on contract for the duration of the individual projects only and will be abolished automatically when a project closes. All the long term posts term will be specifically approved by the Governing Body, along with the Organogram of Society.

### **2. Mode of appointment**

It will be contractual for every appointment made by GCSRA. Duration of such contracts will be of maximum 4 years and can be extended based on the continuing need of the Society and performance of the official.

### **3. Grouping of posts**

Various sanctioned posts in GCSRA will be categorized as follows for deciding their job chart, nature of responsibilities, service or support conditions and remuneration or honorarium structure-

- a. Category–A+ : CEO, Joint CEO or equivalent Officers, as approved by Governing Body;
- b. Category–A: Project officers, Administrative Officer, Finance Officer, etc.;
- c. Category–B: Junior Project Officers and equivalent; and
- d. Category–C : Project Assistants, Field Assistants, Office Assistants, etc.

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Chief Executive Officer of the Society can be deputed by Govt. of Gujarat and in that case, salary and medical allowances will be governed by the rules of the State Govt., although these will be paid by the Authority. Govt. of Gujarat may also depute few other personnel to GCSRA at its discretion on similar arrangement.

### **4. Selection Process**

GCSRA will follow a rigorous selection process to select the most suitable candidates for every post. The selection process will be as follows.

Initial screening of the applications will be done through a recruitment screening software or through a screening test and three time the number of posts advertised or minimum of 5 will be short listed for further scrutiny per post. The second stage of scrutiny will consist of review of few specific assignments which are meant to assess the skill set of the candidate, group discussions and problem solving ability. Final stage will consist of personal interview where the selection Committee will consist of at least one external expert.

Scores obtained by individual candidates during initial screening stage will not be carried forward. The second stage will have 80 % weightage in the final ranking. The group discussion and personal interview process may be video recorded.

The references submitted by the candidates, in cases where prior experience is needed, will also be checked and efforts will be made to seek the opinion of last two employers, before a final decision is taken. The whole process is likely to be completed in 3-4 months' time.

### **5. Selection process for campus recruitment**

A video-conference based pre-placement presentation will be made to the interested students who are about to pass the final year of the Master's course in social development, followed by question & answer session. Interested students will be asked to take up a written assignment (first stage) of 3- 4 hours through which their research, analytical, presentation and language skills will be assessed.

The short-listed students will be asked to participate in personal interview during which the submission of written assignment (first stage) will also be discussed. The list of selected students will be declared immediately after the interview.

### **6. Remuneration & other benefits**

Base Monthly Remuneration (BMR), will be minimum at the beginning and will remain in the same band during the contract period. The annual increment after probation period will consist of maximum Performance Linked Incentive (PLI), the ceilings will apply uniformly to individual category and cannot be negotiated. The remuneration during training period will be BMR only.

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Present remuneration package is as follows:-

	Category-A+	Category-A	Category- B	Category-C
Base Monthly remuneration (Rs.) band	As approved by Governing Body	35000-65000	30000-45000	10000-25000
Maximum Annual Performance Linked Incentive	As approved by Governing Body	22 %	20%	18%
Life + Medical insurance Premium (Rs.)	As approved by Governing Body	10000	8000	8000

### 7. Training

During the contract period, a candidate will have to undergo pre-service training, exposure visits and any special training. These are compulsory.

Training period will be of minimum 6 months' duration in case of every fresh recruitment and can be extended for another period of 6 months. The candidate may be sent for a long term training programme during this period and every candidate is expected to pass the required tests within one year of appointment. Candidates whose medium of instruction in the qualifying examination was not Gujarati will have to pass Gujarati language examination based on standard 6 text book before they become eligible for confirmation.

Failure to complete the required training programme or clearing the tests during training period will result into automatic termination of the appointment.

### 8. Probation period

After successful completion of training, every newly appointed candidate will be put to at least one year of probation during which her/his performance, attitude and skill sets will be assessed periodically. The probation period can be extended for another year or less, if required. The appointment can be summarily terminated without assigning any reason during probation period in case GCSRA is of the view that further continuation of the person is not required. GCSRA will not be required to assign any reason while terminating the contract at this stage.

