

**CHAPTER 4**  
**DATA ANALYSIS AND**  
**DISCUSSION**

## 4.1 Organizational level Analysis

Mentioned below is the overview of the profiles of DSOs taken under study including its basic information which is important from HR perspective. Data has been collected through mainly secondary sources and Organization profile checklist. Mentioned below are the categories based on which analysis is presented:

- Mode of registration of DSOs
- Sectors of Intervention
- Age of DSOs
- Employee strength of DSOs
- Age and Employee strength
- Mode of employment
- Geographical reach of DSOs
- Size of HR Department
- HR to employee ratio
- Annual budget of DSOs
- HR Policy manual
- Web Presence of DSOs
- Methods of recruitments used by DSOs

**Table 4.1.1: Mode of Registration**

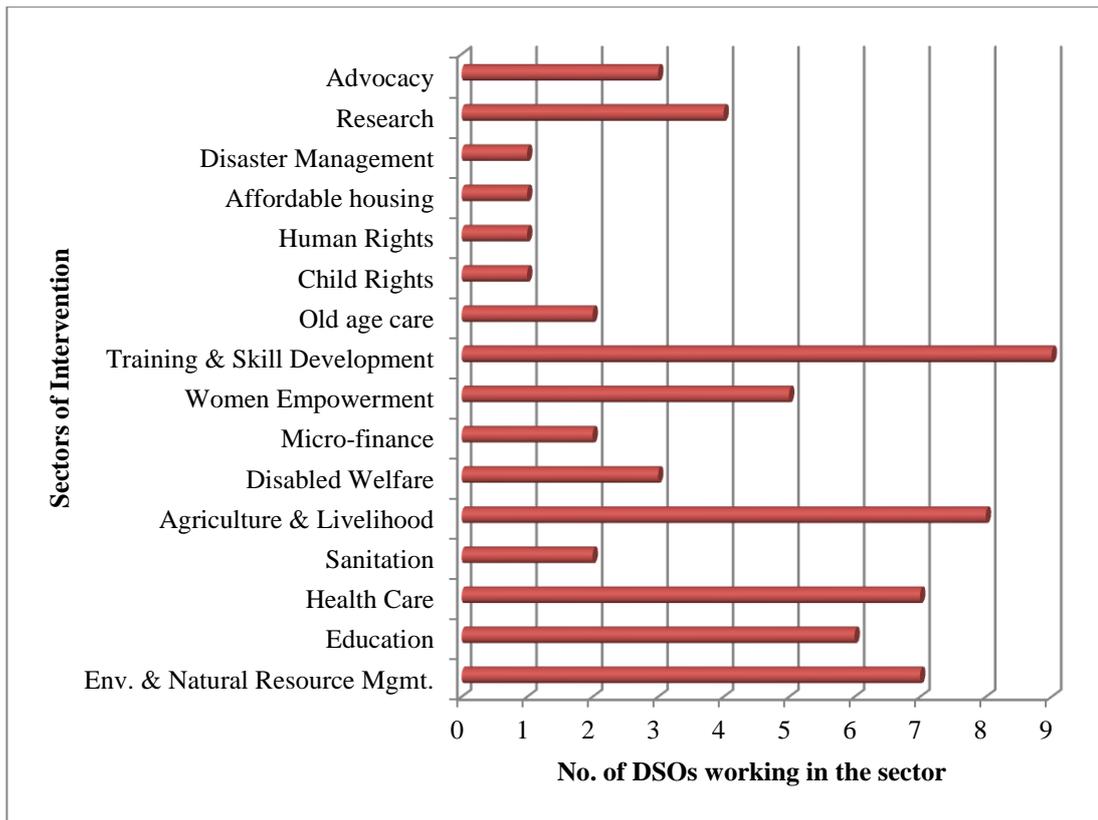
Sr. No.	Name of DSO	Mode of Registration	
		Bombay Public Trust Act, 1950	Registration of Societies Act, 1860
1	DSO1	√	
2	DSO2	√	
3	DSO3	√	
4	DSO4		√
5	DSO5	√	
6	DSO6	√	√
7	DSO7	√	
8	DSO8		√
9	DSO9	√	
10	DSO10	√	√
11	DSO11		√
12	DSO12	√	
13	DSO13		√
14	DSO14	√	√

Table 4.1.1 shows the list of DSOs covered and the law under which they are registered. Out of 14, 12 DSOs are registered either under Bombay Public Trust Act - 1950 or Registration of Societies Act - 1860. 2 of the DSOs are registered both as a Trust and as a Society. Both society and trusts have their own benefits and drawbacks in terms of overall governance and management of DSOs. As researcher hasn't found any relation of mode of registration with HR aspects, the purpose here is just to clarify the legal existence of the DSOs covered under study.

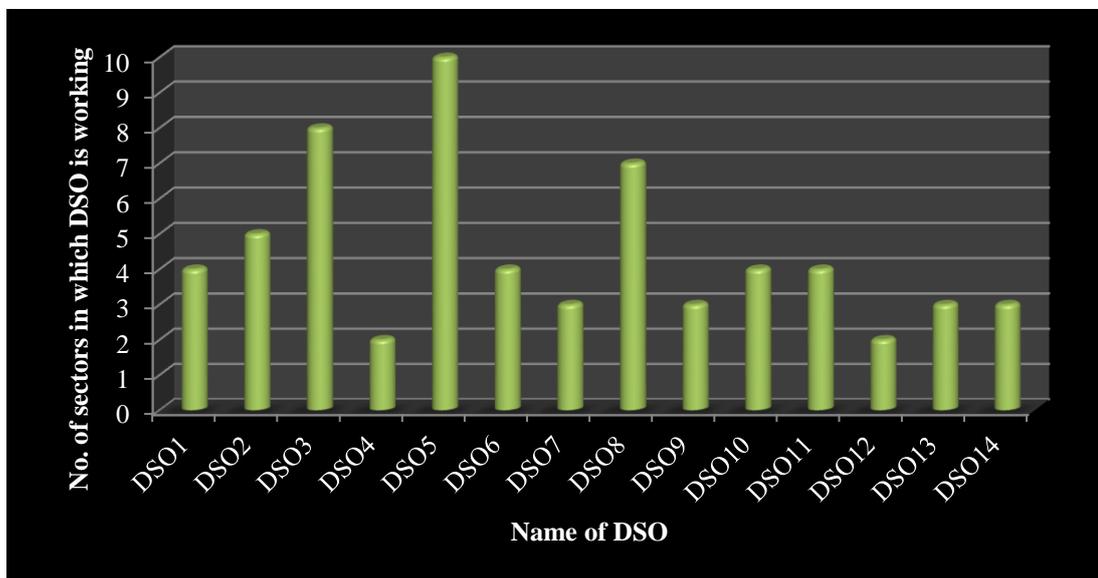
**Table 4.1.2: DSOs and sectors of intervention**

Sr. No.	Name of DSO	Env. & Natural Resource Mgmt.	Education	Health Care	Sanitation	Agriculture & Livelihood	Disabled Welfare	Micro-finance	Women Empowerment	Training & Skill Development	Old age care	Child Rights	Human Rights	Affordable housing	Disaster Management	Research	Advocacy
1	DSO1		√	√		√				√							
2	DSO2	√		√		√			√	√							
3	DSO3	√	√	√		√	√		√	√	√						
4	DSO4	√															√
5	DSO5		√	√	√	√		√	√	√		√	√	√			
6	DSO6						√			√						√	√
7	DSO7	√		√		√											
8	DSO8						√	√	√	√					√	√	√
9	DSO9	√				√				√							
10	DSO10		√	√	√				√								
11	DSO11		√	√		√					√						
12	DSO12									√						√	
13	DSO13	√	√													√	
14	DSO14	√				√				√							

Table 4.1.2 shows different 16 sectors of intervention in which the DSOs under study are working. As shown in Chart 4.1.1 the sector in which the most number of DSOs are working are Training & skill development (9 DSOs) followed by Agriculture & Livelihood (8 DSOs), Environment & Natural Resource Management and Health care (7 DSOs) and Education (6 DSOs). These are the five sectors which are considered to be of more importance for inclusive growth which leads to the highest amount of budget allocation in these sectors from government and other funding agencies. In terms of diversity of sectors of intervention, the range is between 2 to 10 as shown in Chart 4.1.2. DSO 5 seems to be the most diversified DSO in the group as it is working in 10 different sectors. DSO 3 and DSO 8 are also diversified up to a good extent as they are working in 8 and 7 different sectors of intervention respectively. DSO 4 and DSO 13 are the least diversified in the group.



**Chart 4.1.1.: DSOs and sectors of intervention**



**Chart 4.1.2: Sectoral diversity among DSOs**

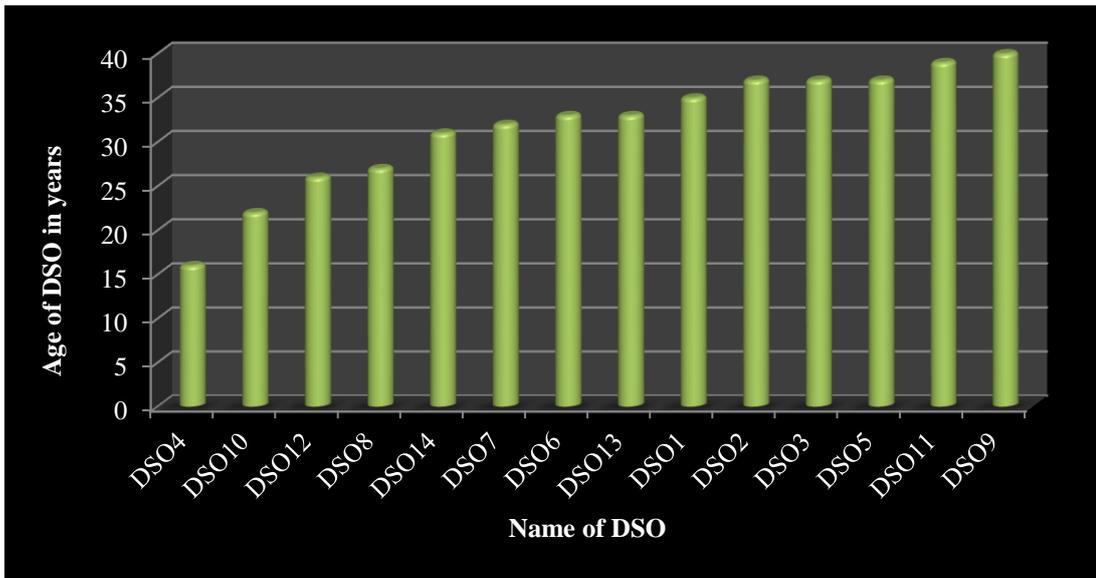
Regarding the fund flow from government, funding agencies and Corporate, there are different time phases where different sectors of intervention are considered to be of more importance. For example, there may be a phase of a few years when HIV-AIDS

is identified as an important area for fund allocation at international level and there may be another phase where the central government puts cleanliness and sanitation at forefront. Following such funding trends, DSOs also keep adding such sectors in to their portfolio. DSOs working in different sectors are different in terms of their nature of projects, locations, requirement of manpower, funding opportunities etc. Thus some of the HR challenges are sector specific. For example, the challenge of attracting and retaining medical professionals is common among DSOs working in rural healthcare. Similarly, the challenge of attracting and retaining professionals of agricultural science background is common for DSOs working in Agriculture & Livelihood sector.

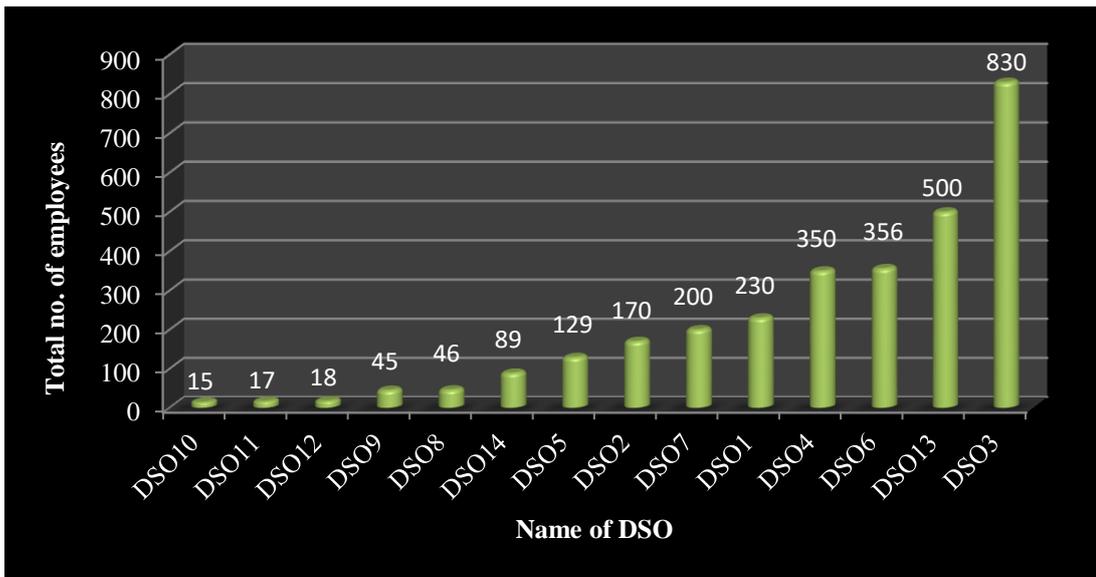
**Table 4.1.3: Organization age profile**

Sr. No.	Name of Organisation	Years of existence till 2017
1	DSO1	35
2	DSO2	37
3	DSO3	37
4	DSO4	16
5	DSO5	37
6	DSO6	33
7	DSO7	32
8	DSO8	27
9	DSO9	40
10	DSO10	22
11	DSO11	39
12	DSO12	26
13	DSO13	33
14	DSO14	31

Table 4.1.3 shows the age of the DSOs from the year of legal registration till 2017. As it is seen, the youngest DSO is 16 years old and the oldest is 40 years old. Majority of them (9 DSOs) have been operating since 30 or more years and only 4 of them are aging below 30 years. Chart 4.1.3 shows the graphical presentation of age distribution of DSOs.



**Chart 4.1.3: Age of DSOs in years**



**Chart 4.1.4: Employee strength of DSOs**

Chart 4.1.4 shows the total number of employees per DSO. The highest employee strength is 830 and the lowest is 15. Out of 14 DSOs, 5 have the employee strength between 200 to 500 and 3 of them have employee strength between 100 to 200, 5 of them have employee strength below 50 and 1 of them between 50 to 100. The sample which consists of DSOs with varying employee strength has helped the researcher to understand different types of HR challenges faced by them.

**Table 4.1.4: Age and Number of employees**

Sr. No.	Name of Organisation	Years of existence till 2017	Total no. of employees
1	DSO1	35	230
2	DSO2	37	170
3	DSO3	37	830
4	DSO4	16	350
5	DSO5	37	129
6	DSO6	33	356
7	DSO7	32	200
8	DSO8	27	46
9	DSO9	40	45
10	DSO10	22	15
11	DSO11	39	17
12	DSO12	26	18
13	DSO13	33	500
14	DSO14	31	89

Table 4.1.4 shows the age of the DSOs along with total number of employees. As it is seen, the oldest DSO in the list got registered 40 years ago still it has one of the lowest number of employees which is 45. On the other side the youngest DSO in the list got registered just 16 years ago, still it has employee strength of 350. As observed by researcher, growth of a DSO in terms of number of employees depends upon the overall growth and expansion in terms of covering larger population and larger geographical area, venturing in to new sectors, working with more funding partners, managing projects with higher budgets and so on. Whether a DSO is growing in these ways depend upon many internal and external factors such as:

- Organization's own philosophy about growth and expansion
- Leadership and vision of the founders and key decision makers
- Effectiveness of organization's intervention strategies towards various development areas
- Organization's ability to learn on continuous basis
- Financial stability of the organization
- Ability to identify and involve competent individuals at various levels of the organization

- Relationship dynamics with government and funding agencies
- Ability to understand the change in external environment and making internal changes accordingly; changes in economy, technology and social problems with time and ability of an organization to adjust and innovate
- Changes in government policies (e.g., mandatory CSR) and budget allocations towards various sectors of intervention

**Table 4.1.5: Mode of employment**

Name of Organisation	No. of employees			Percentage of employees	
	Total	On roll	On Contract	On roll	On contract
DSO1	230	0	230	0.00	100.00
DSO2	170	40	130	23.53	76.47
DSO3	830	700	130	84.34	15.66
DSO4	350	0	350	0.00	100.00
DSO5	129	22	107	17.05	82.95
DSO6	326	326	0	100.00	0.00
DSO7	200	150	50	75.00	25.00
DSO8	46	0	46	0.00	100.00
DSO9	45	10	35	22.22	77.78
DSO10	15	8	7	53.33	46.67
DSO11	17	15	2	88.24	11.76
DSO12	18	18	0	100.00	0.00
DSO13	500	100	400	20.00	80.00
DSO14	89	89	0	100.00	0.00

Table 4.1.5 shows the mode of employment in DSOs taken under study. In fact, while collecting this information, researcher found various sub categories as per different nature of employment in DSOs, for the sake of simplicity mode of employment has been divided in to two simple categories: ‘On roll’ and ‘On contract’ employees.

### ***On Roll***

On Roll employees are the ones who enjoy a permanent status of employment with the organization, are entitled to work till the retirement in normal circumstances. They

get benefits of well-defined salary scales, Dearness Allowance, House Rent Allowance, gradual yearly increment, social security benefits such as Provident fund, gratuity, leaves and other benefits as per the policy of the organization. These employees have job security which is likely to turn in to high degree of loyalty and long term association which is beneficial from HR perspective.

### ***On Contract***

On Contract employees are the ones who have been appointed for a limited period such as 6 months or 1 year or 3 years. After completion of the duration, they no longer remain an employee of the organization. Generally, they are given consolidated salary without any other benefits except mandatory Provident Fund. Their association with the organization could be continued further by renewing contract or signing a new contract but it depends on various factors such as extension of a project, suitable vacancy within the organization, work performance etc. These employees do not have long term job security within the organization thus they are likely to have lower degree of loyalty or ownership compared to on roll employees.

### ***Project based appointment***

Table 4.1.5 shows that half of the DSOs under study have higher number of ‘on contract’ employees than ‘on roll’ employees and the other half have vice versa. Different organizations have formed different modes of employment based on their nature of work, management style, funding patterns, organizational structures and past experience with different nature of appointments. In Development Sector Organizations, majority of work is ‘project based’ and the projects are by nature time bound which explains the contractual appointment of human resources. This is an accepted fact among people who are willing to work in this sector. Apart from this, if we observe young generation entering in to their professional life in development sector, they are as such not looking for a long term or lifelong association with a particular organization. Thus the short term contractual appointment is sufficient for them as far as they are satisfied with their pay and the nature of work. Thus contractual appointments do not become a very critical HR factor from this perspective. Although organizations which are working in multiple projects and sectors always try to retain good employees even after their project duration is over.

**Table 4.1.6: Geographical Reach of DSOs**

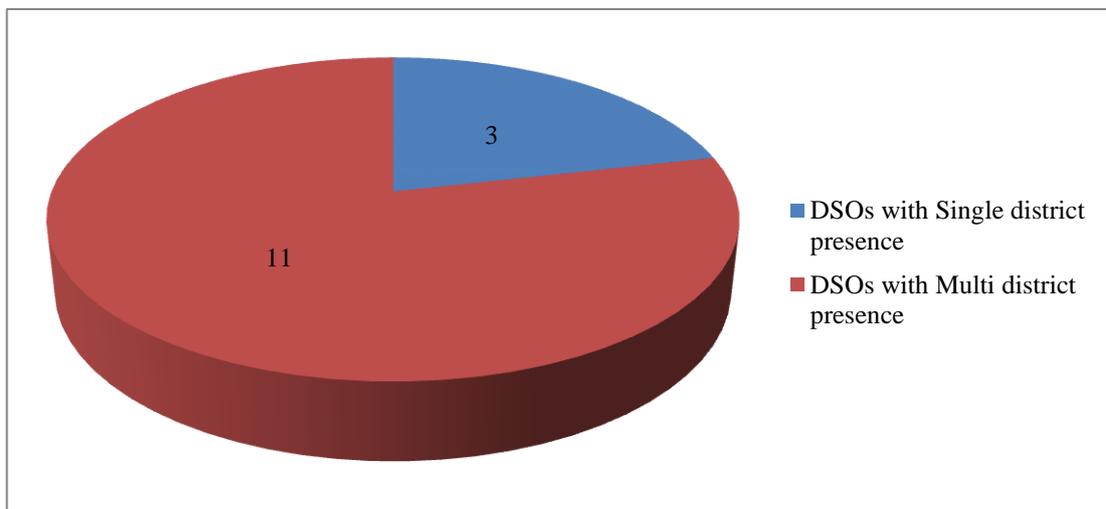
Name	Single district/ Multi district	Single state/Multi state	Years of existence till 2017	Total no. of employees
DSO1	Multi district	Single state	35	230
DSO2	Multi district	Single state	37	170
DSO3	Single district	Single state	37	830
DSO4	Multi district	Multi state	16	350
DSO5	Multi district	Multi state	37	129
DSO6	Multi district	Single state	33	356
DSO7	Multi district	Multi state	32	200
DSO8	Multi district	Single state	27	46
DSO9	Multi district	Single state	40	45
DSO10	Single district	Single state	22	15
DSO11	Single district	Single state	39	17
DSO12	Multi district	Multi state	26	18
DSO13	Multi district	Multi state	33	500
DSO14	Multi district	Multi state	31	89

Table 4.1.6 shows geographical reach of DSOs in terms of spread of their interventions in single/multi districts and single/ multi states. Here meaning of ‘reach’ is whether DSO has reached out to beneficiaries in a district or a state as a part of a project or whether it has opened a centre or an office in that area. Table also included age of the DSOs and their total employee strength. Out of 14, 11 DSOs are operating in more than one district and 3 of them have their operations in a single district only. Chart 4.1.5 shows the graphical presentation of the same. 8 DSOs are working in a single state while 6 of them have their operations in more than one states of India as shown in Chart 4.1.6.

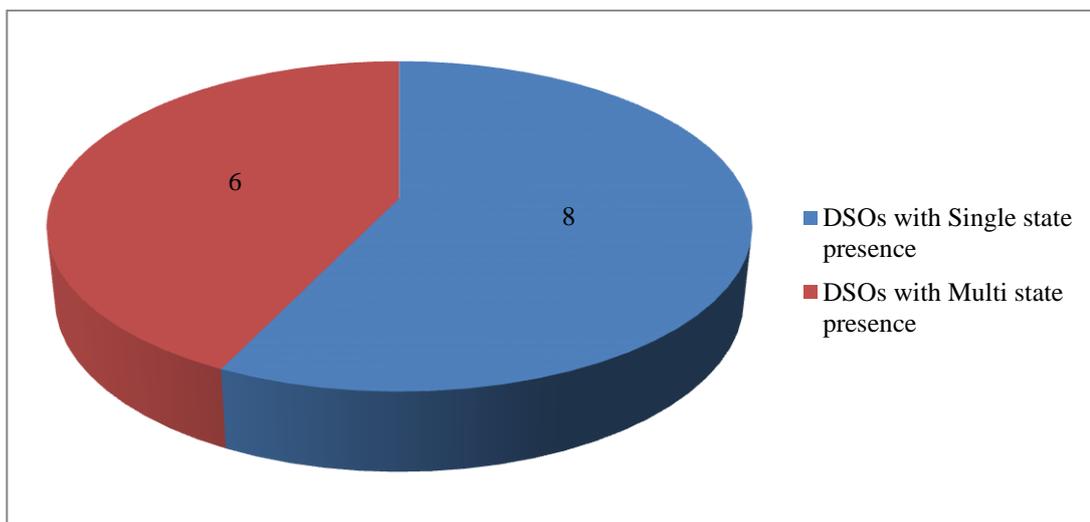
#### ***Geographical spread and employee strength***

In most of the cases, DSOs with multi district presence have more number of employees compared to those who have single district presence. Though there is one exception. The DSO with the highest number of employees in the list has an official presence in a single district only but its nature of intervention is in the field of health where beneficiaries from various districts and also from the other states ‘reach out’ to the DSO for availing its facilities available at a single location. Thus in a way it also

becomes an organization with multi-district and multi-state presence. The extent to which a DSO spreads its geographical coverage depends upon many factors such as organizational strategy, vision, nature of intervention, availability of funds, leadership etc. For example, two DSOs may be working in health sector but one of them may have a large hospital set up in tribal area and another may be using mobile medical units to reach out to various villages or districts. There may be a DSO who would take 25 years to make a substantial difference in agriculture and livelihood in selected 2 to 3 districts while in the same duration another DSO working on microfinance may reach out to multiple states.



**Chart 4.1.5: Single district/Multi district presence of DSOs**



**Chart 4.1.6: Single State/Multi State presence of DSOs**

**Table 4.1.7: HR Department and HR to employee ratio**

Name of Organisation	Total No. of employees	HR department Exists or Not	No. of Staff members in HR	HR to Employee Ratio
DSO1	230	Yes	3	1.30
DSO2	170	Yes	3	1.76
DSO3	830	Yes	2	0.24
DSO4	350	No	NA	0.00
DSO5	129	No	2	1.55
DSO6	326	No	1	0.31
DSO7	200	Yes	3	1.50
DSO8	46	No	NA	0.00
DSO9	45	No	NA	0.00
DSO10	15	No	NA	0.00
DSO11	17	No	NA	0.00
DSO12	18	No	NA	0.00
DSO13	500	Yes	8	1.60
DSO14	89	No	NA	0.00

Table 4.1.7 shows that only 5 out of 14 DSOs have separate HR department in the organization. In other DSOs, people working in administration department are taking care of HR responsibilities also along with their other duties. One of the DSOs which have more than 300 employees have only one person taking care of HR though there is no separate department for the same. Fourth column shows number of staff members in HR in DSOs where HR department or HR manager are there. The last column shows HR to employee ratio which shows the number on HR staff per 100 employees. The formula used is mentioned below:

$$\text{HR to employee ratio} = 100 * \text{No. of staff in HR} / \text{Total no. of employees}$$

Among the DSOs under study the ratio ranges from 0 to 1.76. Among the DSOs which has minimum 1 HR person the highest ratio is 1.76 while the lowest is 0.24. As the table shows, the DSOs which have an HR department have employee size at least above 150.

As observed by researcher DSOs having employee size below 50 don't feel the necessity or rather don't have resources to allocate a separate position for HR. Once the number reaches around 100, organizations start thinking in terms of this necessity. During the inquiry, 2 DSO officials shared that they were 'planning to' set up an HR department soon. One of them had employee size of below 100 and the other had over 300. HR managers of 2 DSOs shared that they wanted to expand the HR team as per the growing number of employees and they were trying to persuade management for the same. Along with the employee strength, size of the HR department depends upon many factors such as financial provision, approach of senior management towards significance of HR, organizational structure (centralized or decentralized), geographical spread of the organization, nature of projects, nature of required workforce etc.

