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| First Quarter Report | July 222014 |
| Report of first quarter( April-June, 2014) submitted by HRD cell of SRIJAN | FQR-HRD, SRIJAN |

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# Recruitment and selection

## A: Campus recruitment

### Overview

Recruitment and selection process is an important function of HR cell in SRIJAN. Although the whole process is jointly implemented by leadership teams of field along with coordinated functions of HRD team but it is commonly perceived as core responsibility function of HR cell. In this regard, HR cell in SRIJAN, plays the preparatory ground like developing new tools, ways to attract students in colleges-PPT, movie, and creates enabling conditions for the RnS teams by ensuring all the logistics coordination done. Even after the process at campus, HR cell takes it over and does further correspondence to welcome the selected candidates in SRIJAN.

### Previous Experience

Each year, campus recruitment process starts with the onset of December and ends in March. Till last to last year, there used to be delay in speeding up with the recruitment plans to visit the colleges as the first recruiter of the season. The reason being, selection of RnS team was expected on roles of HRD team and we used to do it based on the availability of staff during that period. Due to this, sometimes, we lose good candidates also. Mostly availability of time of our RnS teams to visit college was not properly planned. At times, in order to follow the commitment to the college, sometimes, less experienced staff has also gone and resulting in bizarre. Neither the recruitment team was confident of process (lack orientation of tools) and nor the results were so good.

### Current Experience

Based on earlier experiences, this year, the plans was prepared well in advance, as the colleges were approached from the month of September-October and hence confirmation emails were done. The target was to cross maximum colleges (definitely touch new colleges too) and select max possible (if possible around 60, calculated as per requirements based on ABF worksheets), so we can at least drop some in initial stages and some will automatically drop( as per previous experiences of turnover ratio).

The opportunity to interact with all the team leaders in the month of December, was really helpful, the leadership group itself committed and suggested names of respective RnS teams along with dates. This actually eased our burden and later on, with deliberate coordination’s, all the recruitments were organized well. The meeting of December also gave us lot of feedback on changes in RnS tools, that was also reworked by me while lot more suggestions came in the meeting about how to enforce SRIJAN’s image and attract likeminded people, and we couldn’t focus more on this front this year but will definitely take up in next year’s plan.

HR cell also prepared the R&S tool kit for year 2014-15, which included revised test papers, new topics to GD and in-basket presentations. HR cell managed and coordinated the whole process of campus recruitment starting from approaching colleges to issuing appointment letter to candidates.

So far we have conducted R&S process in 22 colleges. They are : KSRM, XIMB, IIT Kharagpur, MANIIT Bhopal, IIFM Bhopal, XISS Ranchi, NIT-Jamshedpur, TISS Mumbai, TISS Tuljapur, Vamnicom Pune, AMU, GBPUAT, XIMJ, MNNIT, GBPSSI, NIT Jaipur, IRM Jaipur, OUAT, NIT Silchar, TISS Guwahati, NERIST, Assam university of Silchar , TERI and JNKVV. Students from Jamia were invited in lateral entry camp held in Delhi. **(Please see attached annexure 1 for detailed sheet on campus recruitment, including names to** teams, recruitment dates etc)

In some of the campuses like all the engineering colleges had a very good response and almost around 80 students appeared in the process and we had a good selection too but in case of management colleges except IIFM, the response wasn’t that good. Example- In XIMB- none of them showed interest as the priority was on banks and CSR with good packages. Similarly in Vamnicom pune, only one appeared while he wasn’t selected for later stage too. Comparatively, the response in social work colleges was also fair, as we were in the initial phase of campus recruitments. Due to such huge applications in engineering colleges, we are able to get best of the lot.

Compared to previous years, i found that this year, we had a mix of positive and negative too, in terms of preparation to attract the right candidates. One reason of good response was alumni visiting the campuses and sharing the positive experience and also the first year salary is still attractive in graduate colleges. As one of the important feedbacks to HR cell was related to updated presentation, hence, effort was made and some colleagues really appreciated and liked it while some said that it was difficult to manage, as they were not prepared for the same. Prezi was a great idea but needed good preparations and most of the teams weren’t able to.

We faced lot of difficulty in getting reports from RnS teams but after lot of follow up, finally people shared and are available with us now.