### 9. Preference to women candidates and those from disadvantaged communities

Authority is an equal opportunity employer and encourages Scheduled tribes, Scheduled Caste, Physically Handicapped, Other Backward Castes and women Candidates to apply. All things being equal, such candidates will be preferred. Authority may also decide to assign some weightage for such candidates during selection process.

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10. Performance evaluation will be quarterly and half-yearly.

11. Provident Fund will be extended as per the rules.

### **12. Termination of contract**

Stipulated notice period will have to be ensured or equivalent BMR will have to be paid by both the sides. However, in case of Authority terminating any contract, 15 days' BMR will be paid by the Society for every completed year of service in GCSRA.

Notice period will be as follows for different categories –

- a. Category- A+ : 3 months;
- b. Category- A : 3 months;
- c. Category- B : 2 months; and
- d. Category- C : 1 month

### **13. Age at which every contract will automatically terminate**

It will be 58 years unless otherwise specified. No contract can be extended or remain valid beyond this age. However, Governing Board can extend any contract for a maximum duration of 5 years beyond above age.

### **14. Signatory of contract**

CEO will be the authorized signatory for every service contract.

### **15. Discipline and corrective measures**

These will be governed by code of ethics of GCSRA and can be modified by the Governing Board from time to time.

### **16. Maximum entry level age**

Unless mentioned specifically, the age will be 30 years. In Addition to it, the number of years of minimum required experience can be added. Competent authority can allow recruitment of an exceptional candidate beyond the prescribed age at entry.

### **17. Remuneration**

The BMR for individual Categories of posts will be decided by the Governing Body and it can vary even within the individual category.

### **18. Travel related allowances**

Some of the applicable allowances for various categories of persons are as follows,

- a. Travelling allowance will consist of actual travel cost and a fixed daily allowance;  
and

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- b. Fixed travelling allowance by merging both the travel cost and daily allowance, up to Rs. 5000 per month, can be extended to the touring officers in order to encourage them to carry out extensive touring within the project area. Such officers will have to undertake fixed number of days of touring to become eligible for the FTA. No proof of actual cost incurred on travelling will required in such cases.

### 19. Insurance –

Sr. No.	Category	Medical Insurance	Life Insurance
1	A+	As approved by Governing Body	As approved by Governing Body
2	A	Rs. 4,00,000	Rs. 20,00,000
3	B	Rs. 2,00,000	Rs.10,00,000
4	C	Rs. 2,00,000	Rs.10,00,000

### 20. Reimbursement of phone bill –

Sr. No.	Category	Phone bill reimbursement (per month) upto
1	A+	Rs 800
2	A	Rs 800
3	B	Rs 700
4	C	Rs 600

21. Form of appointment will be a contract letter.

### 22. Admissible Leave

It will be casual leave of 2 Days for every completed two months and other leave of 1 day per completed month for all persons.

### 23. General job Analysis

Selected officers should be able to settle into the new job fast enough, should have adequate leadership and co-ordination abilities, self motivated and have excellent written and verbal communication ability. They are likely to be posted in the Head Office or in any of the districts where GCSRA has an interest. The job will entail at least 7 days' of field visits and considerable co-ordination with various Companies and district authorities.

Officers are expected to study the problem in which GCSRA is considering to intervene, analyse available literature, develop a working hypothesis and proposal, discuss them with the known experts and finalize the Inquiry Document and select the best partner through an open and

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transparent selection process. They are expected to ensure that required resources are available from GCSRA/ participating Companies to the ongoing projects, make regular field visits to assess the implementation and benefits by meeting every stakeholder. The Authority is also expected to carry out regular analysis of on-going projects and submit an analytical note, along with suggestions, to the Governing Board of GCSRA and also to the co-funding Companies.