**Table 4.1.8: Annual budget of DSOs**

Sr. No.	Name of Organisation	Annual budget in terms of expenditure in 2015-16 (Crores)	Total No. of employees
1	DSO1	11.29	230
2	DSO2	18.28	170
3	DSO3	38.26	830
4	DSO4	25.74	350
5	DSO5	5.11	129
6	DSO6	20.97	326
7	DSO7	4.88	200
8	DSO8	3.06	46
9	DSO9	9.8	45
10	DSO10	2	15
11	DSO11	2.55	17
12	DSO12	2.95	18
13	DSO13	42.67	500
14	DSO14	62.84	89

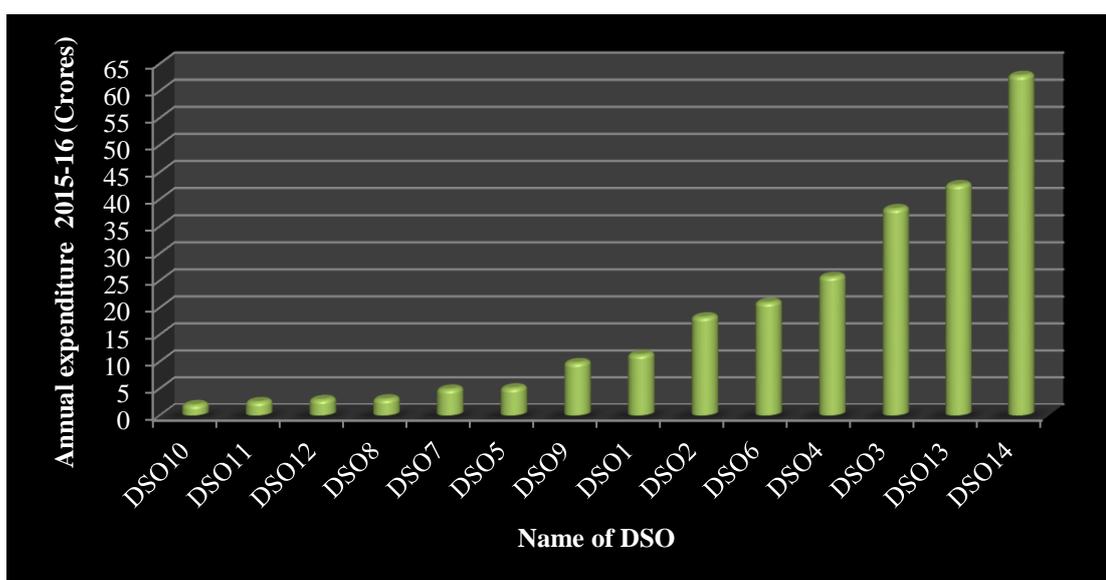
(Source: Annual Reports of 2015-16 of respective organizations)

Table 4.1.8 shows the annual budget of DSOs in crores in financial year 2015-16. The amount of annual expenditure ranges from 2 crores to 38.26 crores. Half of the DSOs under study have annual budget below 10 crores. From the other half, 2 of them have

annual budget between 11 to 20 crores, 3 of them between 20 to 40 crores, 1 of them between 40 to 50 crores and 1 DSO has annual budget above 60 crores. Chart 4.1.7 shows the graphical presentation of the annual budgets of DSOs. The amount of budget gives idea about the scale of their operations. The table also shows the total number of employees in DSOs. Generally, along with the budget the likelihood of involving more human resources also increases which further requires robust HR systems and policies, though there are some exceptions. In the list, the DSO having the highest annual budget doesn't have one of the highest numbers of employees. The annual expenditure also depends upon the nature of projects. For example, the DSOs involved in infrastructure development projects, incur higher costs without necessarily involving higher number of full time staff.

### *Implications of policy climate*

The budget primarily depends upon the funding patterns from government, international funding agencies and corporate in the areas in which a particular DSO is working. 3 DSOs working in the same district were observed to be significantly affected by stoppage of funds from Ford Foundation - a reputed international funding agency due to policy climate in India after formation of new government in 2014. These DSOs had a very few projects in hand and had to let go a good number of staff due to their inability to accommodate them.



**Chart 4.1.7: Annual Expenditure of DSOs**

**Table 4.1.9: HR Policy manual**

<b>Sr. No.</b>	<b>Name of Organisation</b>	<b>Whether there is an HR policy manual</b>
1	DSO1	Yes
2	DSO2	Yes
3	DSO3	No
4	DSO4	Yes
5	DSO5	Yes
6	DSO6	Yes
7	DSO7	Yes
8	DSO8	Yes
9	DSO9	No
10	DSO10	No
11	DSO11	No
12	DSO12	No
13	DSO13	Yes
14	DSO14	Yes

Table 4.1.9 shows that out of 14 DSOs under study, 9 of them have HR policy manual which includes various HR policies, procedures and formats. DSOs were observed to be using various terms such as Policy manual, Handbook, Service Rules, List of SOPs etc. 2 of the DSOs have got ISO certification due to which they have been observed to have more systematic and detailed documentation of various processes including HR aspects in order to maintain Quality Management System.

There was one DSO under study which had employee size above 300 but the HR manual was observed to be quite outdated which was prepared more than 15 years ago and only in local language. On the other side one of the DSOs which had employee size under 50 but still the HR policy manual was well documented and also uploaded on their website. It is observed that, more than the employee strength of the organization, documentation of HR policies depends upon up to what extent HR is perceived as an important aspect in eyes of the key decision makers of DSOs.

### ***Need for Confidentiality***

Although most of the DSOs keep HR policies confidential and do not keep it accessible for people at large, there was one DSO under study which has uploaded the ‘Staff Service Regulations’ on their website which can be accessed by anyone and not only their employees. It includes all policies, procedures and rules related to HR and administration including the salary scales and performance appraisal process. Such gesture shows the level of transparency within the organization. When such policies are made clearly accessible and more importantly ‘visible’, it establishes clarity not only among existing employees but also among the potential employees who are gaining knowledge about the organization through its website.

### ***Importance of Transparency***

There is a need to ponder over the need for ‘confidentiality’ when it comes to HR policies and procedures. If Organization has some innovative HR policies or practices which are quite innovative or unique in nature and keeping them confidential helps it to maintain ‘competitive advantage’ among other players in same sector, it justifies the reason for keeping it confidential. It also makes sense when organizations keep the personnel information of employees confidential. But apart from that, it is always preferable to keep the HR policies openly accessible and visible first to the existing employees and then to the potential employees.

As per the criteria of some of the accreditation agencies, DSOs have already started publishing details such as staff salary, amount of salary of highest paid and lowest paid employees of the organization, salaries of Directors, CEOs etc. in their annual report. Making HR policies accessible will be one more gesture through which DSOs will actually be able to put their value of ‘transparency’ in to practice. It could also help in enhancing image of the organization among both internal and external stakeholders.

**Table 4.1.10: Web Presence**

Sr. No.	Name of Organisation	Whether organization has a website	If Yes, is there a page related to 'Career' or 'Opportunities'
1	DSO1	Yes	Yes
2	DSO2	Yes	Yes
3	DSO3	Yes	Yes
4	DSO4	Yes	Yes
5	DSO5	Yes	Yes
6	DSO6	Yes	No
7	DSO7	Yes	Yes
8	DSO8	Yes	No
9	DSO9	Yes	Yes
10	DSO10	No	No
11	DSO11	Yes	No
12	DSO12	Yes	No
13	DSO13	Yes	Yes
14	DSO14	Yes	No

As shown in Table 4.1.10, except one all other DSOs taken under study have their website. It is recognised by DSOs that in the digital era, it is important to have a web presence in order to be visible to all existing or potential stakeholders of the organization. The quality of the website differs from organization to organization. Some of them are quite attractive and rich in content, on the other hand, some of them need to improve alot in order to create a positive image among the viewers. Researcher has observed three of the DSOs changing the entire design and look of their websites during the course of this study itself. This shows that DSOs have started giving more emphasis on their web presence and visibility.

***Significance of web presence from HR perspective***

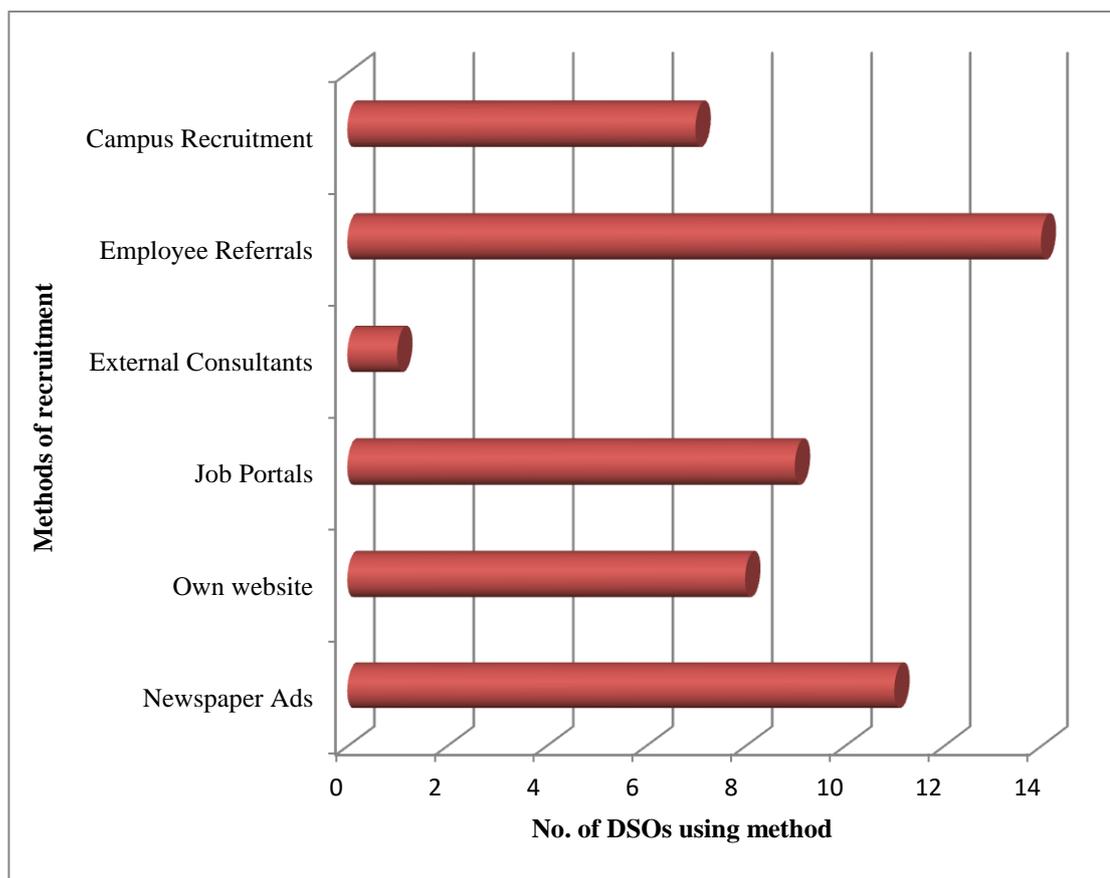
From HR perspective, a well-designed website with a rich content becomes an important tool for attracting individuals and institutions which could lead to enrich Human Resource supply for a DSO. It is also important to have a separate page and a visible tab for 'Career'/'Opportunities' so that individuals could explore the possibilities of joining as an employee or a volunteer or as an intern. Though

according to Table 4.1.9, there are only 8 DSOs out of 14 which have a separate page for the same. Among the DSOs which have a separate page for Careers, some of them have mentioned Current Openings with a clear job profile and requirements for different positions. They also have specific criteria and alternatives for volunteering and internship which clarifies the expectations of the organization from candidates. A few of them have added content on the Career page which is meant to attract potential candidates. For example, phrases such as ‘Join our dynamic team’, ‘Looking for change makers’ could be more appealing to young job seekers along with posting job vacancies, though only 3 DSOs from the list were observed to be using such web content which is specifically targeted to job seekers. One of the DSO was also found to have a blog on which interns and volunteers shared their experience of working with the organizations. Such content could also work well to attract youth to associate with the DSOs in various ways.

**Table 4.1.11: DSOs and methods of recruitment**

Sr. No.	Name of DSO	Newspaper Ads	Own website	Job Portals	External Consultants	Employee Referrals	Campus Recruitment
1	DSO1	√	√	√	√	√	√
2	DSO2	√	√	√		√	√
3	DSO3	√	√			√	
4	DSO4		√	√		√	√
5	DSO5		√			√	√
6	DSO6	√		√		√	
7	DSO7	√	√			√	
8	DSO8	√		√		√	
9	DSO9	√	√	√		√	√
10	DSO10					√	
11	DSO11	√				√	
12	DSO12	√		√		√	
13	DSO13	√	√	√		√	√
14	DSO14	√		√		√	√

Table 4.1.11 shows different methods used by DSOs for recruitment. The same is represented in graphical form in Chart 4.1.8. Employee Referrals is the method used by all the DSOs under study. It acts as a cost effective and reliable method as shared by all DSOs. Ideally field based positions need to be filled up by those people who belong to the community and thus have better understanding of grass root realities. Such people are best found through internal employee networks or from the groups of beneficiaries itself. Even for administrative or managerial positions, the referral method works well for DSOs as it is cost effective and reliable most of the time. This method saves cost for advertisement and also saves time. As the candidate is known to one of the persons in network, the process of checking the background and reliability of the person also becomes faster. Along with that most of the DSOs also use newspaper advertisements for vacancy announcement.



**Chart 4.1.8: Methods of recruitment used by DSOs**

One of the respondents from a small size DSO shared that they use newspaper as only when referral method is not feasible for a particular vacancy and there is a budget allocated for the same. One of the DSOs shared a bitter experience with using newspaper ad when they received plenty of irrelevant resumes for one vacancy announcement in newspaper. This led to a lot of wastage of time for scrutinising the suitable resumes and shortlisting.

One of the DSO working on public health also gives vacancy advertisement in popular medical journals for attracting medical professionals. 8 DSOs from the list use their own websites to announce vacancies and to invite applications. A few of them have Social Media presence also but it doesn't become an important tool for recruitment purpose. 9 DSOs from the list use Job portals for recruitment. Most popular ones are Naukri.com and DevNetJobs.com. Only 1 DSO from the list was found to be using service of external consultants for recruitment. One of the DSOs was also observed to be outsourcing activities such as large scale data collection. There are some contractors who provide such services, though some of them were found to be manipulating with data. Half of the DSOs were also found to be associated with educational institutions for campus recruitment. They reach out to the campuses of institutions offering courses of Social work, rural management, agriculture science etc. as per the requirements in projects. Most of the DSO managers who are involved in recruitment have shared their dissatisfaction towards the quality of candidates in terms of their conceptual clarity and attitude. Many of them have given opinion that there is a huge gap between inputs given by educational institutes to the candidates and job requirements in development sector. Along with the conceptual understanding and skills requirement, fresh pass outs have also found to be lacking in the right kind of attitude required for working in development sector as shared by many of the respondents involved in hiring from campus. Along with that campus hires are the ones who have been found to be changing their jobs quite frequently.

## **CASE STUDIES**

Mentioned below are the case studies of 11 different DSOs taken under study. Each case study tells a separate story about the DSO and its HR challenges in organizational and environmental context. Mentioned below is the structure of a case study:

### **Structure of a case study**

#### **About Organization**

- Origin, background, legal existence and brief introduction of DSO
- Vision, mission, goals/objectives

#### **Nature of work**

- Sectors of intervention (Health, Education, Livelihood etc.)
- Reach (Geographical spread, beneficiaries reached etc.)
- Accreditations
- Awards and recognition

#### **HR Department and Employee Strength**

- Total number of employees and its break in terms of modes of appointment, gender, level in hierarchy etc.
- Details of whether there is a separate HR department, role divisions within HR department
- Details of documented policies and procedures related to HR

#### **HR systems: Current status and challenges as shared by respondents**

##### Recruitment and Selection

- Methods used for recruitment and selection, their effectiveness, challenges in filling up positions, identifying appropriate candidates etc.
- Current status of web presence of the organization including qualitative review of website and its usage for HR purpose, presence of organization on social media etc.

### Induction

- Details of induction/orientation program conducted by DSO, its components, duration etc.

### Training & Development

- Policy, procedure related to training, methods of identifying training needs, nature of trainings, areas of training needs at various levels, challenges in organizing and conducting training programs, resource constraints etc.

### Remuneration and Benefits

- Policies and procedures related to remuneration, salary structures, other benefits and allowances

### Career Development

- Ways in which DSO provides career path and growth opportunities to its employees, examples of current employees who have grown within organization
- Views of employees about the extent to which organization provides long term job security

### Performance management

- Processes for goal setting, annual performance appraisal, criteria of evaluation, basis of increments
- Views of employees towards performance management system
- Mechanisms for rewarding exceptional performers

### Work culture

- Observations about physical working environment, review of policies and procedures to maintain a good work culture
- Views of employees related to team work, decision making process, alignment of work culture with the vision and philosophy
- Nature of grievances and process of handling them

### Employee Retention

- Annual employee turnover, perception of respondents about employee retention
- Factors affecting turnover, trends in employee turnover
- Efforts by organization to retain employees for longer time

### **Future HR needs**

- HR needs of DSO as per the growth plan and environmental factors, future manpower
- Requirement, plans for strengthening HR by developing policies, systems etc.

### **Discussion**

- Peculiar responses by employees along with observations by researcher related to HR aspects.
- Highlighting specific strengths, weaknesses and challenges of the DSO with respect to HR

### **Suggested strategies**

- Strategies suggested by researcher in relation to the specific HR challenges faced by the DSO considered for case study
- These strategies are brief and organization specific. Detailed strategies considering a wide range of HR challenges faced by various types of DSOs are presented in Chapter 5.

### ***Confidentiality***

It is important to note that real names of DSOs have been replaced with names such as 'DSO 1, DSO 2...DSO 14' for maintaining confidentiality. All other data has been used as actual based on the official documents and responses by DSO employees.

## 4.2 CASE STUDIES

### CASE STUDY 1: DSO 1

#### **About organization**

DSO1 is a Corporate Social Responsibility of a prestigious corporate house involved in manufacturing of chemicals which was initiated in 1982 by an eminent industrialist, with a vision of providing health care facilities to the families of workers and local communities living in the industrial area of Nandesari near Vadodara. The Foundation has evolved over the period into a leading non-profit civil society in Gujarat and has expanded its services nationwide with branch offices in Pune, Roha and Taloja in Maharashtra, Hyderabad in Telengana, Indore in Madhya Pradesh and New Delhi. The Foundation and its activities are collaborated with communities, government, national and international non-profit organization, research and academic institutions, and networks of civil society organizations (CSOs), including corporate sector.

#### Vision

*“Empowering underprivileged communities to ensure holistic development, economic stability and a life of dignity”*

#### Mission

*“By creating a socially inclusive and sustainable environment among the underprivileged communities by providing healthcare, education, capacity building and livelihood opportunities, we envisage a world free of distress, disease, deprivation, exploitation and subjugation, ensuring the overall well-being of the family, society and community”*

#### Goal

*“The overall goal of foundation is to empower women by providing healthcare and livelihood opportunities in order to improve maternal and child healthcare, reduce poverty and build capacity in the areas of public health and livelihood promotion”*

## **Nature of work**

### Sectors of intervention

DSO1 is involved in following sectors mainly:

- Health care delivery
- Training and capacity building
- Sustainable livelihood
- Pre-school education
- CSR Consultancy

### Reach

- It operates in 5 states of India including Gujarat
- It served more than 3,00,000 beneficiaries through various development activities from urban slums, rural and tribal areas in the year 2015-16

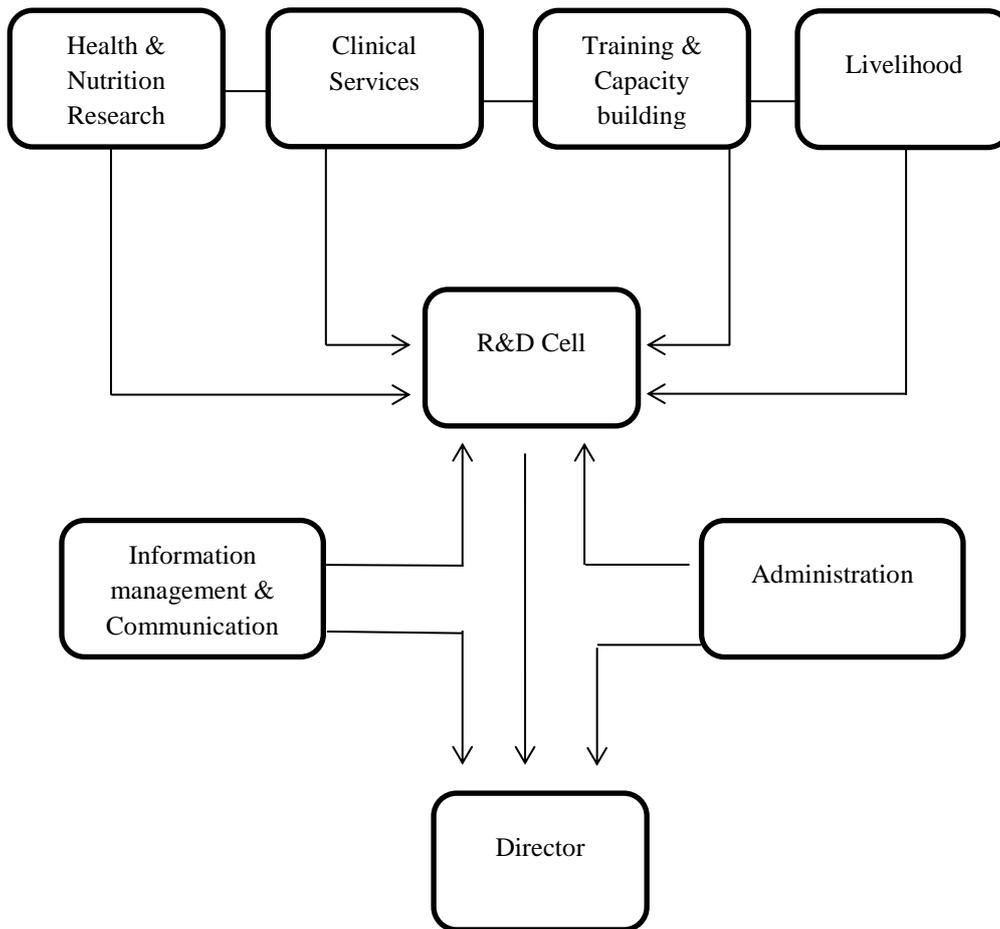
### Accreditations

- Credibility Alliance
- Certified ISO 9001:2008 organization

### Awards and recognition

The organisation has been recognised for development activities undertaken in tribal villages of Chhotaudepur District, has been selected as one of the best practices in tribal areas. It has also got recognition in good practices across the globe and many more. It has been awarded with World bank awards innovative projects in 2009, "first citizen" contest 2010- American Center, Mumbai, women deliver award in 2010, FICCI corporate social responsibility award for the year 2011-12, NSI award, INDIACSR community initiative award in 2014, The Japanese award for most innovative development project (MIDP) in the same year and more.

### Organization Structure



(Source: Annual Report 2015-16, DSO 1)

**Figure 4.2.1: Organization Structure of DSO 1**

### HR department and employee strength

#### Employee Strength

Mentioned below is the number of employees of the organization and break up of male and female. It can be seen that organization gives preference to females in providing employment.

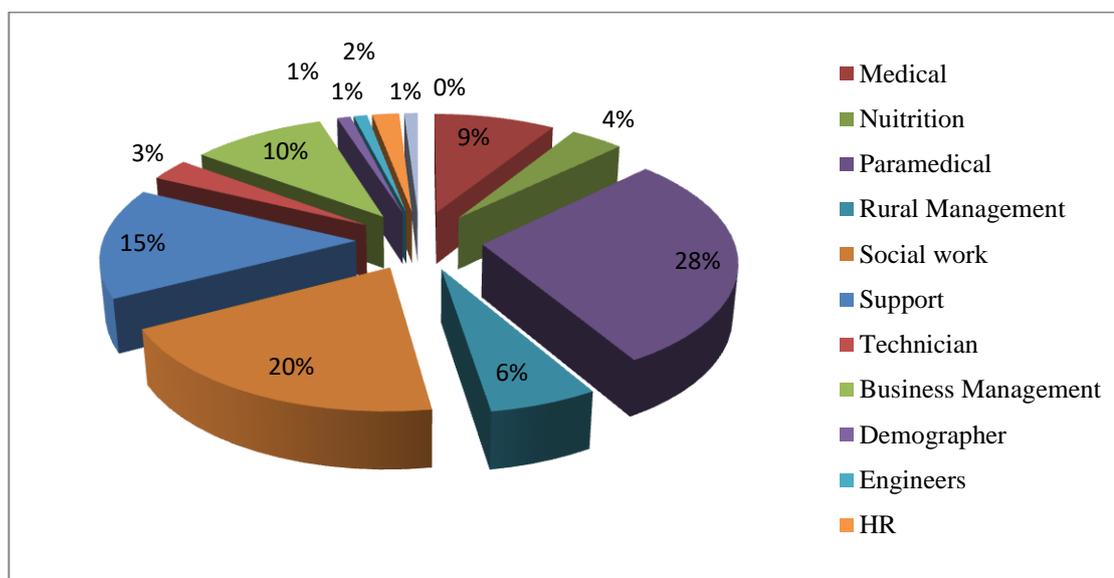
**Table 4.2.1: Employee strength (DSO 1)**

Total No. of Employees	Male	Female
249	120	129

(Source: Annual Report 2015-16, DSO 1)

## Employee Diversity

Following chart shows the percentage wise break-up of the employees of different specializations and background. It gives idea about the wide range of Human Resource requirements. Employees in paramedical, social work and support group make up more than 60% of the total employee strength.



(Source: Annual Report 2015-16, DSO 1)

**Chart 4.2.1: Employee Diversity (DSO 1)**

## Years of service of employees

**Table 4.2.2: Years of service of employees (DSO 1)**

Years of service	Number of employees
< 5 years	129
5-10 years	54
10-20 years	44
>20 years	22
	<b>Total: 249</b>

(Source: Annual Report 2015-16, DSO 1)

## Age of employees

**Table 4.2.3: Age of employees (DSO 1)**

Age group	Count
20-29 years	104
30-39 years	83
40-49 years	45
50-59 years	11
60+ years	6
	<b>Total: 249</b>

(Source: Annual Report 2015-16, DSO 1)

## HR Department

The organization has a separate HR department. At the time of the data collection, HR department had 3 members. The position of the Head of the Department for HR department was vacant. Organization has an HR policy manual which consists of policies and procedures related to following aspects:

- Overtime
- Maternity leave
- Anti-theft policy
- Leave
- Policy to maintain data confidentiality
- Recruitment & Selection
- Recruitment of persons with disability
- Terms of Employment
- Induction
- Performance appraisal and increment
- Performance incentive
- Employee recognition
- Student Placement
- Constructive disciplinary policy
- HIV/AIDS policy
- Training and Development
- Prevention of sexual harassment

- Disciplinary action
- Relieving process

## **HR systems: Current status and challenges as shared by respondents**

### Recruitment and Selection

As the organization is quite diversified in terms of sectors of intervention, they need to hire people from a wide range of qualifications from unskilled workers to specialist doctors. 'Word of mouth' works out very well in terms of filling up positions. External consultants are used often, especially for hiring people in medical field. At times advertisements are also given in medical journals. For recruitment through newspaper ads, local newspapers have been observed as more effective compared to National newspapers. Devnetjobs.com and Naukri.com portals are also used for targeting appropriate candidates. Organization also goes for campus recruitment in the institutions offering courses in Social work, Human Development and Family studies, Nutrition, health management, rural management etc. Organization follow ISO format where there is a requisition form filled up by the concerned department and the form includes the details whether there is a need for new recruitment or a replacement, unique code of the project etc.

As shared by most of the respondents, recruitment comes out as a major HR challenge. A major difficulty is getting people in medical field. Doctors are difficult to get as the allocated budget for the projects is fixed, it's difficult to give competitive salaries to doctors, also difficult to convince them to work in rural/tribal area. Similarly, nurses, admin persons also are not ready to work in interior areas or polluted areas. People with media and communication background are very difficult to get as their fees are very high and do not fit in to budgets. Salary constraint also affects in other posts even for the posts such as counsellor. In such cases organization has to compromise on the qualification of the candidate.

It also becomes difficult to get people who are based and grown up in urban set ups, people with good communication skills in dual language. Young people want glamour; do not want to work in periphery. Organization gives preference to females. Many females have fear skepticism to work in NGO sector, to go in remote areas. In terms of availability of graduates, Candidates have superficial knowledge, misplaced

notion of social development issues and lack of knowledge of contemporary issues. They have more of bookish knowledge and less of practical knowledge.

### *Web Presence*

DSO1 has a well-designed website which is visually appealing. It also has a 'Career' page which includes all required details about the current openings with the organization. The page also includes details about Internship and Volunteer Opportunities.

### Induction

Induction program is for 2 days, generally done in batches of 15-20 people, new recruits are taken to various centres of organisations and communities where the organisation is working before they start taking project specific responsibilities. Following aspects are covered in the induction: Genesis of organization, Key Milestones, Major Projects, Organizational Structure, Policies, Procedures and rules.

### Training & Development

Training is need based, not centrally planned. Here there was a contradiction between the Director and executives. Director said that training is centrally planned which was contradicted by both HR executive and other respondents. As shared by HR executive, it is difficult to make people understand the importance of training and convincing them to participate. Following are the areas in which employees need to be trained more: Marketing, Proposal writing, Data management, Communication skills. Currently there are no measures to find out the effectiveness of trainings. As shared by a top executive, training is the area in which organization needs to improve a lot.