No exposure visit was conducted for the students of KSRM, IIT Kharagpur, IIFM Bhopal, XISS Ranchi, TISS Mumbai, TISS Tuljapur, XIMJ and TISS Guwahati students. While students from rest of the colleges went on 3 days of exposure visit before their final selection. We offered altogether 46 students from these colleges excluded JNKVV, NIT Silchar , NERIST, Assam university of Silchar ( Recruitment process not completed yet) . A batch of 13 students joined us on 1st May 2014. Out of 13, one has already left. A batch of 28 students is expected to join us on 1st July while a small batch of 5 students will join us on 15th July 2014.

Though earlier we offered compensations in three categories, Rs. 20, 000 per month as consultant, Rs. 25000 per month as Project Executive(Trainee) and Rs. 30, 000 per month as Project Executive(Trainee) for management graduates, a decision was taken in MC meeting and consultant category was removed and revised appointment letters were issued**. (Please see attached annexure 2 for detailed information on students selected, their compensations etc.)**

**Some important observations**

* A lot of effort was put in by HR team and recruitment team in the campus of IRM and NIT Jaipur. Despite the fact that recruitment team explained SRIJAN’s work and challenges in details , students of IRM created lots of problem during their exposure visit in Duni and one of them did not even turned up for exposure visit. Same is the case for NIT jaipur students, after investing lots of time in recruitment, confirmation for exposure visit they did not turned up for it. We need to decide whether we really want to invest our energy in such colleges in next campus.
* Students asked lots of questions related to logistics and final posting, salary. We need to communicate more clearly about some general norms, rules, knowledge related to these issues.
* SRIJAN movie, which we are showing in campuses need to be updated.

### Lessons Learnt for future

Every year, we try to work on the feedbacks but with new experiences, we get ample scope to improve the existing systems. Hence some important lessons for future could be-

1. As SRIJAN’S core HR function in recruitment is identification of skills that is desired in SRIJAN and link it with grooming process. Although our designed tests, checks the aptitude and analytical abilities (through mechanical tests) but our staff is not oriented properly to judge the attitudinal and leadership perspective, which cannot be checked through answers rather one has to invest time and understand the connectedness of the same.
2. To attract talent, internships are a very good idea and we need focus on the same. The tasks need to be structured and properly executed.
3. Some more modifications in presentation are needed like it should be more focussed on roles and vision, philosophy rather project details. If prezi is the format, then definitely orientation of the RnS team members on this. Salary and other details needs to be incorporated in the same.
4. More work on advertisement of SRIJAN, spread in colleges, before recruitment seasons. Orientation talk should be done. Highlight of Alumni’s case.
5. IN this year’s experience, i am also wondering whether we need to conduct exposure trips or not. I know they are invaluable to people, who come from different sector colleges, but then, should we use it only as an opportunity for them to see and decide or whether we continue with a process of final interview. Logistics wise, it is really getting difficult this year. We need serious discussion on this matter for future. It should be seriously considered by teams not implemented as an activity.

## B. lateral entry camps

During first quarter of this year we organized two lateral entry camps.

First lateral entry camp was organized on 19th April 2014. Total 16 candidates were invited, out of which 15 candidates attended the camp. 13 participants were Gandhi fellows. Final offer was made to 8 Gandhi fellows. Six of them accepted the offer. **(Please see annexure 3 for detailed report on lateral entry camp).**

Second lateral entry camp was organized on 4th June 2014. Invitations were sent to 15 candidates, out of which 11 candidates attended the camp. In this camp student from Jamia was also invited. Two candidates were shortlisted for exposure visit. Both the candidates are from Jamia. They have completed their exposure visit in Bundi. Their final interview needs to be scheduled after which only final offer will be made.

# CAPACITY BUILDING-

Human resource in SRIJAN is a key determinant of organization success and is often the “face” of SRIJAN to community and other stakeholders. Maintaining a well-trained, well-qualified workforce is a critical function of both HRD cell and program team as a whole.

To ensure regular up-dation of employees, capacity building is used as a tool in the field of community development to develop capabilities that create or direct action or change within a community. For this, various capacity enhancement programs have been done in first quarter of 2014. The brief description of each event is mentioned below-

|  |  |  |
| --- | --- | --- |
| Trainees Name | Location for Induction | College |
| Sudhir Kumar | Duni | KSRM |
| Anoop Kumar Mishra | Chhindwara | KSRM |
| Krushna Chandra  | Koriya | KSRM |
| Gaurav Kumar | Jaisinagar | IIT, Kharagpur |
| Asha Roseline Kujur | Chhindwara | IIFM |
| Achin Phulre | Chhindwara | IIFM |
| Anuj Bansal | Duni | IIFM |
| Nitish Shankar | Koriya | IIFM |
| Mamta Thapa  | Chhindwara | XISS |
| Shahzada Numan | Duni | XISS |
| Kumar Gaurav | Annuppur | XISS |
| Saurav Kumar | Duni | XIMJ |
| Divesh Chandra | Jaisinagar | XIMJ |