SR. NO		CEO	PROJECT OFFICERS / JR. PROJECT OFFICERS
1	Essential Qualification	As decided by GCSRA	Master degree in Social Studies, Management.
2	Experience	At least 5 years at decision making level in Social Sector	No job experience in case of JPO. Minimum 2 years for others.
3	Desired Skill sets (General)	Strong analytical ability, computer skills and good command over Gujarati or English	
4	Desired skill sets (Specific)	<p>Must have shown some innovative or out of box approach in the past, good IT skills, must be able to carry out decisions independently, able to manage a diverse team and a large number of partners.</p> <p>In addition to the above, must have proven ability to organise and handle administrative functions in a medium size organization.</p>	<p>Good Expression and analytical skills, acumen to handle diverse set of stakeholders, management of projects and contracts, managing a team of professionals and good decision making ability, ability to ensure highest quality in projects, Good power of Expression and analytical skills, willing to travel extensively.</p>
5	Expected role	<p>a. Development of new initiatives, obtaining required approvals and funds, and implementing them</p> <p>b. Marketing of various initiatives among stakeholders</p> <p>c. Ensuring highest quality standards in organisation</p> <p>d. Identification of new partners for assessing funds or providing programme support</p> <p>e. Bringing new and effective evaluation methods to assess potential of clients</p> <p>f. Creating a pool of trained and effective implementing staff</p> <p>g. Carrying out audit, accounts, project management, Quality control and administrative</p>	<p>Same, as for CEO. However, the role will be limited to the verticals assigned.</p> <p>In addition to the above , they will be required to perform following tasks, depending on the vertical assigned-</p> <p>Conceptualisation and development of large outcome based projects, obtaining required approvals and funding from various sources and selection of suitable implementation partners;</p> <p>Identification of risks at various stages, development and implementation of risk mitigation strategy for every project, their review and evaluation; Developing a basket of CSR and PPP projects and</p>

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		<p>functions for the Authority</p> <p>h. Getting Evaluation and studies carried out by third parties</p> <p>i. Handling of activities like -</p> <p>i) Fund Management</p> <p>ii) Outsourcing, tendering including quality-cum-cost based selection of vendors wherever needed and supervision of their performance</p> <p>iii) Performance evaluation of team members</p> <p>iv) Publicity</p> <p>v) Documentation, reporting, website management, grievance redressal</p> <p>vi) Taking suitable action against non-or- poor- performing partners and staff members</p>	<p>their marketing; Networking for joint CSR projects, networking with other partners, adoption of best practices; Organising regular monitoring of on - going projects, their supervision and impact assessment and overall management of field units; maintenance of field infrastructure; monitoring the compliances by partners; Development of CSR policy for GCSRA; and documentation of successful initiatives.</p> <p>Development of monthly monitoring and reporting system, critical analysis of reports for their implementation status; Commissioning reviews and impact studies; Accounts , audits (both statutory and internal), fund management, utilisation certificates to donors, release of payments, safe keeping of important documents, delegation and accounts manual and statutory &amp; donor compliances; Procurement systems development, tendering, training of field implementers on procurement; Enhancing use of IT driven systems for project implementation and monitoring ; Development of guidelines, instructions, procedures and systems ; Organising external assessments and analysis ,quality monitoring of field units, inspection of field units, client profiling; organising training need assessment, training programmes and impact assessment of training programmes; and managing database and websites; public relations, corporate networking, marketing &amp; publicity; Recruitment of staff , performance evaluation of staff, disciplinary action against staff and monitoring of civil works programmes.</p>
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6	Key Result Area	<p>They will be –</p> <ul style="list-style-type: none"> <li>a. Variety of development programmes initiated;</li> <li>b. Ratio of properly trained staff;</li> <li>c. Extent of use of ICT</li> <li>d. Quality of infrastructure and its upkeep;</li> <li>e. Number of useful partnerships developed and retained;</li> <li>f. Timely finalisation of accounts and submission of utilisation certificates to donors;</li> <li>g. Frequency of Board and sub-committee meetings;</li> <li>h. Timely evaluation of performance of staff</li> <li>i. Carrying out timely audit, including internal audits</li> <li>j. Timely and effective grievance redressal</li> <li>k. Assessment of the projects that have achieved desired goals and outcomes</li> <li>l. Quality of outsourcing</li> <li>m. Timely and regular updating the website</li> <li>n. % of the staff time spent in field</li> <li>o. Amount spent on individual clients;</li> <li>p. Accuracy of budget projection</li> </ul>	<p>Same, as for CEO. However, the expected it will be limited to the vertical assigned.</p>
7	Reporting Officer	Chairperson	CEO
8	Touring requirement	At least 5 days per month	Minimum of 8 days per month
9	Major skills sets to be evaluated annually	Team management, networking skills, conflict resolution, development of systems, project management, basic understanding of accounts, planning & organising	Analytical, planning, monitoring, conflict resolution, computer, writing and presentation skills, touring performance.