### Remuneration and Benefits

Salary depends upon project budget. Apart from that the basic consideration for deciding about salary is the candidate's current salary and total years of relevant experience. On regular basis organization tries to find out the current salary levels in other organizations also and review their salaries accordingly as shared by the Director. Apart from the salary, medi-claim, group accident policy and CUG are provided as per the profile. Traveling is given as per the actuals or if more number of

persons is travelling then vehicle is provided. Though as per the top management and HR, salaries are at par with other organization in the same sector, there was one respondent who shared her dissatisfaction with salary structure and also gave an opinion that salaries need to be revised.

### Career Development

Employees are given opportunity as per the organization's requirements. As per HR executive, generally males are looking for vertical growth but here only horizontal growth is possible. In last few years, organization has drastically changed its scale of operations. Thus except the people at topmost positions, the entire team changed to match up with the requirements. Organization has different departments and various types of projects. It is able to provide various career paths to employees as per their interest and competencies. This is a significant advantage compared to other DSOs which are either smaller in terms of operations or are less diversified.

### *Job security*

Like most of the DSOs, this organization also provides contract employment though it doesn't become a critical factor from HR perspective as it is an accepted fact in development sector as shared by Director.

### Performance Management

Performance appraisal is done annually. Employees who have completed 9 months or more in the organization are eligible for appraisal. HR department sends appraisal forms to team heads, then there is self-rating followed by rating by team head and the forms come back to HR. The forms are further sent for final scoring and decision making by top management. To exceptional performers, performance incentives are given and in some cases horizontal & vertical promotions are also given.

Mentioned below are different components considered for giving scores to employee performance

**Table 4.2.4: Components for appraisal (DSO 1)**

	Component for appraisal	Weightage
1	Target achievement	75%
2	Behavioural Attributes	15%
3	Timesheet Scoring	15%

(Source: HR Manual, DSO 1)

*Target Achievement*

Target achievement is with reference to financial/project based targets of the employee. The score is given as per the following format in the appraisal process. Target achievement is the component which carries the highest weightage of 75%. Nature of targets depends upon the job profile. Some of the examples of targets are:

- To create at least to new clients in current financial year
- To execute development projects worth Rs. 75 lacs in current financial year
- To publish quarterly newsletter
- To publish at least 2 papers in reputed journals.....etc.

**Table 4.2.5: Performance appraisal format (DSO 1)**

Target (Financial/ Programmatic)	Assigned score	Achievement status	Scores given by				Final Score (Wt. 75%)
			Self	*RO1	*RO2	HR	
Target 1	10						
Target 2	10						
Target 3.....	15....						

(\*Reporting Officer) (Source: HR Manual, DSO 1)

As mentioned in the format, employee assigns scores to herself based on the achievement of each target decided at the beginning of year. Further scores are given by Reporting officer/s and at the end by HR. The average of all these scores is considered as a final score.

### *Behavioural Attributes*

It is related to overall approach towards organization and respective team. It includes skills of communication, teamwork, leadership, Integrity, conflict management, initiative to learn new things, reliability, work ethics etc. Mentioned below is the format for giving scores based on various behavioural attributes as a part of the appraisal process.

**Table 4.2.6: Scoring of behavioural attributes (DSO 1)**

Behavioural attributes	Assigned score (1 to 5)	Achievement status	Scores given by				Final Score (Wt. 25%)
			Self	*RO1	*RO2	HR	
Communication & Rapport Building							
Conflict Management							
Leadership and Decision making							
Work ethics (Integrity & Reliability)							
Time management & Punctuality							
Initiative and Readiness to learn							

(Source: HR Manual, DSO 1)

### *Timesheet Scoring*

The organization has a practice of maintaining time sheets for maintaining goal alignment, productivity and documentation. Employees are supposed to prepare monthly plan in consultation with the supervisor considering individual role, departmental and organizational priorities. Along with that employees are also supposed to maintain daily time sheet which includes break up of daily hours as per the nature of activities. Mentioned below is the sample of a weekly timesheet format.

**Table 4.2.7: Time sheet format (DSO 1)**

	Week 1 (Time spent in hours)					
Activity	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6
Report Writing / Other Documentation	3					
Communication/letter writing/E-mail/Phone	1					
Planning and Budgeting	1					
Review of Literature	1					
Meeting / discussion on project/ Coordination	2					
Lunch Break / Recess / Time Off	0.5					
Traveling, Field work / data Capture						
Recruitment Process / Interview						
Conceptualizing project and Project Partner related						
	<b>Total: 8.5 hrs</b>					

(Source: HR Manual, DSO 1)

Employees are supposed send the weekly time sheet to their supervisor and the central department which maintains this documentation. The reports are reviewed by respective supervisors and employees are communicated if they are deviating from the plan or if there is a need to change in prioritization of various types of activities. For example, after reviewing the time sheet, a supervisor may ask a project coordinator to spend more time on project A than on Project B or she may ask a coordinator to spend more time on field compared to the previous week. At the time of appraisal, the final score is given as per the below mentioned format.

**Table 4.2.8: Timesheet scoring (DSO 1)**

<b>Sr. No.</b>	<b>Time sheet Parameter</b>	<b>Final score (Weightage 15%)</b>
1	Project promotion	40
	Preparing promotion activities	
	Scanning open bids, tenders	
	Client meeting/servicing	
	Proposal Writing	
2	Project execution within given time frame	20
3	Interdepartmental activities	20
4	Minimum leaves taken	20

(Source: HR manual, DSO 1)

Final score is given on the basis of all three above mentioned criteria. Along with that Reporting officer also mentions Strengths, Weaknesses and Area of Improvement of the employee. The same is undersigned by HR manager which is sent to the top management for further process. A range of increment is decided by the chairman every year and given to the Director. Department Heads and Project Coordinators are given budgets based on which they need to decide the percentage of increment of employees working under them.

The current appraisal system is quite recent, thus it is very early to comment about its effectiveness, as shared by the HR executive. As per the Director, the system is working quite well. On the other side, there was one project coordinator who perceives performance appraisal system as exploitative and unfair. Performance incentive is deducted from salary itself and is given on the basis of achievement of targets after 6 months and the problem is these targets are extremely unrealistic. Thus it is impossible to get 100 percent performance incentive.

### Work Culture

It is an attractive place to work for females as it provides flexibility in work profile, timings, leaves, women centric work culture and freedom. At the same time there is also loss of productivity due to transition period of females due to marriage, pregnancy. Office timings for those who are posted at main office are 10 am to 6 pm. It has 6 days working with 2<sup>nd</sup> and 4<sup>th</sup> Saturday off. Though for the field staff, all Saturdays are working. The organization provides good ambience and workstations. It is also an attractive place for those who are open to learn new things through

multitasking. Organisation has a flat structure without many hierarchies; all domains have their heads who directly reports to the HOD. Though it is an NGO, it has corporate culture, disciplined and organized well. The organization has Time sheet system for continuous monitoring and documentation of work progress. It also has monthly planning system to ensure the right direction in various projects. It is also an ISO certified organization which is rare among development sector.

As responded by one of the project coordinators, there is a need for establishing more clarity in job descriptions. As per one of the top executives, there are regular meetings of Executive committee; HODs, admin committee, canteen committee etc. and all these meetings are documented. Though one of the project coordinator responded that even though there are meetings done on regular basis, officials at all levels are not involved in decision making process. As per one of the project coordinators, each person is given two or three additional responsibilities in addition to his/her main project which makes him/her an effective team player because lot of interaction is needed among each other and between different departments.

### *Grievances*

Grievances are generally related to salary, hierarchy and decision making, admin issues, communication, duplication of reporting system, overpowering, not allowing to take decisions, vague job description, exploitation as given more than one project at a time etc. Grievances do come formally to HR. HR talks to HOD and tries to find out solution. In some cases, department of a particular grievance holder is changed if she is not able to relate well with HOD.

### Employee Retention

There has been a trend of fresh college pass outs leaving the organization quite early. This organization is a good place to learn. They get trained and leave when a good opportunity arrives. Attrition is also very high among doctors. At times, people resign all of a sudden, they run away without notice. This becomes a major challenge for the HR team as they have to find a replacement on urgent basis. At the same time, it also disturbs the work flow. People with a longer duration of service have high sense of belonging, people from younger generation wants to move up on the ladder very early so for them it just becomes a platform for starting a career.

Male employees who work in livelihood related projects and those who have studies from good colleges leave faster, comparatively women stay for longer periods. After giving the initial job offer, organization finalize employment of a new recruit only after 1 month of joining so that it gives an individual to see whether he/she will fit to the position. There is transparency in the organization when things are not hidden, that is the factor appreciated by employees and it also gives clarity to new recruits whether to join the organization or not.

### **Future HR needs**

As shared by HR executive, organization is going to for competency mapping process for employees. In terms of future manpower requirement, organization is looking for senior and matured people as specialist especially people from management backgrounds like from IIMs who could lead the organization to grow in changing external environment as shared by the Director. Organization also needs to develop its people with knowledge of legal and statutory requirements which is currently lacking.

### **Discussion**

HR team has a strong presence on field that makes them more perceptive about employee requirements and issues. Apart from core HR functions, HR team members also take part in imparting training programs internally and externally on areas such as Sexual Harassment. Thus they get exposure to multiple activities which make them equipped with various skills. The organization seemed to have good management systems and procedures on paper as they have gone for the certification of ISO, but there is a question about up to what extent it has actually made the organization more productive and has brought positive differences from HR perspective. For example, officially the organization has a system for exit interviews and there is a standard format for same but as shared by HR team members, they are not able to follow the system. As shared by one of the project coordinator, exit interview is carried out as a formality but then no steps are taken afterwards.

One of the respondents from HR department was an example of how the organization provides flexible job options to female candidates. The respondent had come back after a few years of maternity career break and was working part time to support HR

department work as at that time one position was vacant in HR department. Thus it was a win-win situation for both the candidate and for the organization.

Employees have mix views about the current system of performance appraisal and its relation to the remuneration. Two of the project coordinators also shared that organization needs to work more in the direction of employee engagement and employee retention as recently there have been many instances where employees left in a very short period of time without notice. One of the project coordinators shared that there are many instances of interdepartmental conflicts due to the ego clashes and jealousy between Head of the Departments. At times there is unhealthy competition between various departments to bid for the projects. There has been an occasion when a client received two separate project proposals from two different departments of the organization. Such hostility among senior members’ spreads negativity in Organization culture and also spoils image of the organization. There is a need to recognize this situation and to take action which could bring positive synergy within the organization.

Organization has a system where employees fill up daily time sheet mentioning the time spent in activities of various types and they are supposed to send this report weekly which is reviewed by a committee. As shared by one of the senior executives *“Our philosophy is we should work with complete professionalism and accountability like a corporate while maintaining soul of an NGO”*. While trying to maintain a culture of performance and productivity, organization also needs to take care that employees do not feel exploited through stringent performance and reward policy.

**Suggested strategies**

Identified HR challenge	Suggested strategy
Mixed reviews among employees about current Performance appraisal system	Carry out a critical review of the effectiveness of current performance appraisal system and take necessary actions based on the findings. Review taken by an external expert can be more effective to know the actual feedback of employees.

Interdepartmental conflicts	Carry out an OD intervention through an expert to identify interdepartmental conflicts and bring out synergy among departments through effective communication and training. Appropriate modifications in decision making process can help to reduce grievances and to enhance motivation of managers.
Difficulty in attracting young talent in urban areas	Focus on employer branding by creating an identity of the organization which provides opportunities to young graduates to make a difference in society while building a career in development management. There needs to be a special focus on building network among educational institutions, partnering in educational events, seminars and conferences to connect with potential employees.
Difficulty in recruiting doctors for public health projects	Build a strong network with educational institutions providing medical education to create a supply chain of medicine professionals required on regular basis.

## CASE STUDY 2: DSO 2

### About Organization

DSO 2 has successfully blended the philosophy of Mahatma Gandhi, Ramakrishna Paramhansa and Swami Vivekananda with modern science and effective corporate management and governance systems. This unique blend of the personal with the professional, the traditional with the contemporary, the emotional with the rational and the prudent with the innovative has given the organization its leading edge. 'Sahaviryam Karva Vahey', a Sanskrit phrase is the operative strategy of the Trust which means 'the joy of togetherness, together we will achieve the best, together we will grow and together we will prosper.' For the foundation, emphasis on active community participation is the key to building an empowered community.

DSO2 is registered under Bombay Public Trust Act 1950. DSO2 has actively groomed local leaders (change agents) to play meaningful roles to change the destiny of their communities from a chronicle of deprivation and exploitation to one of enlightenment and empowerment. According to the organization, community development is not powered by an elite leadership, but is the work of every member of the community-local, regional, national and global. The organization has striven to mobilize the support of educational and training institutes, subject specialists, government departments, donors and concerned citizens to generate expertise and resources that are needed to respond to the aspirations of the communities they are working with.

### Vision

*"Each soul is potentially divine. The goal is to manifest this divinity within, by controlling nature. Do this either by work, or worship or psychic control or philosophy- by one, or more or all of these - and be free. This is the whole of religion... Doctrines or dogmas or rituals or books or temples are but secondary details."*

## Mission

*"To assist the village population in improving their productivity, efficiency and creativity through services and goodwill, with the support of industries, academic institutions, voluntary and government agencies and with the guidance of competent and committed experts by knowledge, inputs and effective management of available resources viz. land, water, energy, livestock and people. To upgrade the quality of lives of everyone in the villages: the children, the youth, women, men and the aged, mainly through their own involvement, interests and initiative."*

## **Nature of work**

### **Sectors of interventions**

DSO2 has undertaken various initiatives such as:

- Community development
- Natural resource management
- Livelihood programs
- Medical and public health
- Education and training and
- Corporate Social Responsibility

## Locations

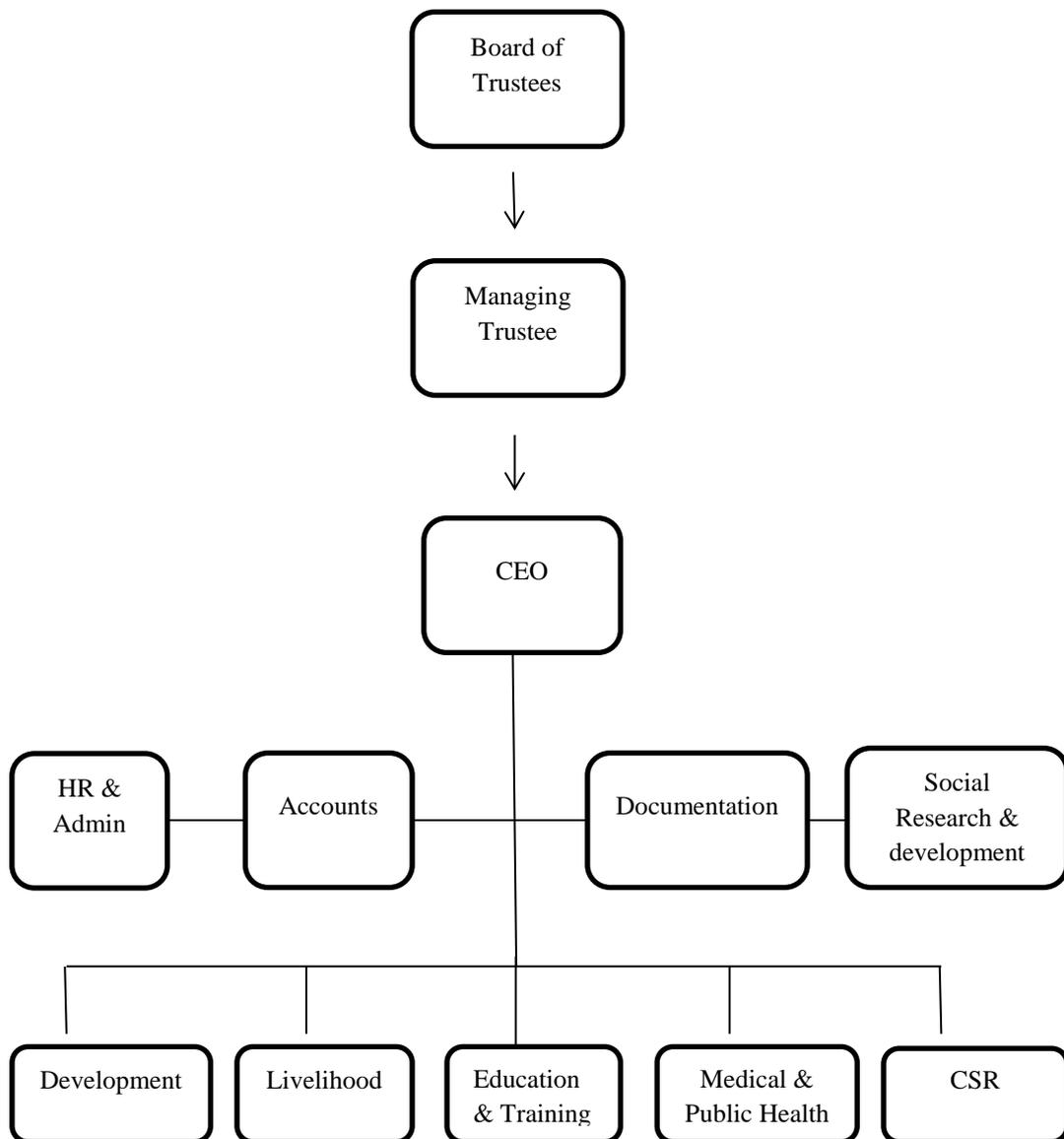
The head office of DSO2 is located in Vadodara, Chhotaudepur, Pavijetpur, Hodko and Paldi-Waghodia are four other centres where different programs are implemented.

## Awards and recognitions

The organization has got recognition for contribution in Welfare and Grass Root Empowerment by FICCI-FLO Sambhavaa-Life Time Achievement Award known as "SAMBHAVAA – Woman of Infinite Possibilities in April 2016, for contribution in development of Tribal Chhotaudepur district, recognition from All India MSME Association – Medium, Small and Micro Enterprise (AIMA-MSME, Recognition as "Golden Jubilee Memorial Award – 2013, and more. Along with the recognitions it has received awards like Award for Excellence in Rural Development by Federation

of Gujarat Mills & Industries, Vadodara, Year 1996, Times of India Social Impact Award 2011 under NGO category for Livelihood Sector, and National Award from FICCI 2005 for outstanding achievements in Rural Development.

### Organization structure



(Source: Annual Report 2015-16, DSO 2)

**Figure 4.2.2: Organization structure of DSO 2**

## HR Department and Employee Strength

Mentioned below is the break-up of staff members as per annual report 2015-16:

**Table 4.2.9: Categories of Employees (DSO 2)**

<b>Gender</b>	<b>Paid Full Time</b>	<b>Paid Part/Full Time Consultant</b>	<b>Paid Volunteers</b>
Male	109	2	0
Female	47	2	0
<b>Total</b>	<b>156</b>	<b>4</b>	<b>0</b>

(Source: Annual Report 2015-16, DSO 2)

There is an HR and administration department at DSO2. Department is also responsible for administrative activities and during the visit, manager was observed to be more involved in similar activities. The organization has clearly documented job descriptions of HR team members and well maintained employee files. Researcher also found documentary evidence of field presence of HR staff members. Each of the team member's daily, monthly and annual targets were mentioned in the document, along with learning needs. The office has basic facilities available, though it is not air conditioned.

The HR department includes following staff and all of them are males.

- HR manager - 1
- HR Officer - 1
- Personnel Officer - 1

### *Documents*

Researcher observed HR policy manual which included policies regarding the following.

- DSO2 Credit cooperative society
- Employment policies
- Provident Fund
- Gratuity
- Insurance
- Recruitment & Induction

- Time keeping
- Leave
- Salary & Benefits
- Performance Appraisal
- Travelling
- Admin facilities
- Training
- Rules for staff visiting as guest faculty
- Welfare/Medical insurance
- Exit policy
- Special outstation allowance

*Discussion with Managing Trustee*

Researcher got an opportunity to interview the managing trustee of the organization. Mentioned below are the major points derived in relation to HR.

The HR foundation of the trust is based on the following:

- Industrial HR experiences of the founder
- Survey of HR policies and structures of well-established NGOs, their salary structures, requirement of training studied in the initial stage of the foundation

HR structure, like the organization has been dynamic. It keeps on changing and growing. Organization likes to stay in adolescence so that there is always a scope of changing and growing. Recently the management structure of the organization changed. Thus the HR needs to make changes accordingly. The HR policies need to be applicable and there has to be scope to modify it. Though the structures and policies keep on changing, the values of the organization remain the same: Honesty, Commitment, Devotion to work and Transparency are the values which should never change.

## **HR systems: Current status and challenges as shared by respondents**

### Recruitment and Selection

As shared by the HR manager, the most effective method for recruitment is employee referrals followed by newspaper ads, Campus recruitment and job portal such as naukri.com. DSO2 is a forward looking, technology based, value driven organization and people in the vicinity are aware of it. Thus it does leverage the benefit in terms of attracting people as shared by a senior executive. Organization is involved in diversified and unconventional areas. Recruitment process gets challenging as they need large variety of talent pool. It is easier to predict the proficiency level of the candidates having conventional degrees such as doctors, engineers, CAs and a few years of experience, but when it comes to people with Social work backgrounds, it becomes difficult to gauge their competencies as the nature of work in NGO sector is very wide. So unlike corporate sector there is a 'Huge Grey Area' in terms of identifying suitable candidates.

Organization is looking for people with relevant educational background along with leadership skills, communication skills and financial literacy. Overall there is a huge gap between college education and real life, thus it becomes difficult for the fresh pass outs to adjust and take over responsibilities at the initial level. College pass outs know about the theoretical aspects but are not aware of field realities as shared by a senior executive.

It is difficult to find Doctors especially to work in rural/tribal areas as they ask for very high salaries. At times it is also difficult to find nurses with experience. In one of the hospitals run by the organization in tribal area, it was observed that the position for a resident doctor was vacant for a long duration and because of that the authority has to settle with a homeopathic doctor. It also gets difficult to find well qualified people in domains of Finance and HR as they get better opportunities in industries. As shared by one of the managers working in rural office, it is difficult to find people who can multitask in rural and tribal areas. It is also difficult to get people with degrees such as B.Sc. / M.Sc. agriculture, thus they ask for higher salaries. HR department also has significant administrative responsibilities thus it gets more difficult for them to cope up with the pressure of feeling up various positions in

various locations. People do not want to go in interior areas; they do not have willingness from heart as shared by the HR manager.

*“Everybody wants a white collar job and want to work in malls and offices”* shared by an executive working in tribal area. Thus it is difficult to get field people. Along with that it is also difficult to fill up the positions in time when there is a requirement of people with degrees such as BSW and MSW.

One of the centers located in a rural area faces an issue related to recruitment of drivers as shared by an executive. Organization gives preference to local people for hiring in such positions. Many of them are hired as security cum driver on 12 hours of duty. Nearby village has a problem of liquor addiction where Sarpanch himself is involved in liquor distribution. Most of the drivers who come for this position have this addiction issue. It makes them physically unfit for the job as a driver and as a security guard. One of the managers shared dissatisfaction towards the person-job fit in some of the positions. There was an incident of fire as the electrical maintenance was done by a person not appropriately qualified.

#### *Reasons why this is a preferable place to work*

Mentioned below are some of the reasons given by respondents about why DSO2 is a preferable place to work.

- Ethics, noble objectives and strong value system
- Freedom to work
- Family like culture
- Forward looking and technology driven
- Good infrastructure
- Strong brand value in job market
- Opportunities to learn and grow
- Corporate way of working even though being an NGO
- Clarity and transparency in policies, responsibility and authority
- Mentoring from top management

### *Web Presence*

DSO2 has a visually appealing website with good design and content. It includes all required information and documents which clearly conveys its philosophy, areas of intervention and their community impact. Each of the webpage contains its Vision and Mission. It also has a 'Career' page which includes all required details about the current openings with the organization along with Job Description and option of applying online through website.

### Induction

Generally, induction is of duration of 2-3 days. People are made aware of the activities of all departments. The duration depends upon the department. At times it lasts for a few hours, at times it is for a day. As organization is spread across various locations, the mode of induction varies. There was one manager handling a centre in tribal area, who suggested that induction process could be made more systematic in order to give better understanding of the nature of work to new recruits.

### Training & Development

Training was observed to be need based, not centrally planned. Though as shared by HR manager, the organization was planning to start practice of annual training calendar from the next financial year. Trainings are imparted in the areas such as capacity building, leadership, communication skills. Some training is in-house and some on the job. As observed by researcher, in rural offices of the DSO, most of the training is on the job. In some of the projects with government, initial training is provided by government appointed agencies. This training includes members from top to bottom. As shared by one of the managers in tribal area, candidates are first asked to spend a week at the organization then they give interview.

During selection process, long term potential of the candidate is considered even if the candidate is taken for a particular project only. One of the centres in tribal area has a practice when every Saturday, there is a review meeting of 1 hour where staff members make a presentation related to his own field for the purpose of knowledge sharing. Most of the training is field based, shares a senior executive. Organization has developed a model in an around 'community processes. It involves talking to the

stakeholders and understanding their requirements and not the needs and them helping them finding a solution which will give them sustainable growth.

There should be a process of training need identification, annual calendar & budget allocation for behavioural and technical training as shared by one of the Head of the Department. One of the executive shared that training frequency is quite less. One of the managers in tribal area shared that Training and Development should happen more systematically. The teams are formed quickly at the time of project and they are supposed to start fast implementation of the project. Many a times when a new team member comes who is not much aware of the local community condition, it takes time for him to get adjusted with the project. It also requires special effort for people from industrial background have to adjust in NGO setting. There was one respondent in tribal center who worked as an English Trainer but was struggling to respond in English language during the interview.

There are various areas in which there is a need for training as shared by respondents such as Training of behaviour skills to work with individual and groups in communities, computer skills for old employees, behavioural training for nurses and ward boys etc. In terms of delivery of training, it is very difficult to find trainers who are proficient in both English and Gujarati. It is not easy to find trainers who have the ability to reach up to the level of heterogeneous learners group. As shared by head of one of the departments ***“We talked, we tried, but still we are not at par in training as there is no consistency”***.

#### Remuneration and Benefits

The organization has a formal pay structure when salary scales are decided. Table 4.2.10 shows distribution of employees according to salary levels. As shared by one of the managers in tribal area, in 80% of positions, salary scales are well defined. Education, performance and level of responsibilities, these 3 things are considered while deciding the scale, though it is difficult to balance all 3 of them. As shared by most of the respondents' salaries are better than other organizations in same sector. As it is difficult to find qualified people in tribal areas, people from cities have to be paid high salaries as the compensation for staying away from their home.

**Table 4.2.10: Salary scales of employees (DSO 2)**

<b>Salary Bar</b>	<b>No. of Team</b>
₹ 7,000 - 10,000	62
₹ 10,001 - 20,000	64
₹ 20,001 - 30,000	14
₹ 30,001 - 40,000	3
₹ 40,001 - 50,000	6
>₹ 50,000	7
<b>Total Team</b>	<b>156</b>

(Source: As per Annual Report 2015-16, DSO 2)

There was one respondent at operative level working in one of the centers in a tribal area who was not happy with his salary even though staying with the organization for 10 long years. In another center, one manager gave example about disparity between the salary of a male and a female employee who are at equal position and take up similar kind of responsibilities.

One of the respondents from tribal area suggested that in general people have a tendency to get inclined towards government jobs as they are found to be more secured and highly paid, thus most of the young employees always keep looking for job opportunities with government. In addition to salary, medical benefits are provided to staff. Employees are also provided with uniform. All of them are given actual reimbursement of travel expenses. Field staff is provided with motorbikes also. As shared by one of the managers in tribal centre, employees and their family members are given 50% discount in hospital run by the organization. Diwali gifts are also given worth Rs. 2500 for permanent and Rs. 500 for temporary staff, though one of the managers shared that amount of Diwali gift hasn't increased for many years.

#### Career Development

The organization doesn't have a formal career development plan but all the current managers and Head of the Departments have grown within ranks by working for long years as shared by a senior executive. All the respondents at managerial level also had a view that organization provides good opportunity to learn and grow. From entry level positions, people have risen to the levels of Centre Heads and Head of the Departments.

***“If you work well, organization plans your career”*** as shared by an employee who started as an executive and became the head of the department within span of 5 years. It shows the ability of the organization to provide faster career growth for high performing employees.

#### *Job security*

As shared by HR department, around 24% of employees are on roll and rest of them are on contract, though by and large organization provides opportunities to most of the employees for a continuing for a longer duration. Organization is very diversified in terms of its areas of interventions. Thus at any given time, it is working on multiple projects and they have capacity to retain interested and performing employees for longer time by accommodating them in relevant projects. There are many employees who have been working for more than 15 to 20 years. As shared by a manager in one of the centers, initially employees are taken on contractual basis and after 1 or 2 years they are given permanent position. ***“If a person performs well, there is job security, haven’t seen anyone removed yet”*** shared by one of the managers.