## INDUCTION PROGRAM 2014-2015

2.1 a) Orientation of New joiners- Two days orientation event was organized for the first batch of 2014 recruits at New Delhi from May 1st to May 2nd with an objective to-

* Develop an understanding about the SRIJAN and its work culture
* An insight of various programmes, structure and personnel policies
* Familiarizing them with organization and its people
* Clarity on their role and responsibility
* Sharing of Induction plan
* Addressing to trainees apprehensions

A total of 13 trainees from 5 esteemed institutes participated in the orientation. Through various modes- visual, group work, class-room teaching, oral presentation, etc. the trainees were made familiar with the organization and its culture. The feedback regarding the event was also collected from trainees so as to work on it and live up to the expectations for 2nd batch.

Anuj Bansal, a recruit from IIFM left within 2 months of joining. Divesh and Gaurav were shifted to Jaisinagar from their earlier location of induction due to immediate requirement of human resource at Jaisinagar.

Seven lateral entry camp recruits also joined in this quarter (in June) . HRD cell oriented them on their roles and responsibility. Five out of seven recruits were Gandhi fellows who after desk orientation were made to join directly to the location.

**2.1 b)** Leadership Workshop **of Team and Program Leaders-**Three days Leadership enrichment workshop for Team Leader and Program Leader was done in the month of

|  |  |
| --- | --- |
| Recruit |  |
| Recruit | Allocated Location |
| Meghna | Jaisinagar |
| Sanjay Jha | Korea |
| Laxman | Pali |
|  |  |
| Jyotipriam | Korea |
| Pratik | Pratapgarh |
| Karan | Pali |
| Biswanath | Delhi |

|  |  |
| --- | --- |
| Participant Name | Location |
| Stutilina Pal | Delhi |
| Rajesh Gupta | Jatara |
| Debashish Pradhan | Jatara |
| Mrinal | Korea |
| Mohsin Ansari | Niwai |
| Premnath | Bundi |

May. The workshop was co-facilitated by Mr. Tejinder Bhogal and Mrs. Namita Pandey. Total of 6 professionals participated in the workshop. However the participants expected were more than the participants actually attended. The shortfall in the attendance was due to their engagement in field interventions. Also no Program leader participated in it.

The workshop was organized with an objective to build the capacity of Team leader/ Program Leader to deal with their respective team; more specifically with the new inductees and to ensure their on-job training and grooming once they are on-board. Through various brain storming sessions and role play, team leaders were oriented to perform the dual character of mentor and monitor to trainees.

**2.1 c) Leadership workshops for Buddy-**This workshop has been postponed and will be done in third quarter of year as months of May and June are kharif season and most of our Professionals are busy with their field operations.

**2.1 d)** Preparation for Orientation event of Batch 2 and reflection cum classroom learning session of Batch 1**-**Orientation of batch 2 recruits will be done in first week of July for which the preparation will be done from 20th of June. Welcome kit has already been prepared. Total of 28 new recruits will be joining on 1st July. Discussion on schedule still needs to be done.

2.1 e) ISABS event, ensuring participation of team leader-Mr. Mohsin Ansari, Professional from Newai, Rajasthan participated in the 1st event organized by ISABS. However, report including his experience is still awaited. For 2nd round of event, Management Committee has proposed for TL of Jatara and Icchawar to participate in the event which will be organized in Mumbai from 25-27th July 2014.

## 2.2 Reflection/ Review event of trainees, Batch 2013-2014

2.2 a) Meet at Central place**-**Two days reflection workshop was organized for 2013-14 trainees on 5th and 6th June at New Delhi. Total of 14 Project executive (Trainees) participated in the workshop. The aim of the reflection exercise was to bring together all the trainees of last year on a common platform so as to reflect on their last one year of experience being in SRIJAN. Group discussions and presentation of one’s upcoming action plan for next financial year was also done.

This exercise was jointly facilitated by CEO, HRD cell, Program leaders from Bundi and Pali and Stuti. A detailed report on each individual is attached in Annexure.

# INTERNSHIP-

**4.1 a) Fill forms and send information across to colleges, individuals, responding to requests-**Whatsoever internship application was received was duly responded. Colleges such as Asansol Engineering College, IRMA, IIT Delhi also shared their forms which were dully filled and reverted. The colleges were shared with the topics of internship and terms and conditions offered by SRIJAN.