#### Performance Management

Organization has a simple process for performance appraisal. As shared by the HR manager, HR constitutes a committee for appraisal which includes HODs of all departments and ratings are given to employees as per the performance. Minimum 7-10% increment is given and maximum goes up to 25%. As shared by one of the managers in tribal area, out of total increment, 50% is given flat as per grade and 50% is based on the performance. Though perception of HR manager is that overall employees are satisfied with performance appraisal process, all the other respondents shared that there is a lot of scope to improve in this area.

One of the managers in tribal area shared that many times employees are given increments considering their latest performance or behaviour only rather than considering the overall performance throughout the year. There should be more involvement of employees in the process, as shared by one manager. One of the HODs shared that ***“We still haven’t been able to decide a performance appraisal method.”*** In one of the centres, many employees were dissatisfied with salary increments as shared by one of the managers.

### *Special rewards for good performers*

Employees who are performing exceptionally well are given higher positions and salary rise. Some of them are given exposure through training programs also. Apart from this, organization gives long service awards to employees for appreciating their long term contribution and commitment. In one of the centres, they previously started with the award for 'employee of the month' but then the practice discontinued as it was difficult to come up with best performer among the employees with various kinds of job profiles. One of the managers strongly suggested that organization has to do more in this area and good performers should be recognized in public. Another manager said that rewards and recognitions are based on subjective decisions and individual relationships instead of giving through an objective process.

### Work Culture

There is a '**Family like culture**' where everybody takes ownership as shared by the managing trustee. Designations are given for the specification of roles as per the organization's requirements otherwise each employee is considered as a family member. "*Nobody is a 'Saheb' and nobody is a 'Zaaduwala', organization comes first*" adds the managing trustee. She also added an example of a situation when the organization was going through tough times and there was a delay in giving monthly salary, in such a time she received an email from an employee stating "*Do not worry, we are with you*". Various departments of the organization are interdependent, thus they support each other and utilize each other's strengths well. All the respondents were also observed to be having respect for the noble objectives of the organization and trust on the vision of top management.

### *Participation in decision making*

The organization has various departments which have their own Heads. As shared by respondents, at the organizational level, it is more of autocratic style of leadership and at departmental level, work culture changes as per the leadership style of a particular head of the department. There is a practice of monthly meetings of HODs in which key issues are discussed. Apart from this there are also daily and/or weekly meetings at departmental level, though it was opined by three of the respondents that participation in decision making is not there below managerial level.

## *Grievances*

There are grievances related to shift timings, working hours, 6 working days a week, salary increment, behaviour of supervisor, decision making etc. As per the local culture in tribal area, females don't go out frequently for domestic requirements, thus males have to take responsibility for the same in addition to their job responsibilities, but due to all weekdays working, they find it difficult to fulfil household responsibilities. The change in the pace of working of government and the organization has created frustration among team members as delays from the government side gives negative effect to the development process also.

Organization commits itself to deliver much more than what is prescribed by the government. Thus everyone needs to stretch themselves in order to deliver more. This causes discomfort. In one of the larger departments, there was one section of employees who had grievances about biased decisions regarding changing employment status from 'on contract' to 'permanent'. As shared by one of the senior managers, outsourced or voucher based employees have lesser commitment to the organization.

## Employee Retention

As shared by HR manager, the attrition rate went down to 11.69 percent in 2015-16 compared to the preceding year which was 36.15 percent. By and large attrition is manageable and not perceived as a major HR challenge from the perspective of HR department. Comparatively attrition is higher in two of the departments which are development and health. Mostly employees leave for better salaries or opportunities in industries. Younger people and employees with shorter service have been found to leave faster. Though overall attrition has decreased, in one of the centres in tribal area, attrition has increases since 4-5 years as more number of people is getting employment opportunities in their native places.

Government jobs have quota for minorities and certain castes, thus whenever employees get opportunity for such jobs, they leave. There was one experience shared by the HR manager which was also confirmed by other respondents later that the initial six months of joining is very important for a new employee. If they stay for this duration, it is very likely that they are going to stay for a longer duration with the

organization. There is a format for exit interview but it was observed that it was not followed in practice across the departments and centers. Though there are no specific practices or strategies for retention of employees, required efforts are made if a well performing employee wants to leave. If required, there is also a revision of salary in order to retain a good employee. There are also examples when people who left earlier have come back and joined again.

### **Future HR needs**

Organization was looking forward to hire more people with professional degrees and multi-tasking abilities as shared by the HR manager. For the same they were planning to approach some of the B-schools in Gujarat. As shared by one of the managers in tribal center, within 10 years, all managers would reach the age of retirement at the same stage. One of the managers suggested requirements of standard formats, admin plans and systems like ISO and also emphasized on the need to put more emphasis on documentation and compliances.

### **Discussion**

*“Even though it is an NGO, we have a complete corporate look”* shares HR manager. The organization has clearly laid down policies along with responsibility and authority. There is a system of Annual Operative Plan where once in a year all departments participate together in a residential workshop for a few days. In the same workshop organizational and departmental priorities are clarified. Thus there is transparency and clarity. Employees have shown their appreciation for good infrastructure, brand value in job market, value system, noble objectives, freedom to work, family like culture, on time salary and growth opportunities.

In financial terms, organization has been rapidly growing at the rate of 50% since 2 years. When organization grows rapidly, rules of the game keeps on changing, business dynamics also change. Managers need to learn on continuous basis to keep up the pace with changing dynamics. This is the important area for training and performance improvement. The organization has recently gone through a structural change in which various divisions were made. After the change, some of the department heads became more departments focused rather than being organization focused which could not be a healthy situation for achieving the collective vision.

At times there are difficulties in flexibility of timing. For example, there is a system of issuing gate pass, punching etc. which becomes difficult to follow in field conditions. Availability of community people could be after work timings. Some flexibility is required as per the situation in a particular department. It is difficult to figure out work load for the people working in the field as they have to work as per the availability of people in community. Individual departments or centers could be given more authority to take their decisions. When employees are expected to do a lot of multitasking, it gets very difficult to evaluate performance. It will be better if jobs are more specified. At community level also quality is compromised at times due to multitasking as shared by one of the executives. It could be cost effective from management side but it may not give desired outcome.

One of the HODs had some critical views about the way HR is handled in the organization. According to him, there are frequent occasions where organization faces financial crunch and which leads to job cuts. Frequency of such situations could be avoided by maintaining a corpus fund and better financial planning so that it doesn't create a climate of insecurity. He also expressed his concerns about lack of consistency in policy, too much diversification of activities and lack of participative culture in decision making.

It was evident that the respondent had many grievances related to strategic, policy and culture aspects of the organization and HR was one of them. It is important for the organization to sense such grievances among the employees in key positions and make efforts to sort things out through deliberations. Along with that HR needs to work on understanding present expectations of employees from organization, developing ownership among new employees, building strong relationships between teams, periodic benchmarking and revision of salary structures, re-looking at policies, thinking more about welfare and its effectiveness till ground level.

DSO2 has grown in various dimensions while maintaining a strong value system along with that there is a need for developing robust HR systems which could help the organization manage the growth and sustain for a long time.

## Suggested strategies

Identified HR challenge	Suggested strategy
<p>Most of the HODs are approaching retirement age in a same phase</p>	<p>There is a need for careful Succession Planning to develop a new generation of managers who would take up managerial positions at that stage. This also needs to be aligned with career development plans which will give new hires a long term growth potential with the DSO. This will also help as a retention strategy.</p>
<p>Work timings in field offices are not compatible as per the availability of community members.</p>	<p>HR needs to maintain fine balance between uniformity in HR policies across the organization and department specific rules and processes as per their nature of work and location. This also requires an overall emphasis on decentralization by the top management.</p>
<p>Mixed reviews about current system of Performance appraisal</p>	<p>Carry out a critical review of the effectiveness of current performance appraisal system and take necessary actions based on the findings. Review taken by an external expert can be more effective to know the actual feedback of employees.</p>
<p>Need for skill updation among employees</p>	<p>There is a need to begin a practice of conducting Training Need Assessment at various levels of the organization and planning training programs accordingly. Though external trainings are fund dependent, DSO 2 has good internal capability in terms of experienced and skilled manpower. A more systematic</p>

	approach towards training will help a lot not only for capability building but also in employee motivation and retention.
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## CASE STUDY 3: DSO 3

### **About Organization**

DSO3 is a Public Charitable Trust registered in 1980 at Vadodara under the Bombay Public Trust Act 1950 and was established at a village having tribal population in Vadodara district to implement the integrated community welfare programs. It is presently working in sectors like health care, education, family centers and training activities. DSO3 Charitable Foundation USA Inc. is a non-profit registered under article 501(c) 3 of the US IRS code. 100% of the funds raised through donations are sent to DSO3 where they are used for the benefit of people from the deficient and needy sections of the society without regards to caste, creed, sex, religion, nationality or the financial status of the recipient.

### **Vision**

*“To serve, strengthen and sustain the wellbeing of the less fortunate without any discrimination and build organisational resilience through agriculture, health, education, welfare programs and alternative energy by deploying most appropriate technologies in total harmony with nature, culture and human values.”*

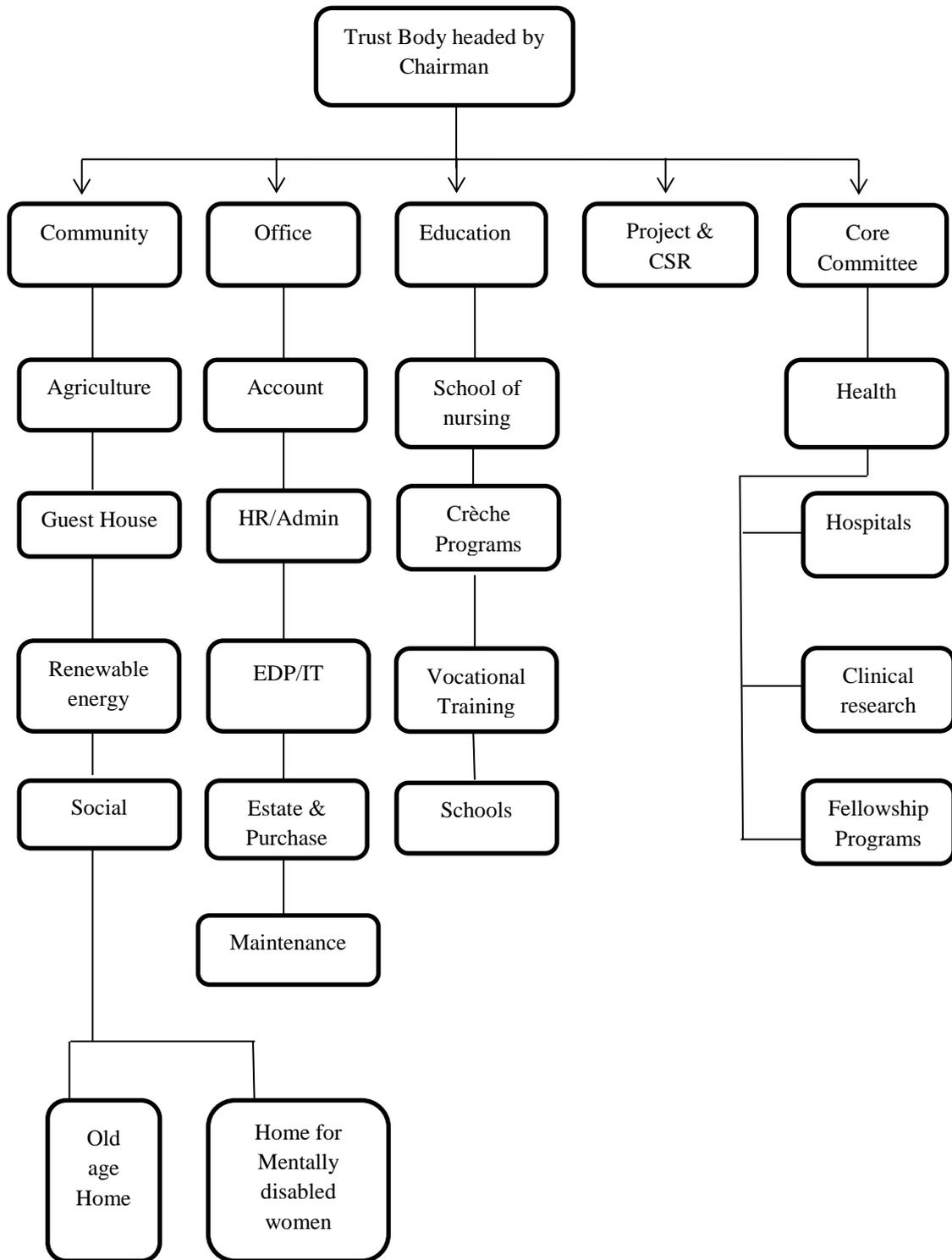
### **Nature of work**

#### **Sectors of Intervention**

Following are the sectors of intervention through which organization makes an impact to more than 45,000 beneficiaries per year.

- Health care: Two hospitals with capacity of 200 beds
- Education: Schools for tribal students, Day care centres, Vocational Training institute, College of Nursing
- Social Cause: Old age homes, Home for mentally disabled females
- Agriculture: Agriculture, Organic Farming, Cattle care, Renewable energy

## Organization Structure



(Source: Annual Report 2015-16, DSO 3)

**Figure: 4.2.3: Organization structure of DSO 3**

## **HR Department and Employee Strength**

As per Annual Report 2015-16, numbers of employees are 830 out of which 700 are on roll and 130 are on contracts which are housekeeping staff. Along with this, per year around 20 volunteers also get involved to contribute in various ways.

HR department has 2 team members; HR Head and an HR assistant. Considering the number of employees, HR team seemed small in size. Following policies related to HR were observed by researcher: Recruitment & Selection, Induction & joining, Policy for Confidentiality and Equal Opportunity Policy.

### **HR systems: Current status and challenges as shared by respondents**

#### Recruitment and Selection

By and large Newspaper ads and employee referrals are used for recruitment purpose. Referral method works most of the time. Organization is running a large hospital thus medical and paramedical staffs are the major category for recruitment. Doctors are hired directly from prestigious medical colleges. Salaries offered are more than market rate. **50-60% of employees are from surrounding villages.** As there are linkages with colleges and established networks, no advertisements are required most of the times. Nursing college run by the organization becomes a source of nurses required for its own hospital.

Recruitment is not that of a challenge as there is allocation of competitive salaries and benefits and organization has its own repute in development sector. At times there are positions such as nuclear medicine technologist which are difficult to fill up as there are very few people available with such qualifications. *“We get a very few people to work in the field. At managerial level, it is difficult to get skilled people”* as shared by a manager. Qualified young people with family would not like to stay there as they get better opportunity for themselves and their families in city, thus it becomes difficult to attract right talent.

There is one more area where it becomes challenging to acquire and retain people is a home for mentally disabled females. It is very difficult to find trained and reliable care takers. The profile requires a lot of patience and persistence along with ability to deal with different levels of mental disability among females. One of the respondents

shared that *“If you have that mind set, want to be with and for your community, pollution free environment and have work and pleasure both, this is the place for you.”* DSO6 has a well-designed campus with greenery and provides a clean and serene work environment. This becomes a major factor for attracting people.

#### *Web Presence*

DSO3 has a website with rich content. It clearly conveys vision, activities and social impact created to the viewer. Significant amount of donation comes from countries like US, UK and Canada. Thus the design and content is chosen accordingly targeting these groups for donation and also for volunteering purpose. Case studies related to the social impact created by organization are written and published on the website through articles and newspapers. There is a Tab for ‘Postings’ where current vacancies are published.

#### Induction

Organization doesn’t have a formal orientation programme. On the first day of work, HR assistant or social worker gets involved in making a new employee aware of different departments of DSO3.

#### Training & Development

The training is completely need based. In hospital setting there are trainings related to hygiene, housekeeping, infection control etc. Doctors are provided opportunities to attend international conferences. Employees who come with lower level of education are encouraged to study further, take up part time degree programs, certificate courses and they are also given leaves for the same. Sometime trainings are imparted by external trainers. At times there are volunteers coming from India and abroad who take up trainings as per their expertise. A manager who takes care of vocational training program shared that there is a need to develop commitment among some of the team members. He also mentioned about an external training he attended along with the team of trainers and after that he saw an appreciable change in team performance and felt that such training programs should be organize once or twice a year.

Two of the managers shared that at times there are complaints about the staff behaviour to the customers and also about the level of hygiene in hospital and canteen. Thus there is a need to impart behavioural training and training on housekeeping standards for support staff. Managers also shared that there is a need for overall improvement in communication skills of staff. ***“It is very difficult to change the mind sets of people”*** shared by HR manager. One of the challenges faced while organizing training program for hospital staff is availability of all candidates at the same time. Another challenge is finding trainers who are comfortable to train in both English and Gujarati.

### Remuneration and Benefits

As per the respondents, salary scales offered by the organization are quite competitive. By and large employees don't have an issue with salary as shared by HR manager. In addition to the salary, employees are given PF, gratuity, free bus service, uniform, 50% concession in medical facilities for employee and family. One of the important benefits is the free accommodation provided to the employees which is quite substantial. There is employee credit society from which they can avail loans for various purposes.

### Career Development

All the respondents said that organization provides job security. There are so many employees who have been working for many years.

### Performance Management

There is no formal system for performance appraisal. At the time of appraisal, Heads of the Departments give their views regarding staff performance. Further HR gives its inputs and finally chairman decides about increment. In case of performance evaluation of doctors, patient load is given consideration. Generally minimum 10% increment on net salary is given to employees every year. After that it is given on the basis of performance. Apart from this, for exceptional performers, long service awards and extra ordinary service awards are given on annual function every year.

### Work Culture

This organization is called 'Ashram' which gives a completely different perspective to the people who are working there. Along with the well-designed infrastructure and serene environment, managers also gave quite positive responses regarding freedom to work. As shared by a manager, ***“Work culture is very good. People are very attached to each other. If something wrong has happened to someone at this place, very quickly people will get to know about it”***. In terms of decision making, mostly views are taken from managerial level only, though by and large changes are accepted well by employees, shared by one of the managers.

### *Grievances*

Grievances are related to leaves, salary, increment, occasionally against behaviour of HOD, inter departmental conflicts, criticism by other employees etc. In very rare cases, employees need to be given notice/termination. At times as a remedy people are shifted to other departments. During visit, researcher observed a doctor coming to the HR office and complaining about one of the support staff not performing properly. Doctor requested HR to get the person replaced with a more suitable candidate and making sure that the person who is not suitable to the current position doesn't lose job and gets transferred to some other place where he can perform well.

### Employee Retention

Organization has been quite successful in retaining employees for longer time. Mostly people leave only if they get a government job or a better job. At managerial level, most of the employees are working since 10-15yrs. Major attrition is among nursing staff due to government openings. Some attrition is there among young female staff as and when they get married. Organization does not have system of exit interview. There are formal practices for employee retention but there are other factors which help in retaining people. If doctors want to leave because of the study reasons, organization makes arrangement for study leaves for special reasons and tries to retain them. Apart from this, employees are helped when they are facing difficulties in their professional or personal lives.

## **Future HR needs**

HR is very recent in this organization. HR head shared his intention to expand the HR team to include executives who work on analysing data, budgeting and forecasting, analysing efficiency of employees, manpower planning, calculating HR cost. All these activities could be initiated after expansion. As shared by a manager who takes care of vocational training department, *“In 7 years we have to train 7200 youth. Out of this 5 years have already gone. There is a huge construction going on for the training centre where we will require more staff.”* The manager also shared that there should be a larger database of candidates which will be useful at the time of new recruitment. There will also be need of people with multi skills in future. In another department the manager shared that in the hierarchy, there is a gap between Head of the department and operative level executives which affects the work flow and efficiency, thus there is a need for recruiting executives who could fill up that gap.

## **Discussion**

Many charitable institutions first develop a mission and then structure an organization to accomplish that mission. In contrast, DSO3 started without any formal mission or objectives. The founder, driven by a spiritual direction, only sought to serve the needy and deprived of the tribal community. Three decades later, the Ashram has emerged as a clean, serene and tranquil place to serve community in the areas of healthcare, old age care, education, environment, women environment, skill development, and renewable energy.

One of the head of the departments had joined the organization a few years ago after spending 30 years in corporate mainly by getting attracted to a peaceful and pleasant atmosphere and staying with nature. Another Head of the Department shared that she gets various job offers from corporates in city area with much better pay package but she wouldn't want to leave this place as there is far better work environment with much lesser work pressure compared to corporate. As shared by one of the female respondents, there is good respect for women in the organization and good work-life balance. There is also a sexual harassment committee, though till now there has not been any incident of sexual harassment. There is also flexibility in terms of timing.

This shows that the investment in creating a pleasant work place with right kind of culture could help a lot in retaining people for a long time.

Through its own internal efforts, DSO3 meets 80% of its operational needs. This leaves a gap of 20% for which Ashram depends on donations. Organization has a strong donation support from Indians residing in countries like USA, UK and Canada. Organization also attracts a good number of volunteers from India and abroad. They organize a residential summer camp for students from other countries to give them exposure to various activities of social development. Organization prefers to hire local people most of the time. It is difficult to train them and they are less qualified but they stay for longer time. There are no formal bonds signed with employees by the organization. *“Organization stands for employees, helps them if any difficulty is faced even in family”* as shared by HR manager.

#### **Suggested strategies**

<b>Identified HR challenge</b>	<b>Suggested strategy</b>
Performance deficiency among hospital staff at operative level	There is a need for structural change in the area of hospital administration. To ensure appropriate monitoring of patient handling, there is a need to infuse people at executive or officer level who would take place in hierarchy between the senior administrator and operative level staff.
Lack of behavioral skills among staff	There is a need to conduct training programs for developing behavioral skills required for dealing with patients and hospital visitors among hospital staff. The trainer should be proficient in local language also in order to effectively convey the message to the target group. Training needs to be organized in shifts to ensure staff working in all the shifts are covered as communication to customers is a critical still for effective service

	delivery.
Need for capacity building of HR department	HR team needs to be expanded. Looking at the employee strength of the organization, 2 team members are not sufficient for activities such as Policy development, data management, communication, budgeting, manpower planning, recruitment, training and other administrative tasks.

## CASE STUDY 4: DSO 4

### About Organization

Registered under the Societies Registration Act XXI 1860, DSO4 was set up in 2001 to reinforce the massive and critical task of ecological restoration in the country. The Foundation strives for a future that is based on a holistic understanding of the principles that govern the interrelationships of various life forms and natural systems. The essence of these efforts lies in intertwining principles of nature conservation and local self-governance in order to accelerate ecological restoration, as well as improve the living conditions of the poor.

DSO4 works towards conservation of nature and natural resources through collective action of local communities. The crux of DSO4s' efforts lie in locating forests and other natural resources within the prevailing economic, social and ecological dynamics in rural landscapes. Globally, DSO4 hopes to see an increasing influence on two fundamental issues in governing shared natural resources – a 'socio-ecological systems' approach and a 'Commons paradigm', which together could have far-reaching impact on world views on 'development'. In India, the foundation has played a pioneering role in furthering the concept of Commons as an effective instrument of local governance, as economic assets for the poor and for the viability of adjoining farmlands. It has also highlighted that by strengthening the institutional dimension, the collective action spins off from effectively managing natural resources to other spheres of village life such as education, health and access to economic opportunities.

### Mission

*“As ‘ecological security’ is the foundation of sustainable and equitable development, the DSO4 is committed to strengthening, reviving or restoring, where necessary, the process of ecological succession and the conservation of land, forest and water resources in the country.”*

## **Nature of work**

### Activities

To this end DSO4;

**Works** towards the ecological restoration and conservation of land and water resources, in the uplands and other eco-fragile, degraded and marginalised zones of the country and to set in place the processes of co-ordinated human effort and governance to this end;

**Undertakes** work either directly, or with and through a range of democratic village institutions, their federal bodies, and civil society organisations, set up through initiatives that are ecologically sustainable, socially and economically equitable and provide relief to the poor, in particular;

**Ensures** the ecological integrity of all efforts by working, as far as possible, with entire landscapes, and with all the interrelated communities within it, through a range of arrangements on their land and aquatic resources, whether Commons, Public or Private;

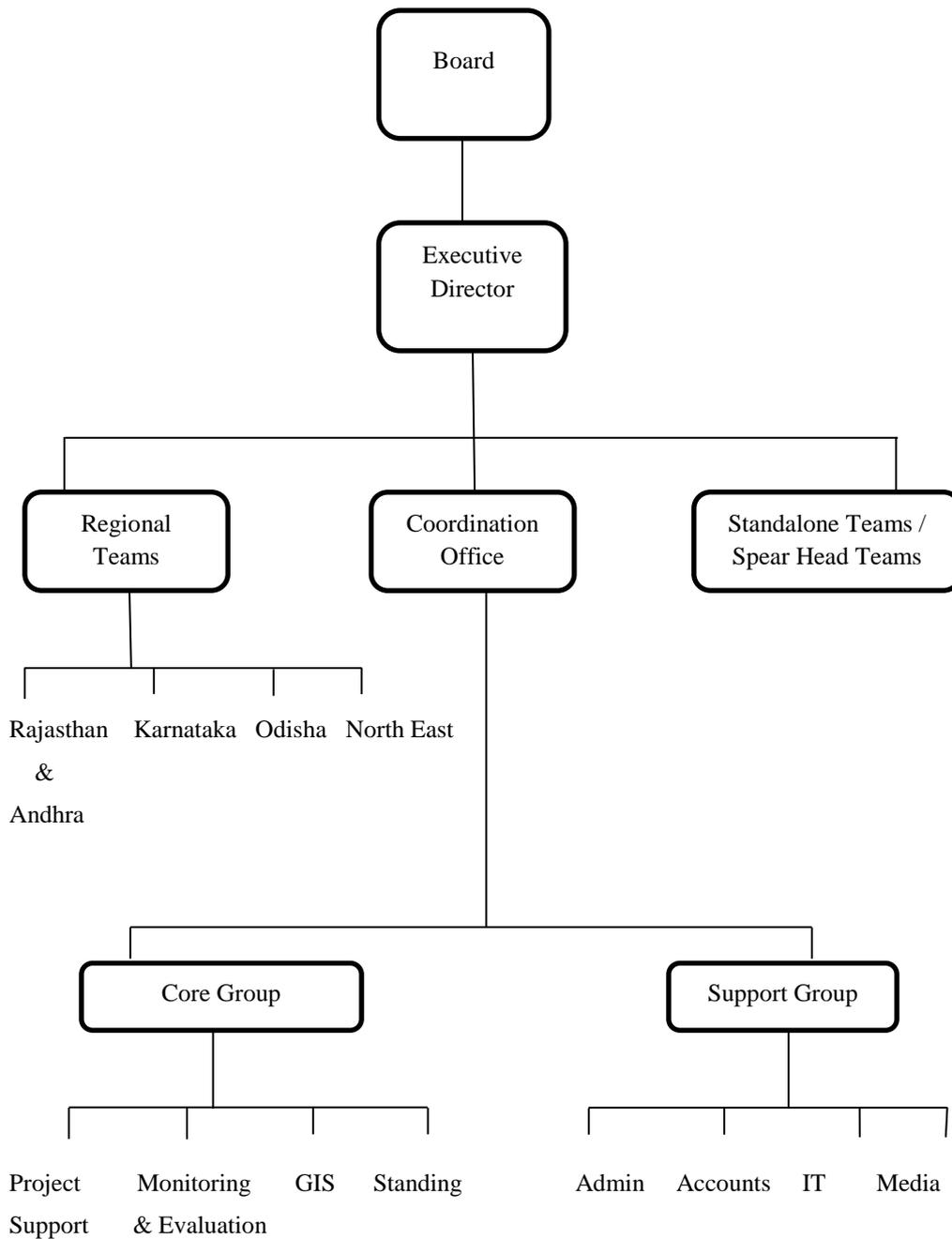
**Works** for and promote stability of the ecosystems through the protection and restoration of biological diversity, including the diversity of species, age diversity, genetic variability as well as that of structural composition;

**Collaborates** with Panchayati Raj and other democratic village institutions as well as appropriate civil society organisations in their efforts to contribute towards the objectives of the society and to provide technical and financial assistance to them.

### *Reach*

DSO4 is presently works reaching up to 6.52 million people in 32 districts across eight states, and assists the village communities in protecting more than 4.25 million acres of common lands including revenue wastelands, degraded forest lands and grazing lands. DSO4 has its 4 regional offices, Aravali, Papagni, regional office east and regional office north east. The organisation also has 12 team locations out of which a few are Anand (the coordinating office of DSO4), Bhilwara, Dahod, Pratapgarh, Agar, Yavatmal, etc.

## Organization structure



Each region has around 10 Block teams. Each block team consists of 5 to 6 people.

**Figure 4.2.4: Organization structure of DSO 4**

## **HR Department & Employee Strength**

Total employee strength is around 350. Everybody is on contract. Within this, there are 2 categories: 280 of them are on roll and others are hired for project specific assignments. Contracts are renewed from 1 year to 5 years as per the requirement and employee performance. Apart from the staff, there are around 1000 Community resource persons are around India. They are paid by village institutions. Each year around 20 interns from various institutions come and work in different domains such as Social Sciences, Geographical information etc. They come from various institutions such as TERI, XISS, TISS, IRMA, APU etc.

There is an admin department which takes care of some of the HR activities. Apart from this there is a separate capacity building department. The combined strength of both these departments is 5-6 people. As per the respondents, HR Policies are there but cannot be shared as they were confidential.

## **HR systems: Current status and challenges as shared by respondents**

### Recruitment and Selection

Job portals, employee referrals and campus recruitment are the methods which are used for recruitment. Fresh pass outs are taken from various campuses from the areas of rural management, social work, agriculture sciences, soil & water management, civil engineering etc. Other recruitments are through the applications received on their own website. For specific requirements, newspaper advertisements are also used. Most of the times it becomes difficult to fill in senior positions where the requirement is for people who have worked for years in same sector.

As shared by one the managers people come to join here because of their passion and there are few people like that. Sometimes there is a limitation to give competitive remuneration for someone well qualified. ***“Colleges need to work on attitude building part”*** as shared by a manager. It is important to prepare students mentally to work for development sector. It requires a lot of multitasking for which one has to be prepared for.

### *Web Presence*

DSO4 has a well-designed website with appealing design and detailed information. There is a page of 'Get involved' which includes the content targeting to those who are interested in employment or internship or for donations. Following is a piece of content from the page to attract employees and/or interns.

*“DSO4 is an organisation which needs people from diverse backgrounds. A sensitivity and concern for nature and the lives of the rural poor and the ability to work with a larger group in difficult terrain are a must for anyone interested in joining us. The organisation sees itself as an organization that nurtures the interests of its staff, encourages the building of new skills and provides opportunities for training and further learning in an individual's area of interest, the interest in contributing to efforts in ecological restoration in diverse and fragile ecosystems across the country and have the right attitude to work as a member of a multi-disciplinary team. DSO4 also values the contributions from students of different institutes make to their work when they undertake assignments with them as a part of their course curriculum. Each year the organisation hosts around twenty students from over half a dozen institutes from across the country and from abroad.”*

### Induction

Induction program is done in three stages. First stage is of the duration of 7-10 days and after 6 months there is another one week of program. Each individual is also linked with a mentor. Following are the stages of induction program.

- 1) At team level, it is conducted by the manager to whom the employee reports directly. He is given information about the organization, his/her project, job profile, rules, contact persons etc. This is done at regional level in classroom learning mode.
- 2) After this there is a structured village stay for 7 days.
- 3) Conceptual induction is done after a person spends 6 months in the field. Here new joiners and seniors share experiences and ideas to relate their field experiences at conceptual level.

Earlier there used to be a concept of 'zero year' in the organization when an employee is not assigned a particular project for the first year of service. He is supposed to spend time in learning, getting exposure and explore different areas and then after one year starts to work in one particular area. Since a few years this doesn't become feasible for the organization as there is no provision for such expenditure.

### Training & Development

There is a training calendar and it also has an annual budget. Apart from this, need based trainings are also done. During performance review, training needs are identified and recommended. Trainings are done in-house and external both. Some of the employees are also sent for training programs within and outside the country. There is an annual work plan at organizational level. Apart from this, departments also see which project has a capacity building budget.

At times, teams also request for trainings and organize their independent trainings on the topics such as document management, knowledge management etc. Some training is project related and some of them are common for all for example training on 'plantation mechanisms'. Topics such as research and field work are also covered under training programs. If employees are willing, they are also supported to find PhD opportunities. Employees are also sent for training programs on team building and project management skills offered by prestigious institutions such as IRMA.

One of the managers shared that there is a need for training and capacity building on continuous basis. Graduates from reputed institutions are expected to have skills such as project management, how to prepare Gantt chart, work project implementation plan etc. But most of the times these skills are lacking. Thus they need to be trained for the same. Ability to work in a diverse team is also a very important skill required for the organization and as shared by the manager, most of the people don't have it. Such things are not aught anywhere. People coming from big families have naturally built social adjustment skills but others may not have it. Pass outs from elite institutions have been observed to have status quo and they are judgmental about things. Fresh pass outs get extremely judgmental about situations and people. They make judgments such as "that village is bad, those people are bad" and so on. They suddenly decide to leave. Unlike industry, roles are not defined very clearly and more multitasking is required. Organization does a lot of investment in employees in terms

of capacity building and then expects them to explore and find their way of contribution, though employees from new generation have been observed to be expecting very specific job responsibilities.

### Remuneration and Benefits

Organization has a formal pay structure when salary scales are decided for different positions. Salary scales are updated on periodic basis and as per the respondents, the last revision of salaries was done recently. Organization has also decided pay scales as per the repute of the institutions. As per the respondents, salaries are at par or better than other organizations in development sector. Apart from salary, employees are given PF, Gratuity, EDLI, Accident insurance worth Rs. 6 lacs.

Organization also felicitates health insurance policy on subsidiary rates of premium. Substantial incentives are also given to employees every year through performance advancement system. There is also a scheme called '*Kalpataru*' where employees can save nominal amount per month and can avail a loan worth Rs. 2 lacs at the rate of 6%. Apart from that there is also employee benevolent fund where they are provided loans to buy computers, two wheelers etc. There is a service of doctor and all employees and their families can get free check-up. Organization provides a library facility. There is a CBSE school nearby in which the children of employees get preference for admission.

### Career Development

There is a laid out path for career development but there is no timeline. The time taken to reach to a particular position depends upon individual's performance as shared by one of the managers. There is a mentoring program in which senior member helps new joiners to adjust to their roles and help them build the required capabilities.

### *Job security*

There are many people who are working with organization since long years. There are people who have been working for more than 20 years. The maximum employment contract is done for 5 years but for the employees who perform well and are interested for long term, their contracts are renewed. Out of 280 employees, 75 to 100 would be working since more than 10 years.

There is a saying here that *“It is easier to come in, difficult to go ahead”* as shared by a manager. Employees get ample of time to grow and learn in the organization. Here program reporting and admin reporting are kept separate. The person to whom the employee reports to doesn't have the power to fire him/her. The job is secured as long as something really bad happens, as shared by one of the managers.

### Performance Management

Performance management is a continuous process. Basically it is line managers who keep track of performance. There is also a project monitoring group which keeps track of the progress of projects and takes necessary actions whenever there is requirement. All this is summed up in performance advancement system. It also includes guidelines and eligibility conditions for promotions. The organization has a promotion committee which takes decision in related matters. Every year in October, employees fill up self-rating form in which traits are mentioned. It includes numerical grades like 1-5 where '5' is excellent. Employee has to justify about the self-rating and then the Team Leader gives his grade. Rating form is sent to coordination office and then to the Executive Director to decide a final grade which is linked to percentage of increment. Along with the grade, feedback and suggested training needs are also given.

As shared by one of the managers, current system of performance appraisal is quite layered and it is working. Though there is no regular review by HR department. There are areas of improvement in the system. Another manager mentioned about the possibility of subjectivity in evaluating performance of rural work. Thus emphasis is also given on the efforts apart from project deliverables and timelines. Challenge lies in how to measure KPI. It is not fair to put all the employees in one basket. In different regions, challenges are different. Whether an employee has gone an extra mile or not is also considered during performance appraisal.

For employees who are performing exceptionally well, very good incentives are given. Along with that they are given promotions, higher responsibilities, exposure to specialized training programs in India and abroad. Some of the employees are sent to training programs at prestigious institutions such as IIMA, IIMB. There are also different leadership positions for which good performers are given opportunities. Some of the employees are made subject matter champions.

## Work Culture

Job descriptions are given to all employees to establish clarity about job responsibilities and by and large that clarity is observed as shared by a manager who works in administration department. Sometimes new projects are started so employees have to go much beyond the prescribed job responsibilities also. Respondents also had positive views about the spirit of team work and participative culture in the organization.

Different teams have weekly, monthly and quarterly meetings in which minutes are maintained. As shared by one of the managers, at each level, there will be different kind of participation. One of the managers shared that in his department, people can work from office or home. Such kind of freedom works well especially for females who have more of household responsibilities also. There are some issues related to performance coordination. Teams which are at different locations discuss issues every week via skype. While discussing about team work, one of the managers shared that, ***“We have to constantly work on it as new people keep joining; Most of our success is based on team work.”***

## *Grievances*

Employees have grievances related to quantity of work, lack of time, lack of facilities in rural locations, lack of clarity about job role, delays from other department etc. At times young people complain about future career path. Organization tries to sort things through dialogues and discussions.

## Employee Retention

***“Getting people is easy but retaining is difficult”*** shares a manager. It also becomes challenging to retain good people after project closes down. Many times it happens that fresh college pass outs exhibit interest and enthusiasm in the beginning but after facing hardships in the field, they find themselves incompatible with the organization. Their aspirations do not match with the reality and they also have less patience to get adjusted with situations. At middle level, people have higher expectations in terms of remuneration or other benefits. They tend to leave if expectations are not fulfilled. The nature of work in the organization is mix of research and practice. Thus many of the qualified people choose to go for academics.

Attrition is around 8 to 10% and from those who leave, 90% of them leave in first or second year. Attrition rate is 25-30% among newly recruited officers. They leave within 1 or 2 years, though in last 3-4 years it has improved. People coming from urban areas and having degrees in rural management and social work find it difficult to adjust in field as shared by one of the managers. Along with this, female staff also finds it difficult to work in the field. Another manager shared that exit interviews don't work anymore as people do not share the actual reason for leaving their job. While talking about efforts made by the organization to retain good employees when they want to leave one managers shared that *"We try to speak to people, find alternatives, but these days, people don't talk and simply leave"*

### **Future HR needs**

At a strategic level, organization is going for consolidation and scaling. Thus there is a requirement for mid-level infusion, more people who are conceptually sound, domain experts and strategic thinkers. There is a need for people who can conduct campaigns, who understand market and agriculture commodities. Organization is also planning to have a robust HR team and decentralize HR at a regional level by involving more of local manpower. As shared by a manager, discussions are also happening to bring more objectivity to performance appraisal process. There is also a need to groom mid-level executives with 3-5 years of experience in to leaders.

### **Discussion**

Respondents from DSO4 were found to be highly professional and courteous. At the same time officials were quite conservative about sharing their HR policy/process documents. The organization has a beautiful campus, comfortable and spacious office environment with all facilities. They are involved in the work which is of highly intellectual in nature and also equally challenging in the field part as they work in many remote areas. One manager shared that it is a thinking organization which is also involved in on field implementation. It also gives people a lot of exposure and freedom to work.

One of the challenges faced by DSO4 is that it is very unpredictable that what kind of projects it gets in future thus planning for manpower also is unpredictable. There is a vision of expanding and organization will expand as and when there is availability of

funds. Similarly, strengthening of HR also depends a lot on availability of budgets. One of the key challenges that came up from HR perspective is how to keep people motivated on continuous basis, how to retain employees after projects get completed, how to get correct measuring tools for performance evaluation, how to develop leadership skills and how to build strong and effective teams. There is a need for preparing action plans on HR front as organization is scaling up.

### **Suggested strategies**

<b>Identified HR challenge</b>	<b>Suggested strategy</b>
Deciding performance ratings for managers working in different locations	There is a need to utilize competency based performance management system in which employees are rated not only on the basis of outcomes but their approach towards the tasks and demonstration of competencies. This is useful for project managers working at similar levels but on different locations with different challenges.
Urban educated employees are not able to adjust with field situation	There needs to be a closer association with educational institutions to work on collaborative projects where students get exposure to the real community projects during their academic life. This could help in avoiding reality shocks for fresh graduates. Conscious efforts are required to develop people from local communities to take up managerial positions.
Lack of clarity about job requirements among some employees	Even though it is difficult to confine the entire spectrum of responsibilities in standard Job descriptions, there needs to be some level of formalization in terms of clarifying job responsibilities to

	employees. Appropriate communication from the managers will help in establishing clarity among employees about job responsibilities.
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## CASE STUDY 5: DSO 5

### **About organization**

DSO5 is an NGO in India registered as a Public Charitable Trust and is based in Ahmedabad, Gujarat was founded in 1989. DSO5 closely works with the vulnerable communities and empowers the socially marginalized by providing them livelihood linkages, imparting skills leading to employment, health and education facilities. DSO5 began as a Charitable Trust that pioneered in rejuvenating underprivileged slums and vulnerable neighbourhoods into self-sustaining and developed communities by its Integrated Community Development Programme changing the environment of urban slums. Through its one-stop centres provides supports to slum dwellers to obtain government identities, providing them access to public benefit schemes, imparting skills leading to employment, micro-finance for vital personal consumption and setting up SMEs and providing access to habitable environment and basic education. Over the years, this organisation has partnered with various entities – government, corporates, individuals and other NGO/NPOs for several undertakings of greater good.

### Vision

*“DSO5 envisions inclusive and empowered communities and individuals.’ And the mission says, ‘To make human settlements equitable living environments where all residents and vulnerable people have access to health, education, essential infrastructure services and livelihood options irrespective of their socio-economic status.’”*

### Mission

*“To make human settlements equitable living environments where all residents and vulnerable people have access to health, education, essential infrastructure services and livelihood options, irrespective of their economic and social status.”*

## **Nature of work**

### Sectors of Intervention

- Livelihoods
- Skill development
- Health and education rights
- Urban governance
- Financial inclusion
- Rehabilitation and resettlement
- Community development initiatives

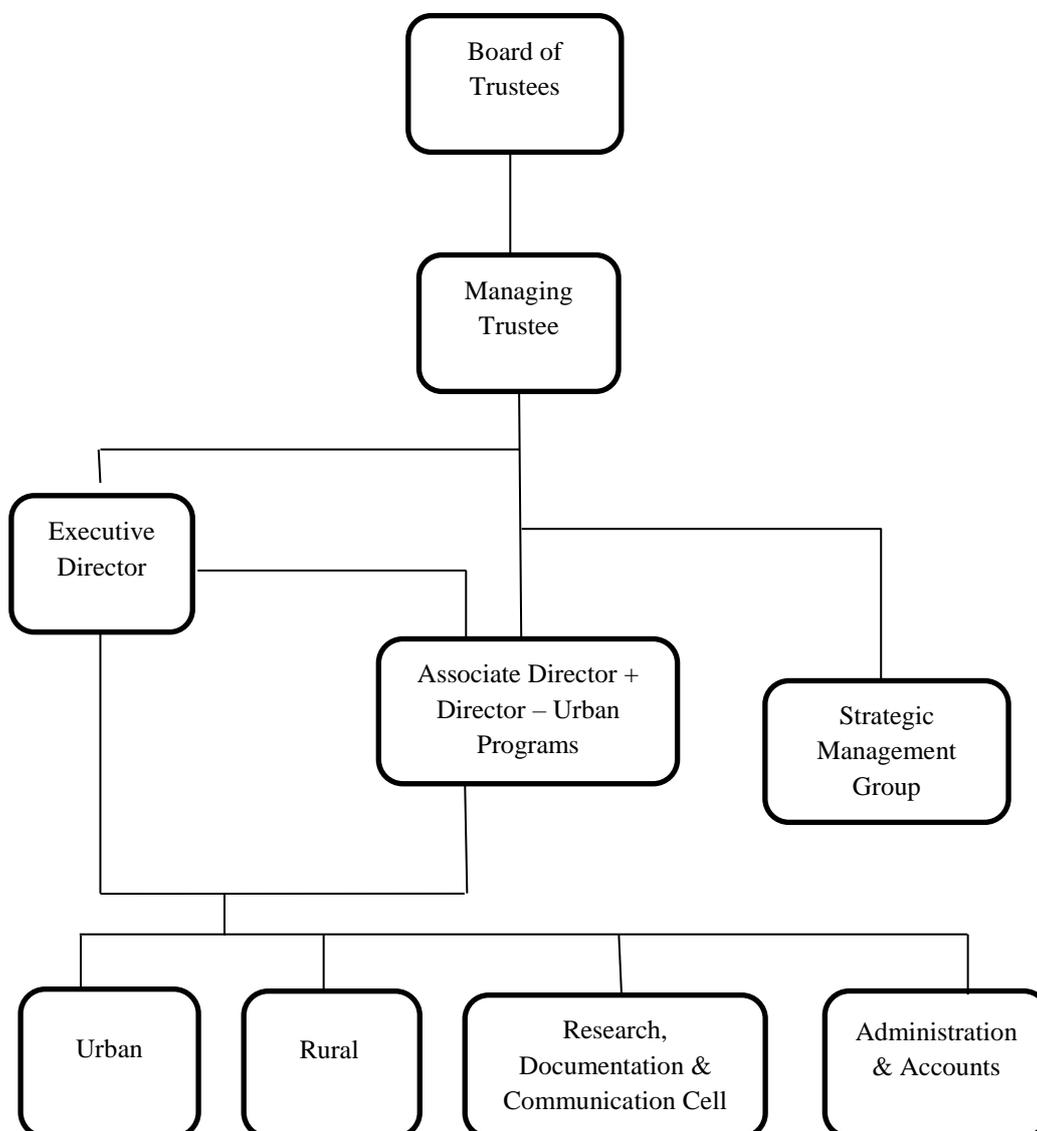
### Reach

In the last 27 years DSO5 has rendered its services to several slum residents, migrants, minorities, children, women, youth and vulnerable people in Gujarat, Rajasthan and Maharashtra (Mumbai) and has touched the lives of more than 5 lakh individuals. DSO5 keeps on expanding its horizon of the communities it serves.

### Awards & Recognitions

In this journey, DSO5 has received several accolades for its programs, internal systems, organizational ethics, best practices in resource mobilization and sustainability models, the latest one of them being the – India NGO Award 2014-15.

## Organization structure



(Source: Annual Report 2015-16, DSO 5)

**Figure 4.2.5: Organization structure of DSO 5**

### HR department & Employee strength

In this organization, HR is divided into 2 parts:

1. Governance which includes dealing with charity commissioner's office, matters related to Board of Trustees etc.

2. Core HR functions along with maintaining standard formats, Job Descriptions, Roles and Responsibilities, Performance appraisal indicators etc.

Above mentioned activities are taken care by three team members. Talking about the human resource of the organisation, DSO5 has a well-documented HR policy that was revised in the past year through a process of consultation with project and programme teams, Strategic Management. Following policies were observed by researcher in HR policy manual of the organization:

- Purchase
- Investment
- Authorization
- Loan
- Advances
- Outstation claim
- Vehicle usage
- Insurance
- Gender Policy
- Single woman allowance
- Annual Increment Policy
- SOP of recruitment
- Child Protection
- Sexual Harassment policy
- Consultancy policies
- Managing Trustee's role
- ToR for internal audits

They are working on policies such as:

- Anti-fraud policy
- Whistle blower policy

### *Governance*

The DSO5 Board is made up of experts in the field of urban planners, rural management, environmental management, research, community mobilisation,

judiciary experience, public policy and urban governance. The Board plays an advisory, facilitative and supportive role within the organization. They participate in its Organizational Development processes, governance, training, financial management, networking for DSO5, operational management and resource mobilisation efforts. Board members are identified from within the field of academics, governance and other related fields to the programmes and work of the organisation. Recommendations are made by existing board members or other funders, collaborators, partners. All referrals are discussed within the Board and members are selected and appointed unanimously by the Board. The Board has a policy of rotation every two years, this is when new members are identified and inducted into the board. So far any renewal is based on the unanimous decision of the Board or on a case to case basis if required.

The Board meets compulsorily at least twice a year and in cases of emergency the Board is convened as required. A quorum of at least 3 members is mandatory for the meeting. **The organisation has various committees like** Executive Committee (aka Finance committee, Strategic Management Group, Anti Sexual Harassment Committee, Fundraising Committee and Human Resource Committee.

*Employee strength*

**Table 4.2.11: Gender wise break-up of employees (DSO 5)**

	Male	Female	Total
Senior	16	10	26
Middle	48	70	118
Total	64	80	144

(Source: Annual Report 2015-16, DSO 5)

**Table 4.2.12: Hindu Dalits among employees (DSO 5)**

	Male	Female	Total
Senior	5	2	7
Middle	31	37	68
Total	36	39	75

(Source: Annual Report 2015-16, DSO 5)

**Table 4.2.13: Hindu Non - Dalits among employees (DSO 5)**

	Male	Female	Total
Senior	8	5	13
Middle	12	22	34
Total	20	27	47

(Source: Annual Report 2015-16, DSO 5)

**Table 4.2.14: Minority groups among employees (DSO 5)**

	Male	Female	Total
Senior	3	3	6
Middle	5	11	16
Total	8	14	22

(Source: Annual Report 2015-16, DSO 5)

As shared by a senior manager, DSO5 is a non-political organization which is managed professionally and an equal opportunity employer. The break-up of staff on the basis of gender, caste etc. is mentioned as per the requirement of credibility alliance which is an accreditation agency.

### **HR systems: Current status and challenges as shared by respondents**

#### Recruitment & Selection

Most of the recruitment is done through employee referrals. As shared by a manager, 80% of the staff comes from field and vulnerable communities. 80-90% comes through networks and referrals. Some senior persons are found through portals like [www.DevNetJobs.com](http://www.DevNetJobs.com). For recruitment, need is more at grass root level. Out of approximately 120 employees, 80 are from grassroots. From this 80 around people, some people have been associated since 15-20 years. They do not have much formal qualifications. There are around 20 supervisors and 20 employees are at managerial level. Most of the people come by referrals. At managerial level, organization is more open about salaries. Qualifications are MSW or equivalent. For higher level recruitment, organization also takes help of a prestigious management institute in area, though requirement at higher level is less. In this organization, preference is given more to women for recruitment.

Non negotiables are clarified with candidates during interview. As shared by a senior employee, it is difficult to get people with higher skills in social sector, people who can stay for a longer time, as salary is low.

### *Internship and Volunteers*

DSO5 has a steady flow of volunteers, interns, fellows and research students. Internship and Volunteering opportunities are available around the year. DSO5 has facilitated interns from diverse backgrounds like Management, Law, Science, Architecture, Social sciences, Commerce etc. DSO5 works on varied thematic areas, enabling us to offer a wide range of assignments to the interns who match their preference related to their field. A brief interview is done with all the interns/volunteers first hand to know their potential and match them with the programmes accordingly.

Each intern/volunteer coming to the organization is given a complete orientation and meets with people of all the programmes and they have an appointed supervisor, a clear work profile or study brief and support from all levels of the programme they work within. The Research, documentation and communication (RDC) cell looks after the facilitation of interns at the organization. The RDC makes this process easier for the students/researcher visiting from all over the globe and within India, which includes logistical issues like their boarding and lodging while they are associated with the organisation. Some of the reputed partners of DSO5 from which the organization receives interns every year are as follows Nirma University, Ahmedabad, Narsee Monjee Institute of Management Studies, Mumbai, Utrecht University, Netherlands, Pandit Deendayal Petroleum University, Ahmedabad, Symbiosis Institute of Communications, Pune, and more.

### *Web presence*

DSO5 has an attractive website with rich content along with slide show of the photographs related to their work. Required information is given under various tabs. It also has a blog in which there are various case studies and experiences shared by volunteers and interns. Videos related to their work are also embedded

on the website. They also have their presence on Social Media such as Facebook, YouTube, Twitter, LinkedIn etc. There is a 'Get involved' page which includes the way of associating as volunteer, intern or as an employee.

### Induction

Duration of orientation depends upon the position. Generally, it lasts for 1 to 2 days. One component consists of governance, systems and policies and the other component includes program details. Currently it is not done formally but organization is planning to make it more formal in future as shared by a manager. While talking about induction, one manager shared that, "***We simply throw them in to waters and they will learn swimming. Though hand holding continues***". Employees are given enough time and opportunity to adjust. The probation period is of 3 months. One of the major challenges shared by a manager is aligning people with organization's ethics and values, which is dealt with by investing in people.

### Training & Development

Organization does not follow a training calendar. Training is done at program level. They also send people for leadership development training along with training programs conducted by academic institutions. Funding agencies do not see much value in HR development and training budgets are also included in programme budget. They want all the money to reach to the beneficiaries thus that becomes a limitation in developing employees through training.

DSO5 also utilizes its core fund for training. Training is a continuous process. As it is fund dependent, organization cannot commit for a particular kind of training program. There is less of formal training and more of on the job training. Though on an average up to 1 lac is spent annually for employee training. Talking about the effectiveness of training, one manager shared that if training is followed by action plan, it becomes effective.

### Remuneration & Benefits

Organization has a formal pay structure where salaries are more or less at par with other organizations in same sector. Salary structure is reviewed every 2 years. As shared by a manager, organization was planning to review the current structure.

Apart from salary other benefits are provided to employees such as PF, Accident insurance, medical insurance, phone allowance etc. There is an internal employee welfare committee which also helps in providing personal loans for buying assets like 2 wheelers.

Organization also gives single woman allowance. Single female employees whose salaries are less than Rs. 15,000 get Rs. 2000-2500 allowance per month. Currently there are 4 such women who are getting such benefits. Organization also gives maternity and paternity benefits. In addition to 3 months paid leave, they also provide 3 months leave without pay. After that they also allow flexi timings to women. There are cases when women left job and they came back after some time. There is also a provision of giving special conveyance allowance to women who stay far. Following table shows distribution of staff as per salary levels and also the annual salaries of highest paid and lowest paid employees.

**Table 4.2.15: Salary scales of employees (DSO 5)**

(Source: Annual Report 2015-16, DSO 5)

Slab (Rs. INR)	Male	Female	Total
Less than 5000	6	20	26
5000 to 10000	28	47	75
10001 to 25000	24	8	32
250001 to 50000	6	5	11
50001 to 100000	0	0	0
Above 1000001	0	0	0
	64	80	144

**Table 4.2.16: Highest & Lowest paid employees (DSO 5)**

Particulars	Amount
Highest Paid	6,84,000
Lowest Paid	83,568
NGO Head	6,84,000

(Source: Annual Report 2015-16, DSO 5)

### Career Development

There is no formal system for career development but opportunities are given as shared by a manager giving an example of an employee who joined as a program coordinator and now is the executive director of the organization. There are employees who started as field officer who later became supervisor and then program coordinators.

### *Job Security*

In organization, employees are broadly in to 2 categories: One is project staff which is on contract and other is support staff which is permanent. As the project salaries are time bound, they cannot be committed long term employment, though efforts are made to retain interested employees in to new projects.

### Performance appraisal

DSO5 has a 360-degree performance appraisal system. Employee fills up self-rating form which is further rated by immediate supervisor. After that feedback is given by program coordinator and HR committee. HR committee is quite dynamic which keeps changing every year. The committee has people from all levels of the organization including field officers, Sr. Program coordinators, male and female members. Though one of the managers shared that the system of performance appraisal is not followed properly and there is a quite a lot of subjectivity in appraisals. Performance targets should be decided at the beginning of the year which is not done currently. Another manager said that currently link between Job Responsibilities and Performance Indicators is missing in current system and they are working to improve it.

For rewarding exceptional performers, there are no practices as such, but good performers get promotions faster. There are cases when executive salaries were increased up to 50%. ***“We are thinking of starting practices such as “Employee of the Month”*** as shared by one of the managers. In the co-operative division of the organization, there are annual awards such as best branch manager, best field officer, best branch etc.

### Work culture

***“Generally in NGOs, culture is slightly open, more liberty is given”*** shared by a senior manager. All the respondents feel that by and large there is clarity among their team members about their job responsibilities and organization also has the spirit of team work at all levels. Recently there was a fire in the office premise and all employees contributed in their own way for some of the repairing work. There is a practice of monthly meeting of strategic management group where all problems are discussed and future course of action is decided.

***“We have transparency, accountability and inclusiveness”*** shared by a manager by stating example that even if formally the HR committee reports to the Executive Director, at the time of performance appraisal; he also has to submit his appraisal form to the committee for evaluation. HR committee includes people from various levels. It includes field officers, senior program coordinators, women, men and every year a new committee is made. The forum of strategic management group is very open. There is a complaint box where employees can share their complaints that they cannot share openly. Organization also has an entrepreneurial culture where new ideas are supported.