**4.1 b) Finalizing topics and freezing locations etc.-**The list of topics for internship developed in consensus with program teams was shared with the applicants. Once the applicants have selected the topic for internship, the same was shared to all team leaders and Program leader so as to freeze the intern they can accommodate at respective locations. A confirmation e-mail with details of intern including-

* name
* institute/ college
* academic detail
* topic for internship
* duration of internship

was send to all TL/PL to ensure their willingness. Similarly, an e- mail was dropped to every applicant mentioning the Internship terms and conditions, location and contact number of location coordinators. Regular contact through phone/e-mail has been made with interns to address their queries as well as to know about their travel plan.

Presently 23 applicants have been confirmed for internship out of which 4 interns have already completed their course, 18 are pursuing and 1 is still to start with her chosen topic from 25th June.

**4.1 c) Follow up to ensure proper coordination with field staff-**Multiple follow-ups are been done with team and interns regarding their experience during internship. Also team has been mailed to release the stipend on time once they have received the accomplishment of monthly work plan by intern. To make sure of the quality intact reports TLs are also giving feedback to interns.

Eg:

* Jitendra, Duni shared that Interns from AMU are very hardworking and performing well.
* Himanshu, Bundi finds Ankur from XIMJ dedicated and learner.
* Rajshree (an intern to Chhindwara) shared that she is enjoying her internship and is enthusiastic about the waadi program.

# Personnel Management

Following works were undertaken under personnel management in the first quarter of the year 2014-15

1. **Drafting of appointment letters**: Appointment letters were drafted, issued and a track of acceptance copies was kept for all the new Joiners.
2. **Drafting and issuing of salary increment letters**: Salary increment was due in the month of April for professional’s staff and also revision was made in accountant’s salary structure. All the letters were carefully drafted however not issued by HR cell as a decision was taken that letters will be issued at the field level only. Because team leaders and program leaders earlier did not have experience in drafting letters, these letters were sent to them along with salary structure to help them.
3. **HR data consolidation**: HR data is consolidated by the 10th of every month from the salary indents received. Practice was followed and HR data has been created for the month of April and May 2014. Sometimes data is not received from the locations, and because this month insurance of VRPs needs to be renewed, VRP HR data for May was collected from the field teams over phone and updated.
4. **Exit process management**: Overall management of exit process is done by HR cell. The procedure followed is as below :
* Exit documents are sent to the employee as soon as his/her resignation is accepted.
* After receiving exit document from the employee, documents are forwarded to account team in Delhi.
* Once the employee leaves the organization, his/her official id is deactivated.
* Follow up is done with accounts team and field teams for final settlement of employee.
* After making sure that there is no receivable from leaving employee, relieving certificate is drafted and sent to PLs or sometimes issued from Delhi office itself.
* In cases where organization is payable to employee, once accounts team confirm that final settlement cheque is ready , acknowledgment receipt is drafted and sent to employee.
* In cases where salary is payable to the organization, information of the same is given to employee and respected team. If employee is reluctant to pay money a short notice is given by PL to him/her.
* After receiving acknowledgment receipt from ex- employee, it is forwarded to accounts team and they deposit the money in their account.
* Soon after receiving acknowledgment receipt from employee, his/her experience certificate is drafted and sent to concern’s PL. Follow-up is done for receiving back from them and then it is issued or posted to the ex employee.

Left employee records are maintained in both hard copy and soft copy. Time to time turn over analysis is also done. **(Please see annexure 4 for updated left employee data and annexure 5 for turn over analysis.**

1. **Official id management:** It is ensured that official ids of all Joiners are created and ids of leaving employees are deleted.
2. **Preparation of salary sheet:** As a interface between HR cell and Account cell salary sheet is jointly prepared every month.
3. **PF register updating:** This is also done jointly by HR cell and Account cell.
4. **Preparation of salary sheet for trainees:** HR cell has started preparing salary sheet for trainees. For that HR cell has prepared salary indent format and sent to teams. Daily activity log format is also prepared by HR cell and sent to trainees. After receiving both formats along with weekly reports, HR cell prepare salary sheet and send it to account cell.
5. **Filing of records:** File management at Delhi office is taken care of by HR cell. Data of personnel, left employees, and summer interns is maintained in hard copies.
6. **Logistic management :** For all the HR events logistic is managed by HR cell