### *Grievances*

Most of the times grievances are related to salary, increments, and conveyance allowance etc. Some of the grievances are dealt with by staff welfare committee. Some grievances are given in written and discussed in HR committee meeting.

### Employee Retention

As per the data shared by HR office 18-19 people had left in the previous financial year for various reasons, though attrition is not perceived as very high as per respondents. Most of the times employees leave for better job opportunities as shared by a manager. Organization tries to retain people as much as possible. If somebody resigns an interaction with senior who is not his/her immediate supervisor is done to identify issues. Some of the employees are given permanent positions. One of the senior managers identify factors such as opportunities for Career development, Leadership development, good work culture, joyful work environment important for retaining employees for long time.

## **HR needs for future**

While talking about future needs in terms of HR, a manager shared that it all depends upon how much importance is given to HR Development by funding agencies. The organization has various entities and frequently there occur needs for shifting people from one to another. To manage such shifting and to carry out processes, there is a need for a bigger HR team. *“We are not really growing in that sense. After 2009, we have consolidated a bit.”* shared by a senior manager stating that since a last few years, organization is consolidating its operations, thus not really growing in terms of employee strength. There is a board rotation policy due to which board changes after every 6 years, so that there is no stagnancy. *“We want to excel in future. We don’t know how much time it will take.”* shared by a respondent who takes care of Governance and HR.

## **Discussion**

As DSO5 is working in various areas, it has capacity to provide different alternatives to employees. This helps both organization and individual. The organization was operating in a temporary premise as there was a fire in their permanent office space. The office space was not sufficient and it was very difficult to find a place to sit also. Though overall the officials seemed to be giving a lot of emphasis on governance. Secondly this organization has become part of ‘credibility alliance’ and such organizations thus they have to fulfill certain criteria in terms of their governance and reporting.

Interestingly they have also mentioned the gender break up and caste break up in their manpower as per the requirement of such agencies. This was one more organization which significant in size but do not have a proper HR department and the reason behind that is given as lack of funding support. It was observed that while researcher was asking questions, the manager asked the assistant to note down some of the aspects for future reference. This showed openness to learn from various sources and genuine interest for improvement.

In its cooperative division, the people organization is dealing with are majorly from a rural background with a level of minimal education. To have a better understanding of the local communities, the organization focuses on getting a coordinator from this

group only. Since, the institution is working with the objective of women’s financial independence, it becomes imperative for the organization to maintain a strong relationship with women groups, as well as actively involve them in the process.

**Suggested strategies**

<b>Identified HR challenge</b>	<b>Suggested strategy</b>
Lack of objectivity in performance evaluation and rewards	There is a need to develop a performance management system which includes goal setting process at the beginning of the year and clear linkage between individual goal achievement and rewards. Making efforts in developing a simple but robust performance management system will help in employee motivation, retention and overall effectiveness.
Limited capacity of HR department	The organization has various entities and frequently there occur needs for shifting people from one to another. To manage such shifting and to carry out processes, they need a bigger HR team.
Lack of funding for HRD	Organization needs to utilize internal capabilities for transmitting knowledge and skills to new employees.

## CASE STUDY 6: DSO 6

### **About organization**

DSO6 is a professional organization which believes in providing equal opportunities to all categories of people with disabilities. It works for providing education, employment opportunities, equal rights and quality life for them. For DSO6, giving a gainful employment is very important, it plays an essential part in the life of a person as it gives him status and binds him to the society. However, many people with disabilities are still unable to obtain gainful occupation and are dependent on others. The DSO6's employment and Placement services is a step towards providing employment as well as self-employment opportunities for people with disability, the reason being that they can be financially independent as well as self-sufficient.

Since 1984, the organization has continuously strived to provide employment Opportunities to disabled people. During the last five years, it has been successful in providing employment to around 1500 people with disability who are presently employed in public as well as private sectors and are capable of handling important assignments in banks, railways, hospitals, restaurants, etc. This association also understands the importance of self-employment and provides Micro Credit for individuals who want to be self-employed. Under the 'Swayamsiddha Pariyojana' project the association works especially for the empowerment of blind women by providing them Micro Credit, so that they can be independent individuals. Organization also gives priority to projects advocating human rights for people with disabilities. The association is registered under Bombay Public Trust Act, 1950, Societies Registration Act, 1860 and Persons Disabilities Act, 1995.

### Mission

*"Promoting comprehensive rehabilitation of persons with all categories of disabilities through education, training, employment, community based rehabilitation, integrated education, research, publications, human resource development and other innovative means."*

## **Nature of work**

### Activities

The organization is involved in following activities for people with disability:

- Education: School education, Technical education, Physiotherapy, Music
- Skill building: printing, carpentry, fabrication, tailoring, Computer skills, Stenography, hair and skin care, offset printing
- Occupational service: Employment and Placement Service, self-employment, micro credit
- Health: Physiotherapy, Speech Therapy, Audiometry, Eye Hospital, Orthopaedic Hospital, ENT Hospital, Rehabilitation and Intervention
- Support Services: Braille Services, Audio Material, Assistive Technology, Adjustment Training, Assistive Devices
- Research, Legal aid, counselling, advocacy

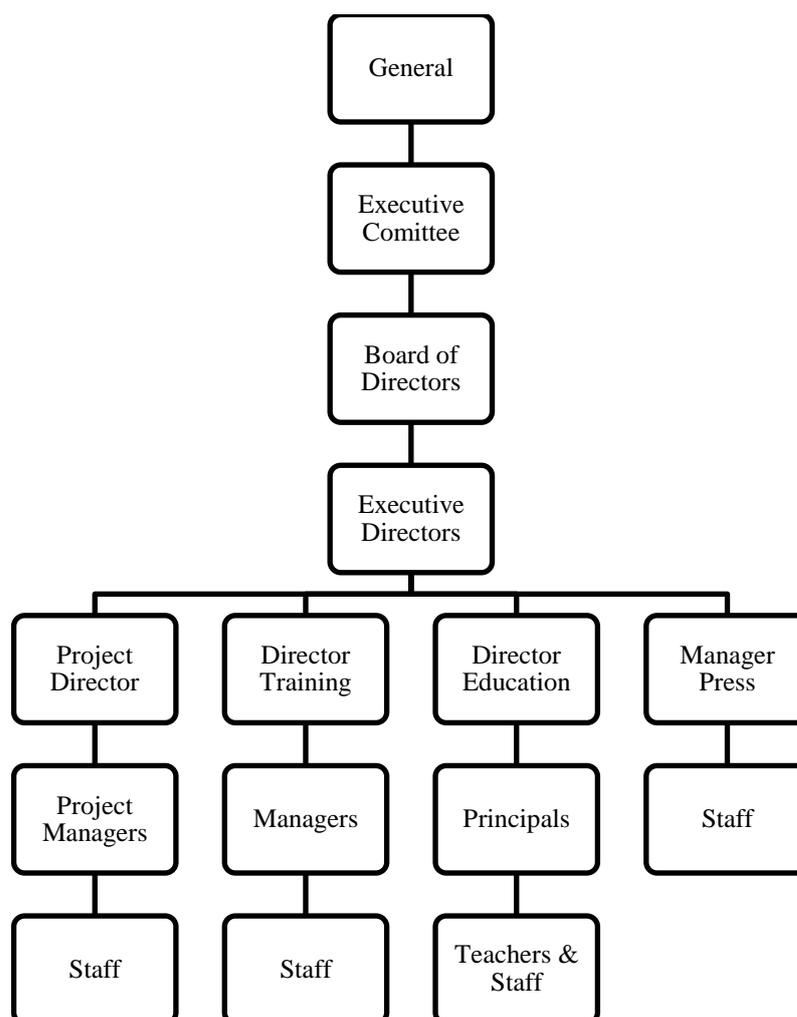
### Accreditation

- Under 'Desirable Norms' by the Credibility Alliance
- Recognized as a training institute by Rehabilitation Council of India, Govt. of India

### Awards and recognition

- International Golden Award for Community Development Services Overseas from the Help the Aged International
- National Award for Outstanding Performance in the field of Handicapped Welfare
- Godfrey Philips Silver Bravery Award
- Federation of Chamber of Commerce and Industries (FICCI) Award for Outstanding Placement of the Disabled

## Organization Structure



(Source: Annual Report 2015-16, DSO 6)

**Figure 4.2.6: Organization structure of DSO 6**

### HR department & Employee Strength

The organization doesn't have a separate HR department. There is only one manager who takes care of HR even though the organization has more than 300 employees. Along with HR functions, manager also takes care of administrative tasks and estate maintenance. HR function started in the organization in 2015 only. It took a long time for HR manager to find the HR manual. The manual was typed years ago in Gujarati. It included policies related to following areas:

- Service rules
- Recruitment

- Promotion
- Transfer
- Termination
- Confirmation
- Retirement
- Salary and Benefits
- Special allowance, DA, Medical allowance, PF, Ex gratia
- Institutional loan for employees
- Uniform
- Working hours
- Leaves, outstanding leave, study leave, leave encashment
- Maternity benefit
- Disciplinary action, late coming

## **HR systems: Current status and challenges as shared by respondents**

### Recruitment and Selection

As shared by HR manager, Newspaper ads, job portals and employee referrals are the methods used for recruitment. In selection process, there is a written test, followed by interview by a panel of experts. Most of the time referrals method works for filling up vacancies. Recently they started absorbing students based on their performance in internship. It works out well as both organization and candidate get to know each other for some time before beginning the employment relationship. As the organization is well known in development sector, it is able to attract talent, though there are some positions such as special educators are difficult to fill up as a very few people are available with relevant qualifications. To get people who are specialised in rehabilitation and counselling is very difficult. Getting the kind of people who have passion and skills and such social ability is difficult. One of the respondents shared that HR should maintain proper database of candidates in order to make the recruitment process more efficient.

### *Web Presence*

DSO6 has a website including detailed information, uploaded documents and photographs catering to the interest of various kinds of viewers especially potential donors. It also has presence on various social media sites and the link of the same is given on Home Page of their website. Though there is no separate page for 'Career' or 'Openings' specifically to target the viewers who would like to work with the organization.

### Induction

Generally, induction program is of the duration of 15 days as shared by the HR manager, though it depends upon the position. For a fresh pass out, there is a one-month training program which includes areas such as types of disabilities, laws and schemes of government etc. It also includes visits to all the centres of DSO6. As shared by one of the respondents, currently induction is not done for all the new recruits. One respondent said there is induction is not done on regular basis at organizational level and currently it is the responsibility of each of the department. Organization is much diversified but there needs to be one component in induction program which could share common values and goals of the organization. In special needs department, it is done regularly as shared by the respondent belonging to the same department.

### Training & Development

Training is decentralized and it is planned by unit heads. There is annual leadership development program for coordinators and managerial staff. The program is residential and outbound. At managerial level, training budget is around Rs. 3 lacs per annum as shared by HR manager. Training is supported by funding agencies at times. For example, there was a 9 months training program for special educators in USA. There are also other training programs such as Fund raising, Leadership. One of the respondents shared that employees are supported if they get a scholarship to study abroad.

As shared by one of the senior employees, there are hardly any training programs organized by the organization.

***“We meet once or twice a year. We sit together for 3 days and discuss everything about what has happened and where we want to go. Though it is not training, it is brainstorming”*** as shared by the respondent.

#### Remuneration and Benefits

DSO6 has developed its own pay scale in a format similar to that of Government. Though in project based appointment fixed pay is given as appointments are contractual and time bound. As per the respondents, salary scales are at par with other organizations in the same sector. As shared by one of the coordinators’ ***“Here salaries are lesser than government and international NGOs but better than some of the private organizations. People are transparent here.”***

Along with salaries, employees are also provided with Special allowance, Dearness Allowance, Medical allowance, PF, uniform, maternity leaves etc. There is also a provision for Institutional loan for employees. Leaves are also given as per the government rules. Though there was a respondent who indicated that salaries are not at par with market rates by saying, ***“Outside salaries are increasing but we are not fulfilling the requirements. Ultimately money is what people want.”*** Table 4.2.17 shows distribution of staff as per gross salary per month.

#### Career Development

Though there is no formal career development plan in the organization, those who are willing to stay for a longer time have opportunities to grow. Employees also feel that their jobs are secured with the organization. As shared by HR manager, most of the decisions related to career development are taken by three directors. He also gave an example that recently in one of the meetings succession plan was also communicated to the managers for key leadership positions. Though career growth within organization differs from person to person, two of the respondents shared that in the organization, one has to spend a really long time at the same position and it is difficult to go ahead.

**Table 4.2.17: Salary scales of employees (DSO 6)**

<b>Slab of Gross Salary/Fixed pay (Rs.)</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
5,000 - 10,000	23	18	41
10,000 - 25,000	21	9	30
25,000 - 50,000	40	29	69
50,000 - 1,00,000	6	3	9
>1,00,000	0	1	1
<b>Fixed Pay</b>			
< 10,000	73	60	136
< 20,000	19	5	24
< 30,000	7	1	8
< 40,000	3	1	4
< 50,000	1	0	1
< 60,000	1	1	2
< 1,00,000	0	1	1
<b>Total</b>	<b>197</b>	<b>129</b>	<b>326</b>

(Source: Annual Report 2015-16, DSO 6)

**Performance Management**

Organization doesn't have a formal performance appraisal system. The formal system is followed in two of the units but at main office, it is still in process. Employees are divided mainly in two categories; one category is those who are working on government projects and another category is those who are working on funding agencies project. To bring them on one platform is challenging for HR. Mostly appraisal is done by unit heads in consultation with directors. Respondents from other than HR department had more of critical opinion about performance appraisal. One of the coordinators chose not to give any comment about it while another coordinator said that appraisal system is one area which has some loopholes.

Many people on board are now in to their 70s. Looking at their seniority, HR finds it difficult to decide criteria of performance appraisal for them. One of the coordinators shared that linking rewards with performance is also very challenging. If someone brings fund of 5 crores, it is a tangible outcome, but at the same time achieving a learning milestone of a disabled child is also a tangible outcome. If an advocacy manager has to meet a government officer for 10 times as a part of her advocacy efforts, that also needs be appreciated. There has to be a way of measuring and rewarding different types of contributions.

Employees who perform exceptionally well are given high increment in salary. Many employees are nominated for various awards and functions. Employee achievements are also highlighted in forums, cultural programs, reports and website. High performers are given verbal encouragement and also higher responsibilities, though they are not given monetary rewards as shared by one of the coordinators. One of the respondents said that ***“Currently each one of us is contributing in his/her own way but if there is a proper performance management system, then things will get better”***

### Work Culture

One respondent said that ***“people know for what they are here; this is not just a job”***. As per her the work culture is motivating and it is a good place to work for those who are not money minded. All the respondents felt that there is a good spirit of team work within organization. Every Saturday there is a staff meeting where issues are discussed and resolved. The approach towards project planning is also bottom up. Project is proposed at district level, and then department head gives inputs which later reach to top management. The HR manager also gave an example where organization started a new unit where it gave complete autonomy to the project manager to decide projects, source funds and take necessary options with minimal interference and approvals. ***“We don’t have clear cut profiles. We have to understand by ourselves. It is not on paper”*** as shared by a manager. Similar response was given by one more respondent and it was added that at times some of the employees do not fulfil their responsibilities and burden comes on others.

## *Grievances*

At times there are comparisons between leave rules of various departments. For example, teaching staff gets more holidays and vacations but other staff doesn't get that much. At times there are interdepartmental conflicts. Sometimes organization favours people who don't have skills, so others feel demotivated as shared by one of the coordinators. There is no formal system for grievance redressal but top management is quite approachable for discussions on such matters according to a respondent.

## Employee Retention

Organization has been quite successful in retaining people. As shared by the HR manager, there are a very few cases when someone is voluntarily leaving the organization. Only two people left in preceding year out of more than 300 employees for reasons such as getting a government job or having a health problem. There is no system of exit interview as attrition is quite low. Though whenever someone is planning to leave, organization tries to find the reason and try to retain the employee if he/she is a good performer. ***“We are a brand name. Young people come to work with us to get good exposure and see us as a stepping stone”*** as shared by one of the respondents. Another respondent said that *“People are much more satisfied here compared to other places”*. Such factors are responsible for keeping the attrition level always down.

## **Future HR needs**

***“We are doing things but we want to put it on paper”*** shares HR manager. Some of the HR procedures issuing appointment letters, relieving letters, Mobile policy and policy for reimbursement are there but such procedures or policies are not properly documented and communicated. Organization wants to put more HR systems in place along with a formal performance appraisal system.

## **Discussion**

DSO6 has grown significantly and has contributed greatly in the field of disability through its visionary leadership and effective management. As shared by the HR manager, the founder of the organization had a great ability to involve highly

qualified individuals from reputed institutes and keep them in key leadership positions. This has played the most important role in building the organization. From the responses, it can be said that employees appreciate the culture of accountability and transparency and being associated with DSO6 gives them satisfaction and respect in society.

As shared by one of the respondents, employees get freedom to select areas to work, develop new skills, select their working hours and own methodology for work. People, who are efficient, get more exposure. The management is not rigid. The emphasis is given on the result and not the way of working. ***“Each person is given work as per his/her skill set. Personally, I will go out of the way to help someone in the organization without looking at my job role. We are not limited to our job profiles. We can also take up assignments outside. We are open, transparent”*** shared by one of the managers. While talking of the impact of the organization on employees’ attitudes one respondent said that people build sensitivity towards disabled on permanent basis once they work here and they bring this attitude with them even after they leave the organization.

***“There should be someone who represents us”*** shares a manager which indicates the expectation that there is a need to be a stronger HR who advocates employees’ needs. Organization also needs to have proper HR policies and systems in place which should be communicated clearly to employees. Organization also needs to have a formal performance appraisal system in place in order to maintain the high retention of employees and also to keep the morale high. One respondent shared that ***“In some of the departments we have people with skills, but we are not utilizing it”***. HR needs to have systems in place where skills of employees are well utilized which benefits organization and also gives fulfilment to employees.

All the respondents shared their concern about the ability of the organization to provide career growth. One of the managers said that ***“Here your growth is not tangible. You see people working at some of the high positions and think whether you will ever be able to reach that position while they are still there”***. This is the area in which organization needs to work. There needs to be a mechanism where employees who have demonstrated performance and have committed themselves to the organization should have avenues to grow in terms of reaching higher

designations. One of the managers commented that currently each department feels that they are a kingdom. They do not realize that they are a small component of the organization and they have to support each other. HR also needs to be receptive about such cultural issues and should take necessary actions to keep different departments in alignment with the overall vision of the organization.

### **Suggested strategies**

<b>Identified HR challenge</b>	<b>Suggested strategy</b>
Low degree of formalization in HR	HR department needs to update the policy manual looking at the current and future requirements. Some HR and administrative procedures are followed informally but they are not documented officially. Documentation and communication of HR policies and procedures will help in streamlining HR and administrative processes across the departments.
Dissatisfaction among employees about performance appraisal	There is a need to develop a robust performance management system to reward employees in a systematic way and to ensure utilization of capabilities.
Interdepartmental conflicts	Carry out an OD intervention through an expert to identify interdepartmental conflicts and bring out synergy among departments through effective communication and training. Appropriate modifications in decision making process can help to reduce grievances and to enhance motivation of managers.

## CASE STUDY 7: DSO 7

### About Organization

In 1985, DSO7, a sister concern of the Pune based Development Research Foundation working in agriculture and livestock development, was established in Vadodara (Gujarat). Registered under the Bombay Public Trust Act, 1950 and the Societies Registration Act, 1860, DSO7 actively strives to uplift the rural poor. Today, with its wide networking services in over 289 centres and over a decade of successfully implementing development programmes in the area of environment protection, watershed development and livestock development, DSO7 has covered 10% villages in state. DSO7's efforts continuously strive to motivate the rural community, overcome their barriers, irrelevant traditions and superstitions to bring about an attitudinal change, build their confidence levels to self-sustain rural societies.

DSO7's Mission is to create opportunities of gainful self-employment for the rural families' especially disadvantaged sections, ensuring sustainable livelihood, enriched environment, improved quality of life and good human values. This is being achieved through development research, effective use of local resources, extension of appropriate technologies and upgradation of skills and capabilities with community participation. The organization is a non-political, secular and professionally managed organisation.

### Vision

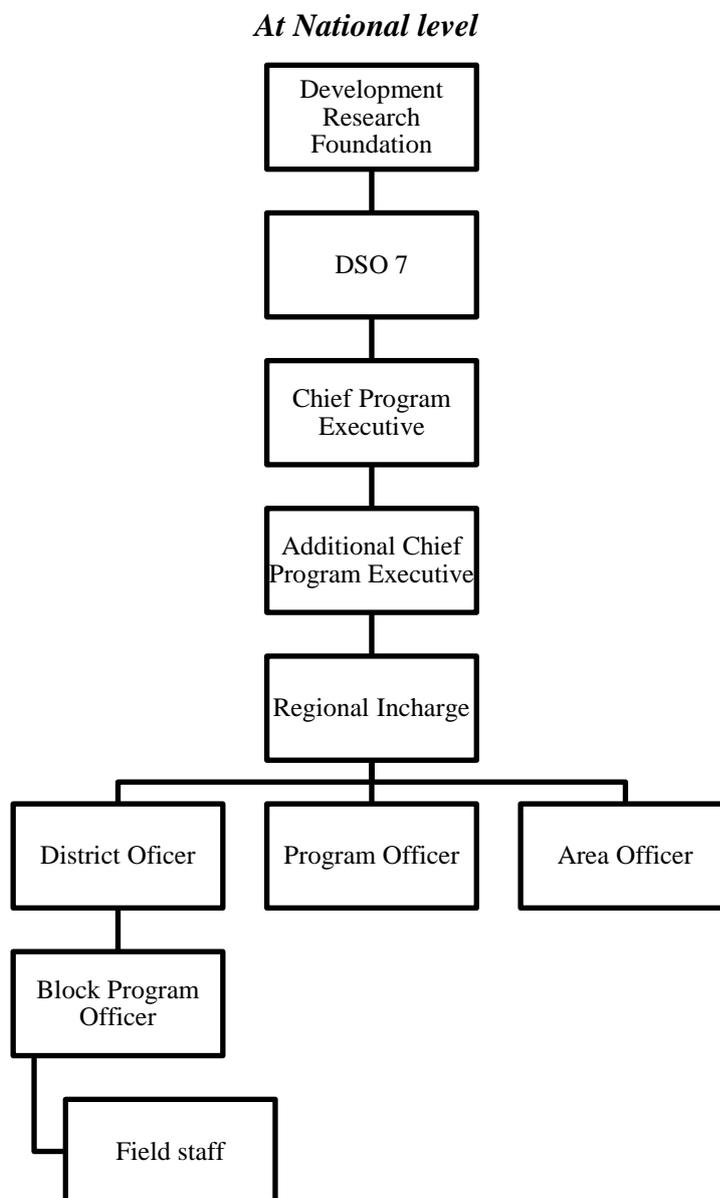
- A self-reliant and vibrant rural economy
- Sustainable development of Rural India, free from poverty and hunger
- A literate and enlightened Rural Community who care for the conservation of natural resources and a clean environment
- Rural Society, with a priority to
  - Reduce child mortality
  - Ensure safe potable water in all villages
  - Promote community health, family welfare and better quality of life
  - Gender equity and social equality

## Nature of work

Areas of intervention:

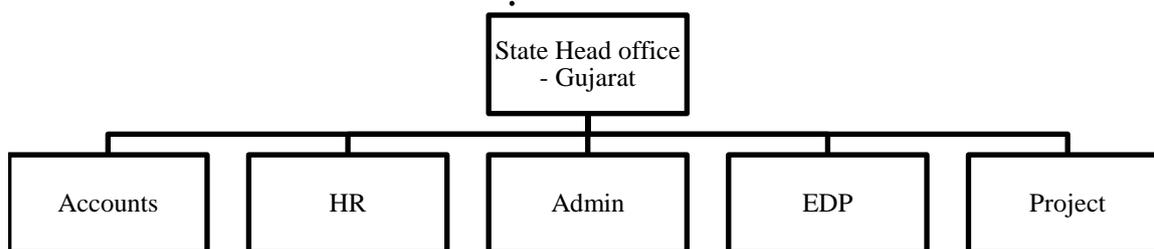
- Livestock Development Programme
- Tribal Development Programme
- Natural Resource Management
- Tribal Rehabilitation
- Building peoples' organizations
- Technical support to other organizations

### Organization Structure (As shared by HR manager)



**Figure 4.2.7 (a): Organization structure of DSO 7 (National level)**

*At state level*



**Figure 4.2.7 (b): Organization structure of DSO 7 (State level)**

**HR department & Employee strength**

DSO7 has 200 employees and most of them are on roll. They have 1 office each in South Gujarat, North Gujarat, Central Gujarat, Saurashtra and Kachh. There is a central HRD team at Pune where there is a Head HR under whom there are 6 team members. DSO7 HR follows policies framed by central HR. In state head office of Gujarat, there is one HR head who works with two officers to handle all the HR functions starting from recruitment to separation procedure.

Researcher also observed Employee handbook which included policies about following:

- Joining
- Allowances
- Schemes
- Attendance
- Discipline
- Awards and Rewards
  - There are cash prizes for children of employees who excel in 10<sup>th</sup> and 12<sup>th</sup> standard
  - Prizes for Best paper, case study published
  - Prizes for best 3 farmers
  - Best 3 cattle development centres
- Appraisal
- Separation

## **HR systems: Current status and challenges as shared by respondents**

### Recruitment & Selection

Recruitment is done through Newspaper ads, employee referrals and website. Most of the recruitment is of people with qualifications in the field of livestock and agriculture. They are hired from Agriculture universities. For other vacancies, references are given by field staff, reliable people in government offices and other associated organizations. At times it becomes difficult to get people with veterinary and agriculture science background.

### *Web Presence*

DSO7 has a website with information catering to the interest of different types of viewers, though the design and overall look of the website is not much attractive. Though there is a career page, it doesn't include any content which could attract potential employees. The page just has a scanned document of the last newspaper advertisement related to vacancies. Apart from this organization doesn't seem to be having visible presence on any social medial.

### Induction

Induction program is of duration of 2 to 3 weeks. Employees of Management Cadre are sent to head office which based at Pune. Project based employees are oriented in Vadodara and at field offices when they are given information about organization structure, activities and work system.

### Training & Development

As shared by HR manager, every year there is a training calendar prepared both at regional level and central level. Annual budget ranges between Rs. 5 to 10 lacs.

### Remuneration & Benefits

Organization has a formal pay structure when scales are decided as per government standard. Apart from the salary, other benefits are given such as Maternity and Paternity leave, special medical leave etc. Mentioned below is the salary scale offered in one of the vacancy announcement by organization.

Post: Program Coordinator

Essential Qualification: Doctoral Degree in Agriculture/Horticulture/Fisheries/Animal Sciences

Pay scale offered: Rs. 15600-39100 + RGP Rs. 8000/-

There are a very few organizations in development sector which provide or rather able to provide salaries equivalent to government pay scales. Thus such pay scales are quite competitive as per market rate.

#### Career development

Employees are promoted to the appropriate positions as shared by the HR manager. There One respondent started working as an entry level executive in data processing profile and due to the opportunities provided by the organization over the years, became Head of HR department.

#### Performance Management

Performance Appraisal process is carried every year in the month of April. Employee fills up the information and gives it to supervisor. With supervisor's inputs the appraisal form goes to head office. In head office, Project Officer and HR manager finalizes performance ratings through deliberations. Appraisal policy is documented in HR policy manual. It includes guidelines for appraisal for the following:

1. For probation to confirmation
2. For management cadre
3. For non-management cadre

Appraisal Score is calculated based on the below mentioned parameters

- Technical knowledge
- Extension activities
- Attentiveness
- Grasping
- Communication

Mentioned below are the scores and its interpretations:

- a. > 80=Excellent
- b. 60-79: Good
- c. 40-59: Neutral
- d. Below 40: Poor

### Work culture

At organizational level, annual work plan is prepared in which department level priorities are also clarified along with responsibilities of each team member. Thus it helps in bringing clarity about job responsibilities among employees. At each district level, there is a practice of monthly meeting where important issues are discussed. There is a monitoring and evaluation cell. The members of cell move to different field areas for monitoring and guiding project teams. There is a system of daily reporting and monthly reporting and the monthly reports by regional branches are sent to head office in Pune.

### *Grievances*

As shared by HR manager, most of the grievances are related to increments. Apart from this, there are not many grievances. They first try to solve grievance at regional level only. There is an internal complaint committee for grievance redressal. There is also a committee to sort out issues related to sexual harassment.

### Employee Retention

Organization has been quite successful in retaining people for a long time. On an average only 4 to 5 people leave per year as shared by the HR manager. Some employees leave as they get a new job and some leave due to social problems. By and large employees feel secured at job according to respondents. Among the people who leave voluntarily, number of young people is more. There is a system of exit interviews in which HR gets positive feedback about organization most of the times.

### **Future HR needs**

Organization recently prepared a strategic plan for 2020. It includes components of Projects and funding and along with that HR plan is also prepared. Two of the senior manager shared following areas to work on in future as far as HR is concerned:

- Developing online HR system where basic HR processes are done efficiently and records are maintained accurately
- Introducing structural changes in allowances for people working in the field,
- Updating structure of remuneration and benefits as per the market rate
- Acquiring qualified staff

## **Discussion**

DSO7 has been operating since 32 years in Gujarat. It is a sister concern of a large organization which was established 50 years ago based on Gandhian philosophy. The organization primarily started with dairy husbandry through upgradation of local cattle, later on it kept including other areas related to natural resource management and rural development. As shared by respondents, employees are given sufficient freedom and by and large stress free work environment without much of pressure targets. Organization also gives opportunities for promotions for employees who are performing well.

As shared by HR manager, there is an unwritten message to employees that *“Tame atlu karine batavso to aa jagya tamari pase che”*. Respondents also shared their concerns about the performance deficiency and grievances among field staff. There is also a problem of attrition among them. There is a need to relook at the remuneration and benefits, relevant policies and procedures as per the field situations and development of leadership and managerial skills among rural managers.

### *Fellowship Program*

Organization offers a fellowship programme which is a unique opportunity for young professionals to explore the possibility of uniting their educational / professional background with socially-relevant work. Fellows are supported financially for 12 months by way of stipend, during which they shall apply their knowledge and skills to issues related to rural development. The Fellowship is designed to encourage creativity and innovation, foster experiential learning and help young people make a meaningful contribution to society. It is essentially a one-year residential program, where Fellows are expected to stay at field locations from organization’s operational area in the states of Maharashtra and Gujarat. The Fellows will choose the thematic areas in accordance with their interest/skill sets and the requirements of the Organisation. Fellows shall undertake a project to work on through the course of the fellowship period. This shall preferably be a

participatory action-research project / assessment /explorative study /documentation etc.

Fellows will have access to guidance and mentorship from people working in similar fields and experts, both, within and outside the organisation. Fellows are expected to work to the best of their abilities to complete the project undertaken, but not look at their project as an end in itself, but rather as an initiation into a new and multifaceted field. In consultation with the Mentor/ Assignment Guide, the Fellow will need to define the assignment, outcome that the Fellow seeks to achieve at the end of the placement period and work towards achieving it.

Expected output will be in the form of a full-fledged report capturing the work accomplished under the chosen theme. Currently this fellowship is replaced by a similar fellowship program offered as a CSR initiative of one of the reputed banks. As a partner, DSO7 also gets fellows who contribute in different ways while some of them also join as full time employees after the fellowship. Such initiatives become quite useful in involving qualified professionals in development work.

**Suggested strategies**

Identified HR challenge	Suggested strategy
Accumulated grievances among field staff	There is a need to develop a formal grievance handling procedure that can ensure that the matters which require intervention from HR reach up to that level.
Performance deficiency among field staff	There is a need for building managerial capabilities among block program officers. Enhanced skills in communication, supervision and counselling will help them monitor the performance of the field staff.
High attrition among field staff	Along with grievance handling and training, there is also a need to relook at the remuneration and benefits considering the current trends in the sector.

## CASE STUDY 8: DSO 8

### **About Organization**

DSO8 - Organisation for Development Education is a voluntary non-profit organization registered under the Societies Registration Act (1860) in 1990. The aim of the organisation is to promote social inclusion and democratic governance so that the vulnerable sections of society are empowered to effectively and decisively participate in mainstream development along with decision making processes in community. The organisation has completed 25 years of providing educational support in Gujarat and 16 years in Rajasthan. During 1990-95, DSO8 played the role of a capacity building support institution. The key thematic areas of support were participatory planning, evaluation and organizational management. In the year 1995-2000, along with the above a shift was made to address a variety of emerging issues i.e. rising communalism, drought management and adverse impact of liberalization. Thus the organization began to play a pro-active role in development education, in addressing major macro issues, focusing the activities on research, documentation and advocacy. After the 2001 Gujarat earthquake and 2002 communal riots, DSO8 was involved in relief and rehabilitation. From 2001 to 2005 the major focus was on rehabilitation work with the affected groups. Prior to this in 1991 with the help of three external evaluators a formal review was undertaken. The main purpose of this review was to identify strategic issues and re-craft the strategy with a view to achieve greater focus and relevance in the coming years. Finally, in 2006, an internal strategic review was undertaken and three program centers were developed.

### Vision

To create an inclusive society where all stakeholders, particularly the vulnerable, participate with full empowerment and gain equal access to and control over services, resources and institutions.

### Mission

To promote social inclusion and democratic governance so that the vulnerable sections of our society, particularly the Dalits, Tribal, women and person with disabilities, are empowerment to effectively and decisively participate in mainstream development and the decision- making process.

## Strategy

It is an issue based, strategic educational support organization working in Western India with people's collectives, NGOs, elected representatives in local governance and the government. Collaborative research, public education, advocacy, direct field level mobilization and implementation with multiple stakeholders are the key instruments of our work. The interventions span from the grass root level to policy level environment in ensuring basic rights of citizens.

## **Nature of work**

### Sectors of Intervention

- Social inclusion and empowerment
- Civil leadership governance and social accountability and
- Social determinants of disaster risk management

All the three programs are further categorised according to the organisations. Social inclusive and empowerment include Dalit mobilisation and organising in western Rajasthan, promoting women's empowerment, mainstream disability, English language enrichment program for std. VIII in the schedule (tribal) areas of Gujarat. Civil leadership governance and social accountability include building civil leadership, capacity building panchayat raj institutions, pre-election voter's awareness campaign, and promotion of social accountability. Social determinants of disaster risk reduction include community management disaster risk reduction, training and advocacy.

## **HR Department & Employee Strength**

As mentioned in Staff Service regulations, there are mainly two kinds of employees:

- a) Permanent employees are the ones who are appointed on a permanent basis by the appointing authority after completion of at least one year of probation period and have been confirmed in writing by the Appointing Authority.
- b) Project (temporary) employees are the ones who have been appointed for a fixed period to work for a specified assignment either full time or part time.

Director has the right to involve experts, consultants, part time persons and students' in different activities of DSO8 by making separate terms and conditions. Separate rules for part time staff, on contractual basis, are made on a case-to-case basis. Following table shows gender disaggregate data of staff members including fellow.

**Table 4.2.18: Categories of employees (DSO 8)**

Gender	Paid Full Time	On Fellowship	Paid Consultants
Male	24	7	1
Female	14	4	-
<b>Total</b>	<b>38</b>	<b>11</b>	<b>1</b>

(Source: Information provided DSO 8 office)

### *HR department*

There is no separate HR department in the organization, though it has well documented Staff service regulations, Performance Review guidelines and Gender Policy. These documents are uploaded on the website. Mention below is an excerpt taken from the Staff service regulations document.

*“It is a mission driven organisation and expects the staff to be committed to the mission. It values the contribution of the staff in achieving the stated mission. The aim is to create a work culture, which provides a sense of fulfilment to the fellow colleagues. The Staff Service Regulations have been created to ensure a fair, just and gender sensitive working environment as well as to maintain discipline in the organisation.”*

These regulations apply to all persons employed by DSO8, on permanent and on project based appointments. The Director of the organization is authorised to issue separate service rule for specific category of staff for certain projects as deemed necessary. From time to time separate service regulations are published for special projects. Following aspects were covered under staff service regulations:

- Categories of Employees
- Retirement
- Remuneration
  - Service classification and pay scales
  - Allowance, PF and Gratuity

- Induction
- Policy related to Sexual Harassment
- General conditions of service
  - Days and hours of work
  - Attendance
  - Daily morning assembly
  - Movement
  - Guidelines for Dress
  - Holidays
- Leave facilities
- Use of office infrastructure
- Norms for availing support services for official purpose
- Integrity and commitment to duty
- Secrecy
- Prohibition of Trade, Business of Employment
- Intellectual property rights
- Service Record
- Transfer
- Loan Facilities
- Insurance
- General rules and regulations
- Termination of employment
- Misconduct
- Punishment
- Annual Staff Performance Review Process
- Gender Policy

### **HR systems: Current status and challenges as shared by respondents**

#### Recruitment & Selection

Newspaper ads, job portals, campus recruitment and employee referrals are the methods which are primarily used for recruitment. One program coordinator shared an experience where they had given a newspaper advertisement for a vacancy. For one opening, they

received around 200 CVs and most of them were irrelevant which wasted a lot of time in shortlisting. Out of that only 7-8 candidates were suitable to call for the interview. At times candidates are sourced from the network of NGOs. There are occasions when it gets difficult to fill up positions at mid-level. In mid-level positions there is a requirement of people who have experience of managing field level teams and have good communication skills. Most of the times such people do not want to change their jobs from one rural area to another. They prefer to come back to cities.

### Induction

Induction program is not formal in nature. As shared by a senior employee, they tried for a formal induction program but it did not work.

### Training & Development

There is no separate budget allocation for training by funding agencies thus it becomes a major limitation. Still as shared by a senior employee, organization keeps looking at training programmes organized by various institutes and when they find something relevant we see whether we can send people. They learn and they share their learning after coming back.

### Remuneration & Benefits

Organization has a formal pay structure. Mentioned below is the distribution of staff according to salary. By and large it is at par with other organizations in same sector.

**Table 4.2.19: Salary scales of employees (DSO 8)**

<b>Salary plus benefits paid to staff</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
5001-10000	1	1	2
10001-25000	15	9	24
25001-50000	7	1	8
50001>	2	3	5
<b>Total</b>	<b>25</b>	<b>14</b>	<b>39</b>

(Staff: Staff Service Regulations, DSO 8)

Remuneration of three highest paid staff members per month - Rs. 69,320/-, Rs. 60,863/- and Rs. 56,802/-. Remuneration of lowest paid staff member per month - Rs. 7,950/-. This does not include personnel under stipend/fellowship.

Career Development

Organization doesn't have too many levels in hierarchy. An employee starts as a Program associate in the beginning and grows to the position of a Program Officer after a few years of experience. As the employee gets enough experience and understanding related to a particular program, she becomes Program Coordinator.

*Job security*

As shared by a senior manager, there is no long term job security in the organization as funding is not for long term, though opportunities are provided to grow in different areas.

Performance Management

DSO8 has a well-defined Performance Review Process as mentioned in the Staff Service Rules. It is as per following:

1. The Assessor has to undergo self-assessment in a prescribed format.
2. Feedback needs to be obtained from 2 peers based on the prescribed format. This feedback form has to be submitted in confidence in a sealed envelope to the Assessor.

The peer has to be identified in consultation with the Assessor. It has to be taken care that the Assessee has not identified a person for feedback on interlocking basis. For example, if 'A' has identified 'B' as feedback person, 'B' cannot take 'A' as feedback person

3. Assessee and Assessor

**Table 4.2.20: Assessee and Assessor (DSO 8)**

Assessee	Assessor
*PC/COO/FM	Director
Other staff	Concerned PC/COO/FM

(Source: As per Staff Service Regulations, DSO 8)

(\*Where PC – Program Coordinator, COO – Chief Operating Officer, FM – Finance Manager)

4. Interpretation of the Self-Review Score and Feedback Score

(The scores can be given in decimal value also)

**Table 4.2.21: Self and feedback review score (DSO 8)**

Sr. no.	Self and feedback review score	Performance level
1.	9 and 10	Excellent
2.	8 and above	Very good
3.	7 and above	Good
4.	6 and above	Satisfactory
5.	Below 6	Unsatisfactory

(Source: Staff Service Regulations, DSO 8)

5. Interpretation of the Feedback Minus Self - Review Score (for Reflection only)

(Not to be included in the computation of final score)

**Table 4.2.22: Feedback minus self-review score (DSO 8)**

Sr. no.	Feedback minus self-review point	Performance level
1.	-2 and less	Excellent
2.	-4 and less	Very good
3.	-6 and less	Good
4.	-8 and less	Satisfactory
5.	Below -10	Unsatisfactory

(Source: Staff Service Regulations, DSO 8)

6. Interpretation of other Areas of Competency (As Reviewed by the Supervisor) (The scores can be given in decimal value also)

**Table 4.2.23: Score of other areas of competency (DSO 8)**

Sr. no.	Score of other areas of competency	Performance level
1.	9 and above	Excellent
2.	8 and above	Very good
3.	7 and above	Good
4.	6 and above	Satisfactory
5.	Below 6	Unsatisfactory

(Source: Staff Service Regulations, DSO 8)

## 7. Final Score

The final score is computed based on the average of (i) Self-score, (ii) Feed-back score and (iii) Score of core area of competency by the supervisor.

**Table 4.2.24: Final score of appraisal (DSO 8)**

Self-score	Feedback score	Supervisor score	Total	average

(Source: Staff Service Regulations, DSO 8)

## 8. Annual Reward Matrix

The annual reward is calculated on percentile basis.

Category 2 - 75 and above

Category 3 - 50 and above to below 75

Category 4 - 25 and above to below 50,

Category 5 - below 25

Management will decide the category 1 and category 6 based on the assessment of the overall performances.

**Table 4.2.25: Annual Reward matrix (DSO 8)**

Category	Office Assistants & similar positions	Field assistants & similar positions	Field Officers	Program Officers	Sr. Program Officers	*PC/COO/FM
1	5,000	6,000	8,000	10,000	12,000	14,000
2	4,000	5,000	7,000	8,000	10,000	12,000
3	2,000	3,000	4,000	5,000	6,000	8,000
4	1,000	1,000	2,000	2,500	3,000	4,000
5	0	0	0	0	0	0
6	Memo	Memo	Memo	Memo	Memo	memo

(Source: Staff Service Regulations, DSO 8)

(\*Where PC – Program Coordinator, COO – Chief Operating Officer, FM – Finance Manager)

Self-development is the overall purpose of the performance review. The Assessor has to provide feedback, mentoring and development path to the Assesse. However, in the case

of unsatisfactory performance, special care has to be initiated for performance enhancement. Despite this, if the candidates continue to perform unsatisfactorily for consecutive two years, he/she may be served notice for change of position /demotion /termination.

9. Finally in a face to meeting between the Assessor and Assesse the findings will be shared and follow up action/s will be communicated.

10. The Director holds the right to ask for a fresh review in case he/she finds the process unsatisfactory.

As shared by one of the program coordinators, current performance appraisal system works in a way that at least once in a year people get to give views. Beyond that it is not very useful. There is no rigour or follow up after that. Otherwise regular oral feedback is given. For employees who are performing exceptionally well, at times cash rewards are given. Though there is no practice of giving non-monetary rewards, organization publish a quarterly magazine in which awards & recognitions are mentioned.

### Work Culture

***“Our work is very much team centric. Though there is a structure, we are loose. Even Director is approachable to anyone”*** as shared by a senior employee. Same was also observed by researcher. Though culture is open, organization expects qualitative outcome from employees. There is also a freedom to do diverse work, to get in to writing and publishing. One of the program coordinator shared that overall there is clarity about Job Responsibilities among employees but their occasions of misunderstandings. There is a practice of monthly staff meeting when things are sorted out if there is lack of clarity.

As a philosophy, organization believes in participatory approach and the challenge is to mould new employees to imbibe this philosophy. While sharing about the challenge of conditioning of college pass outs from traditional education system a senior employee shared that ***“One has to really groom the new staff. From traditional system of education, we have to move to participatory approach.”*** While talking about challenges of working in small teams on of the respondents shared that ***“As it is a small team, when one person is low, entire team becomes low. That creates tension. Keeping up the spirit and harmony is challenging”***.

Thus there needs to be an effort to keep employees motivated on continuous basis.

### *Grievances*

***“There are no written grievances. People talk and sort it out”*** shared by a Program Coordinator. There are problems like when someone leaves; the other person gets excessive workload. Apart from that there are issues about leaves, salary, office timings, and interpersonal conflicts in small teams.

### Employee Retention

In recent years, the organization has been facing high attrition as shared by a senior employee. There is higher attrition at middle management. There are various reasons for the same. Some people want to go back to their own state, some move to corporate or government jobs. One of the respondents shared that ***“We have to keep training people repetitively. If someone leaves and a new person joins, we have to do it again”***.

There is a high mobility among employees between the age 25 to 40. ***“Since last 2 years, we are not getting projects so turnover is high”*** shared by another respondent stating one more reason behind reduction in team size in recent years. There are no specific practices for employee retention but on case to case basis, some renegotiations are done in terms of nature of projects, location etc.

### **HR needs for future**

Human Resource Planning is based on availability of projects. ***“Every three months we are in to recruitment process to get people in field areas. We can’t afford to have an HR team as such so program team has to do it”*** as shared by a senior employee. Further she also mentioned about a challenge to recruit people to work in rural area by saying that ***“Currently there are 10 vacancies in Rajasthan but people are not ready to go there.”***

### **Discussion**

In terms of employee strength DSO8 doesn’t have a very large number, though their approach towards HR is quite systematic as per the standards of development sector organizations. As the primary focus is on research, documentation, capacity building and

advocacy, the nature of work is more of intellectual. Thus the organization provides very good learning. Unlike other organizations, they have made their HR policies publically accessible on website which breaks the stereotype of 'keeping HR policies confidential'. Hierarchy is not so well defined in the organization. Employees are expected to grow, read and write. They are also expected to think critically and take initiative. It is difficult to find such people who can understand and get in to this kind of culture.

Similar to some of the other responses from DSOs, researcher found a respondent who displayed dissatisfaction with the inputs in higher education. ***“Vibrancy is lacking in educational institutes. Critical thinking is very important which is not taught in schools. Social work schools still talk about case work and group work but such things don’t happen here.”*** shared by a senior employee. One respondent also mentioned about tendency of young graduates to do a lot of comparison with other batch mates who may be working with corporates and getting much more benefits and remuneration. Such tendency leads to reduce their motivation level in current job. One of the respondents also mentioned about a future possibility of struggle for leadership within the organization.

Along with establishing clarity and openness through clearly laid down HR policies, DSO8 also has mechanism to achieve their philosophy of gender equality. There is a clearly laid down Gender Policy which was also found as a unique factor among DSOs under study. It is committed to promote gender sensitivity and equity in its institutional systems and practices, programme designs and activities and its advocacy work in following way:

### *Institutional Systems and Practices*

#### 1. Recruitment

- a) Efforts are being made to maintain a gender balance in the composition of the Governing Board as well as management positions so as to maintain a balanced leadership.
- b) All advertisements for employing staff specifically state that organization is an equal opportunity employer and that it particularly encourages women to apply. The organization encourages women to apply for management positions to deconstruct

Gender stereotype in its staffing patterns.

## 2. Institutional Practices

DSO8 recognizes the ways women and men work and contribute to the economy, their Family and society. Hence, the Governing board and the management promote special institutional practices for its entire staff, especially women, to enable them to strike a balance between their professional, social and domestic roles and responsibilities.

### Timing

DSO8 provide flexibility of half an hour on arrival and departure timings from office without affecting the number of working hours in a day. Suitable arrangements for the time schedule are worked out in special cases, as in case of new parents, recovery from illness etc.

### Travel

While on travel, safety of the staff is given due importance. Where necessary, Employees are escorted or reimbursed transport expenses. Special concessions are made for staff with children below 5 years of age while on travel.

### Staff Development

Equal opportunities are provided to all employees for their professional development and growth.

### Leave

DSO8 makes provision for maternity and paternity leave along the lines of the latest government provisions. In special cases, leave without pay or part time work arrangements are also considered after the maternity leave has lapsed.

### Gender Sensitivity and Equity Committee (GSEC):

The committee is formed in all the field offices to promote gender equitable working environment within the organisation, with partners and field offices and provide a mechanism for redressal of grievances. It meets periodically to review work done and

discuss future plans and concerns.

### Gender Focal Person/s (GFP)

Gender Focal Person/s co-ordinate gender mainstreaming at the programme level. GFP ensure that right from inception to implementation, all projects have gender as a cross cutting theme. All documents produced for public use by the organisation are to be screened for gender incorporation. GFP periodically organises gender training/sensitization programs for staff at all levels to promote and enhance gender sensitive planning and actions.

### Gender Audits

Gender audits shall be conducted periodically, with inputs from external resource where required, to review the existing practices, both within the organisation and in the programs, to arrive at a common understanding of the gender sensitive rules and practices in the organization and its programs. (For details of institutional practices, please see Administrative Instructions)

### *Program Design and Activity*

1. All Program Coordinators design and implement program activities with a gender mainstreaming perspective which would take into account strategic and practical gender needs, culture and institutional circumstances.
2. All Program Centers shall undertake capacity building activities with partners and stakeholders to enable them to formulate and promote policies and actions that are gender sensitive and based on principles of equity.

### *Advocacy*

DSO8 use various forums to share its knowledge and experience for influencing other major players in the development sector for gender sensitive policies and practices.

## Suggested strategies

Identified HR challenge	Suggested strategy
Difficulty to find qualified personnel for research and documentation.	Organization can work on building stronger networks with educational institutions to attract young talent who have inclination towards research and documentation. Along with the graduates of Social work or rural management, there is also scope to attract graduates from other fields such as sociology, anthropology, communication studies etc.
Future possibility of struggle for leadership within the organization	There is a need for succession planning in consultation with the senior managers and board of trustees. It will help in retaining key experienced persons important for long term sustainability of the organization.
Low frequency of performance feedback	In current appraisal system, employees are given formal feedback about their performance once in a year in practice. There needs to be a process where there are quarterly reviews of the performance. It will help in improving employee performance on continuous basis.

## CASE STUDY 9: DSO 9

### About Organization

DSO9 was set up in 1997 as an activity of a reputed Foundation For Development to take proactive steps to conserve the environment. According to DSO9, lack of interaction is a major bottleneck in involving individuals and organisations in environment protection. Hence, DSO9 articulates its mission as promoting as well as strengthening people's institutions through interactions, for an equitable, gender sensitive, sustainable development and management of natural resources. Over the last 34 years, DSO9 has worked at grassroots level with the communities in their local regions towards developing models which ensure sustainability of livelihoods through natural resource management. Right from the beginning, the organization made its identity as both field as well as support organisation. The main thrust area of this organisation is natural resource management and sustainable livelihoods through intensive intervention on forestry, land, water, sustainable agriculture, bio diversity, women empowerment and policy advocacy.

### Mission

*"Promoting and strengthening people's institutions (P.Is) through organisations between government organisations and people by means of active participation of men and women from all the sections of the community for equitable, gender sensitive, sustainable development and management of natural resources."*

### Objectives

- Promote and strengthen people's institutions for sustainable development through natural resource management.
- Evolve innovative participatory Natural Resource Management strategies for dissemination and scaling up
- Work towards decisive participation of communities, especially women, and community organisations in policy forums
- Strive for developing appropriate and enabling legal and policy frameworks
- Facilitate technology and information access and transfer in Natural Resource Management
- Network with government organisations, NGOs and other technical institutions

## **Nature of work**

### Sectors of Intervention

- Forestry
- Watershed Development
- Sustainable Livelihood
- Institution and Capacity building

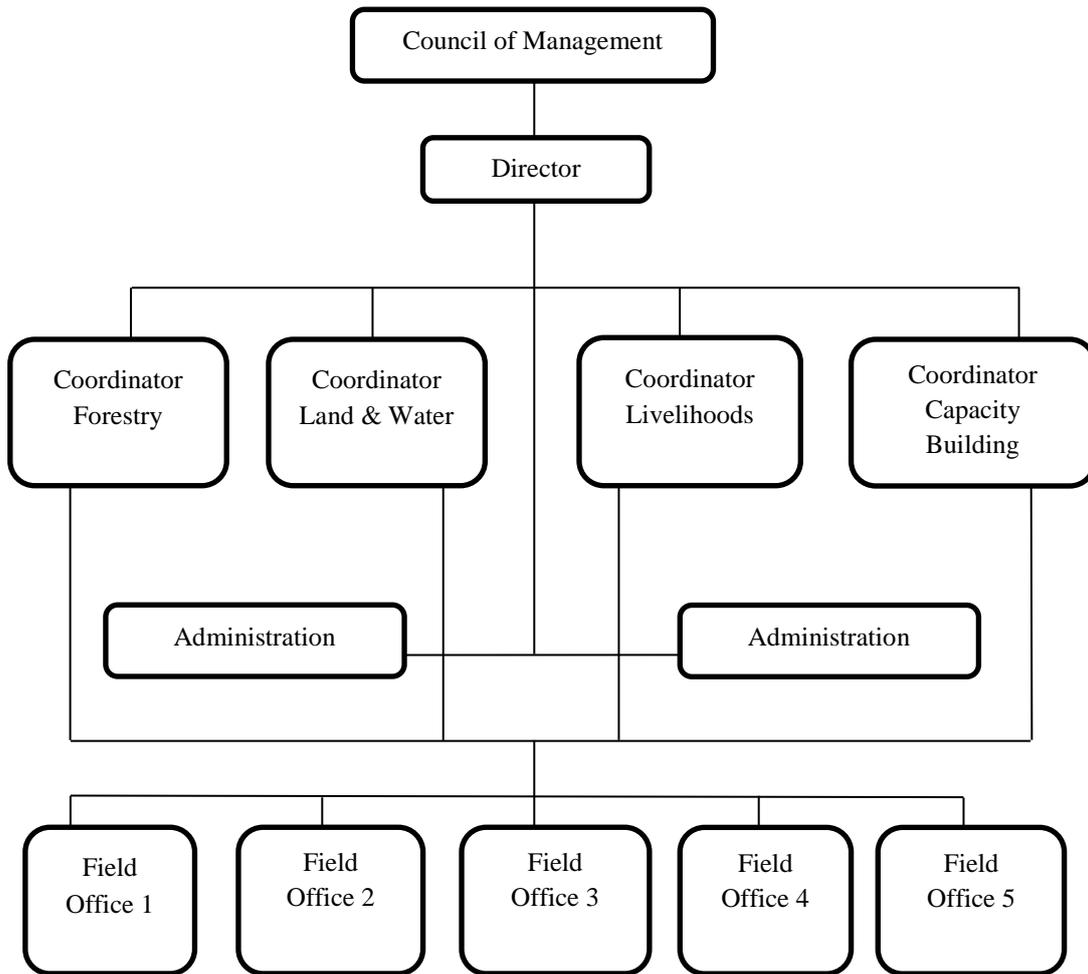
### Reach

Over the years, DSO9 has now emerged as a professional support institution promoting community based approaches for sustainable natural resource management. At present, DSO9 has five field offices in four districts of Gujarat, Bhiloda, Kheroj in Sabarkhanta district; Satlasana in Mehsana district; Kukam in Kachchh district; and Randhanpur in Patan district with the head office in Ahmedabad, Gujarat.

### Awards and recognition

- *Indira Priyadarshini Vrikshamitra Puraskar* in 1997 and in 2002 from the Ministry Of Environment and Forests, New Delhi.
- *Gram Sangathan Paritoshik* 2005 from Development Support Centre, Ahmedabad.
- Invited to participate in World Summit on Sustainable Development, 2002.

## Organization Structure



**Figure 4.2.8: Organization structure of DSO 9**

(Source: Annual Report 2015-16, DSO 9)

## HR Department and employee strength

There is no separate HR department in the organization. Mentioned below are the break-up of employees at various levels.

### Head office program staff

**Table 4.2.26: Program staff at head office (DSO 9)**

SI.	Designation	No. of position created and filled
1	Project Assistant	Nil
2	Project Associate	1
3	Senior Project Associate	Nil
4	Project Officer	1
5	Program Associate	1
6	Senior Program Associate	1
7	Program Officer	2
8	Senior Program Officer	Nil
9	Program Coordinator	3
	<b>TOTAL</b>	<b>9</b>

(As provided by DSO 9 office)

### Head office: Other staff:

**Table 4.2.27: Other staff at head office (DSO 9)**

SI.	Designation	No. of position created and filled
1	Director	1
2	Accountant	1
3	Asst Librarian-Helping Accountant	1
4	Admin Executive	1

5	Driver	1
6	Gardener Cum Helper	1
7	Helper Cum Manager	1
8	Artist	1
	<b>Total</b>	<b>8</b>

(As provided by DSO 9 office)

### Field office staff

**Table 4.2.28: Field staff (DSO 9)**

Sl.	Designation	No. of position created and filled
1	Field Assistant	2
2	Field Supervisor	9
3	Field Associate/Project Associate	2
4	Project Officer/ Field Officer/ Manager	3
5	Field Coordinator	7
6	Horticulturist	1
	<b>Total</b>	<b>24</b>

(As provided by DSO 9 office)

### **HR systems: Current status and challenges as shared by respondents**

#### Recruitment & Selection

Newspaper ad, website and job portals are the methods used for recruiting candidates. Newspapers are used only when there is financial provision, otherwise the other two methods are preferred. Mostly people who are interested to work with organization are from the fields such as Social work, rural management, agriculture science, sociology, land and water resources etc. Organization has an established brand name in the sector that becomes an important motivator for candidates. In selection process, there is a written test which is followed by a personal interview. At times there is a requirement of domain specialists with very specific qualifications and background such as hydrologists.

It becomes difficult to find such people and then satisfying their salary expectations.

### Induction

There are no occasions of bulk recruitment, thus as and when a new project begins, there is a recruitment of 1 to 3 new employees. They are oriented about different thematic groups for half day each in which they are also asked to read and understand various reports. Then they are given project specific information. Induction process lasts for 2-3 days.

### Training & Development

Mostly the training is related to the projects. If some training need comes up in yearly performance appraisal, employees are sent for relevant training programs. Organization has good infrastructure facilities to organize training programs. At the same time, it is not able to afford high budget training except there is a separate fund allocated. There is always a possibility that if the employee leaves after spending on his training, the investment gets wasted as shared by one of the senior employees.

Many times it is found that people applying for jobs are not aware with the basic fundamentals of their own field. For example, some of the fundamental skills are expected from candidates from various fields such as knowledge of AUTOCAD for Engineers, knowledge of SPSS for social science researcher, basic proficiency in English language and computers etc. Thus it is found that candidates are lacking in these skills and it takes time till the time they learn these skills in order to achieve their deliverables.

### Remuneration & Benefits

Organization has a formal pay structure which is reviewed after every 5 years. Basically appointments are done in following ways:

1. Permanent staff those are eligible for pay scales. As per the standard annual review system, they get yearly increment which is generally in the range of 10-12%.
2. Second category is contractual appointment. In this case a consolidated amount is given as a salary. If their service is required to be continued after a year, their contract is renewed and a fixed percentage increment is given as per the project budget allocation.

3. Another category is project based appointment which is for short duration and there is a fixed amount of remuneration.

As shared by respondents, salaries are at par with other organizations in the same sector though they are lesser than government. ***“There must be only 5-6 such organizations in the sector who would give this kind of salaries”*** as shared by one of the respondents. Apart from salary employees are given Provident Fund, bonus, Mobile phone reimbursement as per the category. One of the senior employee shared that earlier organization used to provide raincoat, sweater, shoes to field staff and support staff such as driver, peon, gardener etc., though since last few years such welfare measures have been discontinued. While talking about scarcity of resources a respondent shared an example that even Director of the organization shares vehicle with other staff members.

#### Career Development

***“Civil society sector by itself is not long term”*** shared by a senior respondent. According to him changing of government policies and a lack of political willingness have made DSOs incapable of providing secured employment to people. Due to CSR provisions, corporate have started their own foundations which have affected the funding to such DSOs. There are a very few DSOs which have substantial corpus funds. Respondent also gave examples of some of the funding agencies who used to provide financial aid for building corpus fund of DSOs, though such flow of funding has also stopped in recent times.

#### Performance Management

There is a prescribed process for annual performance review. Employee has to fill up a performance review form and the immediate supervisor gives his inputs in the same. Organization also started with a practice of deciding Key Result Areas which are mutually decided areas of performance at the beginning of a year but the practice discontinued with the change in leadership. ***“In more than 25 years of experience, I have seen a very few people who are actually satisfied with performance review”*** shared by a senior employee. Respondent also added that government system is better and more objective in terms of performance appraisal. Further there is also an avenue to challenge a performance review decision in government setting if one feels that there is injustice, but in DSOs employees

are not in such a position. Though there is no practice for rewarding exceptional performers, depending on the team leader and a financial provision on a particular occasion, rewards or recognitions are given. There was an occasion when organization awarded certificates and silver coin to the employees who contributed in drought relief. One respondent gave example of one of the previous director who used to give official appreciation letter for good performers, though the practice discontinued as the Director got changed.

### Work Culture

***“There is a family like culture. In a small organization, everybody knows everything, thus the person at leadership position doesn’t need to work hard to identify people issues”*** shared by a senior employee. As shared by a program coordinator, employees do have clarity about their job responsibilities. In terms of physical environment, it is a serene and peaceful place with a lot of greenery. This makes it a pleasant place to work. By and large Organizational Culture is well aligned with the vision but slowly external environment is showing a significant impact on culture.

As people have more interactions and comparisons with external world, changes happen in internal culture. Decision making culture also keeps changing with the change in leadership. For example, in current situation employees’ views are taken while deciding about whether to take or a not take a project which was not their when the organization was headed by a different leader. Similarly, the spirit of team work among employees also changes a bit as per the change in leadership and the approach of the leader in facilitating team process. A respondent gave example of a previous leader who had an approach of ‘Divide and Rule’ which had a negative impact on team spirit among employees.

### *Grievances*

Grievances are observed mainly related to following areas:

- Interpersonal relationships
- Interdepartmental conflicts
- Lack of cooperation
- Issues with beneficiaries

- Fund raising issues
- Proposals not getting passed
- Lack of skills

Many grievances are related to job security. People expect to continue after the project duration is over and it becomes difficult when organization is not in a position to accommodate them. Grievances are sorted out at the level where they have raised. Policy and Finance related issues are taken up by Director.

### Employee Retention

Employee turnover is high as per the respondents. It is difficult to sustain people employees in the organization as market factors affect a lot. People leave as they get opportunity with CSR or Government. There is a higher mobility among field staff. Recently state government started a livelihood promotion company which advertised for more than 1000 vacancies for people in development sector. Due to this a huge number of DSO employees in the region left their organizations as government provides better remuneration, long term job security along with better work-life balance. On the other side, DSOs hardly have any provision for employee welfare and their ability to provide salaries is also limited as per the fund availability. DSOs in the region also held a meeting to deal with this situation of mass employee turnover due to the involvement of government on such a large scale for implementation of development programs at field level.

One of the respondents pointed out a general tendency among employees to keep applying for other jobs which look more attractive even after joining the organization. This states an attitude of short term orientation towards DSO jobs.

### **Future HR needs**

***“Ideally, there has to be a separate HR person, but there is no financial provision for it”*** shared by a program coordinator. No funding agencies give HR related provision. Currently there is no provision for covering employees by medical or accident insurance. These are the basic benefits which are given to employees by most of the organizations in the sector. As shared by a respondent at senior level, ***“We do not have HR policies. Now we will start working on it”***

## Discussion

DSO9 has remained limited in terms of employee strength even though being in existence since a long time, having a high reputation, good infrastructure and being located in the economic center of the state. While discussing about the same a senior executive shared that ideology and mission becomes more important than growth plan. Organization works as a catalyst and demonstrates right kind of approach towards development. He also mentioned about mentioned about ‘**Chicken and Egg situation**’ at DSO9 and in similar organizations where in one way it is believed that if you have good people on board, they will bring more fund; on the other hand, in order to get good people on board you require fund. Organization has a limited capacity to attract professionals.

One of the program coordinators shared following while talking about the issue of fund availability: *“We do not get any contingency grant. When we get projects, we have people. This wasn’t the issue in past. , After CSR, funds are divided”*. Corporate sector like HR practices are not relevant here as everywhere money is involved. As there is no particular HR person, employee specific needs are not identified. As there is no staff development fund, even if organization wants, T&D can’t be done. One of the senior employees also mentioned about the impact of changes at leadership level by saying *“In our kind of organizations when leadership changes, things change. Individuals at leadership positions bring their own approach and philosophy and that causes lack of continuity in organizational processes.”*

### Suggested strategies

Identified HR challenge	Suggested strategy
Lack of consistency at leadership level	Board needs to ensure that the vision of the organization is followed even when the leadership changes. Newly appointed Directors should be oriented in such a manner that they do not discontinue the effective organizational practices started by previous directors.

High attrition among young employees	Organization needs to be aggressive in terms of initiating new projects and diversifying the activities. That will bring in resources and the capacity to provide long term career prospects for employees. It will help in retaining them for a longer period of time.
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## **CASE STUDY 10: DSO 13**

### **About Organization**

DSO13 was established in August 1984 as a Centre of Excellence supported by the Ministry of Environment and Forests, Government of India. DSO13, a national institution with its headquarters in Ahmedabad, has a mandate to promote environmental awareness nationwide. The organization is committed to ensuring that due recognition is given to the role of Environment Education in the promotion of sustainable development. DSO13 develops innovative programs and educational material, and builds capacity in the field of education and communication for sustainable development. It undertakes demonstration projects in education, communication and development that endorse attitudes, strategies and technologies that are environmentally sustainable.

### Vision

To be an institution of excellence that, in partnership with others, plays a significant role in local, national and global efforts towards sustainable development through innovations, and being at the cutting edge of Environmental Education and Education for Sustainable Development.

### Mission

To achieve the vision DSO13's mission is to enhance understanding of sustainable development in formal, non-formal and informal education through its work with schools, higher educational institutions, policy makers and reaching out to youth and the general community. It is to integrate education as a key driver for change in demonstrating and advancing sustainable practices in rural and urban communities, and in business and the public sector, and in meeting challenges of global issues such as climate change and biodiversity conservation. The organization also promotes individual and collective positive Handprint actions that are sound, economically viable and socially beneficial.

### **Nature of work**

#### Sectors of Intervention

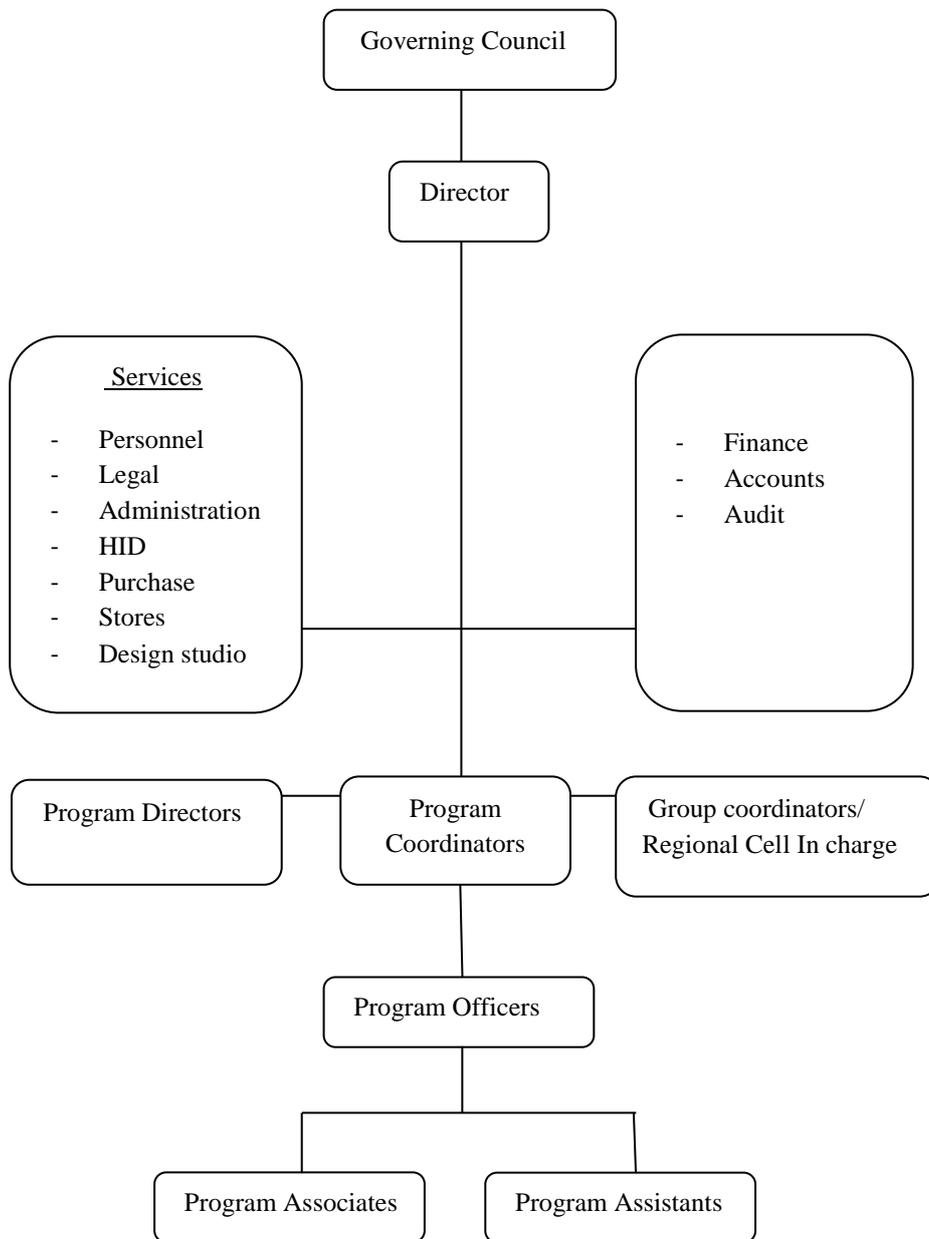
- Environment Education, Training & Capacity Building
- Sustainable Business and Climate Change

- Sustainable Rural Development
- Water and Sanitation
- Waste management
- Disaster preparedness and rehabilitation
- Biodiversity conservation
- Eco-tourism
- Research & Documentation

#### Awards and recognition

- Ozone Layer Protection Award in 2009
- India NGO Award 2007
- Ryutaro Hashimoto APFED Award for Good Practices in 2007
- Srishti Good Green Governance Award 2006
- Outstanding Service for Environmental Education in 2005

## Organizational structure



(Source: Official website of DSO 9)

**Figure 4.2.9: Organization structure of DSO 13**

### HR Department & Employee Strength

There are more than 500 employees working for the organization across India. All employees are taken on roll. In core team, employees have been appointed in two different ways. There are people who were hired before 2000, they have full time appointment and will retire at the age of 60. People hired after 2000 are on rolling fixed term appointment.

In this, employees are taken on 3 years of contract initially and every year, based on the performance it is renewed for another 3 years. In project teams there are 300 plus employees. They are hired for short durations as per project requirements.

For HR related responsibilities, there are 2 different departments: One is Human and Institutional Development Department which works at policy level. The role of the department is to understand requirement of the organization and to frame appropriate policies and processes. HID team has 4 members. Another department is personnel which take care of administrative tasks and other HR procedures. It also has 4 team members.

Organization has a manual titled “DSO13 Way” which has a list of SOPs related to following areas:

- Governance
- Corporate Identity
- Annual Report
- Documentation of events
- Media and Publicity
- Websites
- Publication
- External Communication
- Training Projects
- Organizational Events
- Project Proposals
- Funding
- Travel
- International visit
- Organizing a meeting

#### HR related

- Recruitment
- Review
- Resignation / Transfer

- Project Appointment
- Selection Process
- Hiring
- Salary Leave
- Exit Interview
- Orientation training
- KPA setting

## **HR systems: Current status and challenges as shared by respondents**

### Recruitment and Selection

Most of the recruitment is done through centralized process in which candidates have to apply through the website. A good number of candidates approaches the organization after looking at the job posted on website. Job portals are also used, though the link on those portals directs candidates to the website only. Organization also hires from campuses of prestigious schools in the domains of social work, rural management etc. Other methods are newspaper ads and employee referrals. Every year, there is a national recruitment drive. That is the major recruitment activity. Apart from that there are special recruitments. At times candidates are sourced from other DSOs in network. At times during recruitment if there is some candidate which may not be suitable for current opening in a particular department, but if the profile is suitable for some other department, she is referred to that department.

Most of the times it gets difficult to fill up positions at senior level as organization is working in niche areas and it is very difficult to get people who have suitable background and experience. It also gets difficult to find competent people in fund raising profile. Otherwise recruitment is not that of a major challenge as organization is based at Urban centre, with good brand name in the domain while offering competitive salaries. In most of the positions, candidates are expected to have minimum first class in graduation and/or post-graduation.

While talking about challenges related to recruitment, one respondent shared that ***“We fill up positions somehow. At times we pick up wrong person for wrong profile. That often happens.*”**

*Getting right fit with right attitude is very difficult. Though recruitment process is improving over the years”.* Another manager shared about the experience with some of the elite institutions offering courses in science, engineering and rural management. In one of the cases, candidates left within first 3 months, in other case job offers were made but no one joined. In one more case, the institutions did not show interest as the salary package offered was not competitive as per their criteria.

The organization also engages with 40 to 50 interns annually from India and abroad.

Interns are of two types:

- 1) Students who have some requirement as a part of their curriculum. They are not provided with stipend.
- 2) Professional interns: It includes people who have taken break for their professions or those who want explore an area or those who are exploring work opportunity at DSO13.

#### *Web Presence*

DSO13 has an attractive website which well-designed and rich in content. It has pages including all relevant information about organization which could cater interests of different categories of viewers. There is a separate page titled ‘Opportunities’ which includes details of current job openings along with the job description. When there are no particular vacancies, candidates are encouraged to send their CV in a prescribed format which are to be kept for future reference. There is also a separate page titled ‘Join us’

#### *Induction*

Induction program is informal still professional. It includes classroom and outdoor components, interaction with seniors and reading assignments. It is built like a training workshop of 2 weeks of duration. It includes following components:

- Concept Building (environment, sustainable development etc.)
- Skill based session (How to write a proposal etc.)
- Attitude and culture Building

After 2 weeks of induction at organizational level, program specific induction begins.

### *Training & Development*

Trainings are planned as per the need but organization is planning to make it more structures as shared by the manager who takes care of this area. Training is also perceived as one of the areas which require improvement. While talking about effectiveness of training programs, manager shared that Knowledge based trainings have worked but skill based training such as communication skills haven't worked much till now. Each employee is expected to go through at least 3 days of structured training program once a year, though budget for the same is not fixed. Training needs are identified every year as a part of performance evaluation.

Looking at the nature of work, all people need to be really good at communication thus this becomes an important area for training. One of the managers from communication department shared Effective language is lacking among team members. Most of the managers are home grown who may not have gone through leadership training thus this has also emerged as a need for training. Organization has a practice of annual meet which includes employees from various offices of the organization. During the meet, trainings on communication, report writing, proposal writing is taken by internal team members.

Most people are home grown. Even after we take them, we have to mould them a lot and at that age, moulding becomes difficult. Not much problems, more problems are in retaining people.

### *Remuneration and Benefits*

There is a formal pay structure which is reviewed every 3 years. As perceived by managers in HR and administration related departments, salaries are quite competitive. Though there was a manager who opined that salaries are not competitive at all levels. In addition to salary, there are other benefits given to employees such as Medical insurance, leave travel concession, study leave, sabbatical, maternity and paternity leaves, extraordinary leaves, occasional flexi hours, working from home options etc. There is also a crèche facility on campus along with 2 full time care takers which is quite unique. There is also a credit society which provides different types of loans to employees. There is a staff welfare fund through which employees are provided study loans without interest.

### *Performance appraisal*

It is KPA driven system. They are reviewed every quarter for all team members. At the end of every year there is self-appraisal form which is given to supervisor, then employee and supervisor jointly fill up the report and decide next year's KPA. Then report is sent to Human and Institutional Development department which sends it further to review committee. They check the performance and give critical inputs for future. A lot of feedback goes to employee, supervisors and also to the organizations for thinking about systems and policies. Manager who coordinates the review process shared that the system is evolving and there is a lot of potential to improve. There is a lot of unwritten work which is not considered in current review process should also get rewarded in some way as per the respondent. Another manager shared that performance review process is comprehensive and well planned. It works to a large extent. Some problems occur as some supervisors are good at giving feedback and some are not.

Organization has a fast track promotion policy to reward exceptional performers. In some cases, Ex gratia 15% of annual salary is given. More than the output, if an employee takes more responsibilities, it is appreciated. Those who perform better are nominated for more training programs, nominated as speakers and experts. As per one of the managers, there are also cases when good performers are not rewarded. It depends upon the approach of respective supervisors and appraisal system at that particular time. One of the managers also shared that there is no strict punishment mechanism for wrong doing; organization has a soft approach towards it.

### *Job security*

From 1984 to 2004, organization followed practice to hire most of the employees as full time. Afterwards management set up new recruitment rules where rolling fixed term appointments are given to new hires. In this kind of appointment candidates are hired on a 3 years contract initially and at the end of every year, the contract is renewed for another 3 years based on the performance and interest of an employee. As per the manager in-charge of hiring, rolling system has been working well as the younger generation is also not much keen for a very long term association. Though as per the respondents by and large organization provides job security to those who perform well.

### *Career Development*

Organization has a flexible complimenting promotion scheme. There is a review process after a person completes 5 years which is done by an expert committee including the immediate supervisor, Director and external experts. Every year supervisor gives a grade as per the performance of an employee. On basis of that accumulation of grade, a person becomes eligible for promotion. If an employee has accumulated sufficient grade, on recommendation of committee she is given promotion without necessarily having a vacancy at higher level at that particular time. Generally, the career path is Program officer – Coordinator – Sr. Coordinator – Program Coordinator. The areas of intervention are very vast, thus for those who want to grow with organization there are ample opportunities. Organization is also open about accepting people with competence even without a very long work experience. For example, even an individual with 15 years of work experience can become eligible to become a Director.

### *Work Culture*

Employees are given Key Performance Areas which give them clarity about job responsibilities. Organization has 16 thrust areas and there are various teams. There are some variations among teams about the extent to which employees have clarity in job responsibilities. One of the managers shared that at times her team has to complete unfinished work of other departments. Further she added that organization doesn't have corporate style of working, though there is always a push for quality. Other respondent shared that currently culture is in transformation process. With more pressure from external environment, expansion of activities, culture also needs to change. Core principles are there but restructuring is required. While giving example of how people are aligned with the vision of the organization, one senior employee shared that' ***“There are many people who have been working since a long time. People who would have made millions otherwise.”***

Mentioned below are some of the areas which create a positive work culture in the organization as shared by respondents:

- Culture of freedom and trust
- Horizontal structure with less hierarchies
- Opportunities to pursue one's area of interest and passion

- Opportunities to work on challenging projects in environment, education, sustainability
- Scope to do research
- Opportunities to take sabbaticals for study and other pursuits
- Beautiful campus and physical work environment
- Female friendly work place with crèche facility

DSO13 has a management council which has representatives from across levels. It also includes heads of all teams. They meet twice a year and discuss various issues. One of the managers shared that there is a bottom up approach in decision making and by and large organization is very open to listen to employees' views. At times there are also changes in reporting relationships in order to give employees freedom to work in their areas of interest. For example, if some employee has a good idea about a project, organization provides incubation support and the person starts working independently on that project. In that case the reporting relationship changes. There is no system of daily or monthly reporting. Reporting is need based. Another respondent shared that overall there is a culture of collective decision making but there may be some divisions of offices which could be exceptional. One senior employee also shared that there is a huge scope to improve inter-team synergy in organization.

### *Grievances*

Respondents mentioned about a recent phase of financial crunch when salaries got delayed which naturally created some turbulence among employees. At times there are grievances among team members because of the difference in the modes of appointment e.g., there are some people who were hired full time as per the old policy and there are people who are hired on contract as per new policy. At times there are general grievances related to decision making like "Nobody listens to me". Occasionally there are also grievances related to promotion, pay and disparity. Though grievances have been handled informally, respondents mentioned about a recent development of formation of a formal grievance handling procedure. While talking about grievances, one manager shared that ***"We crib about things but we are happy here. Generally, management is responsive."***

### *Employee Retention*

As shared by a senior manager, employee retention is one of matter of concern for the organization. Organization loses trained resources, more in early years. Younger staff tends to leave more. Some of them want to go for higher studies, thus they leave. Apart from that there are various reasons for leaving such as unhappy with salary, worried about future, lack of clear career path etc. More people leave because of the personal reasons. At senior level, point of saturation comes in many cases at perception level, thus they choose to leave. At middle level, people are more stable. The manager handling recruitment gave an example that from core team, approximately, 10 people leave and 10 join. Such trend is taken in to consideration during annual recruitment drive.

While talking about the trend of employee turnover, a senior employee shared that turnover used to be very less in the initial stage of organization where salary scales offered to employees were quite similar to that of government. Since 2004, organization has not been able to offer competitive salaries. She gave example of a time when there were three graduates from a prestigious design institution were working for the organization at the same time. To retain employees for longer times, at times they are given Change in portfolio or location. Some of the employees are also allowed to take career breaks. DSO13 works in partnership with other organizations. At times employees are sent on deputations. At times even when people reach retirement age, they are retained.

### **Future HR needs**

As DSO13 is going through transformation it has to change its internal processes. There is a need for further decentralization in leadership. In order to become self-sufficient, organization needs to become more systems driven than person driven. The organization is exploring new areas such as climate change which will require candidates with appropriate background. There is also a plan to establish a university which will have its own requirements. As shared by a respondent, the organization is also planning to improve upon various aspects of HR such as strengthening employee social security benefits, bringing 360-degree appraisal system and initiating succession planning process.

## Discussion

DSO13 has grown in to a large organization in the sectors of environment and education. The concept of having a department called Human and Institutional Development shows the significance given by the leadership to the development of Human Resources. *“Everything is facilitative in nature. Unlike corporate HR, we are not controllers. We don’t have a boundary”* as shared by a respondent from the same department. Respondents also gave their opinions about the way HR has changed over the period of time by giving statements such as *“Now we have more systematic HR. We have KPAs decided”* and *“Earlier yearly salary review was not regular, now we get regular communication about employee review after 3 months”*.

As organization is going through a transformation and restructuring phase, it may have to lose a few people. There is also a need to use more technology in organizational processes. One of the important challenges for HR is to manage growth. One of the respondents who used to manage a field office before getting transferred to the main office in Gujarat. She shared that DSO13 has around 40 offices in different parts of India and not everyone gets best service from HR. She shared her experience while saying that *“There were occasions where I wrote a few things to HR and kept waiting for their response”*. Many managers are grown within and they are good at functional level, but they lack in leadership skills. As the external environment becomes more turbulent, leadership skills becomes far more important as managers are required to cope up with external demands and at the same time they should be able to manage to drive the internal change required for the same.

## Suggested strategies

Identified HR challenge	Suggested strategy
Managing HR processes along with organizational changes	As organization is going through a transformation and restructuring phase, it may have to lose a few people. There is also a need to use more technology in organizational processes along with providing appropriate authority to center managers in HR aspects so that HR processes can be managed in multiple

	locations.
Lack of leadership skills among managers	There is a need to plan a systematic leadership development plan where managers with high potential can be provided with appropriate assignments which give them opportunities to build leadership. This can be supported by mentorship from senior members along with training support by external experts.
Lack of appropriate communication skills among some employee groups	There is a need for carrying out analysis of skill level in terms of verbal and written communication as these skills are very crucial looking at the nature of work. Training programs should be planned involving both internal and external experts followed by feedback and assessment of effectiveness of these programs.

## **CASE STUDY 11: DSO14**

### **Special case study: Successful NGO Management through Effective HR Practices**

#### **Introduction**

This case study converges on human resource practices and challenges of a leading NGO, working in the natural resource management sector and based in Dahod district of Gujarat, which has achieved a celebrated success in employee retention and organizational growth through its effective HR practices. This case study also parleys the philosophy and approach of the organization management towards HR and HR practices adopted by DSO14. Moreover, in this case study, a successful model of HR practices in the development sector, which could be worth noticing for other organisations functioning in the development sector, has been manifested.

#### **About the organisation**

DSO14 commenced its promenade in 1974 in the Dahod area of Gujarat state of India. In 1997, Dahod area has been recognized and proclaimed as a separate district, which consist of mainly rural population and majority of them are tribal. The fact that the district has been considered by the government of India as one of the India's 250 most backward districts and a drought prone area, could bestow the idea of its development needs. DSO14 registered under the Societies Registration Act and Public Charitable Trust Act was inaugurated with the endeavour for embellishing living conditions in the region through water and land resource management, improvement in the eco-system and environment as well as improvement of the socioeconomic status of rural and tribal people for their holistic development.

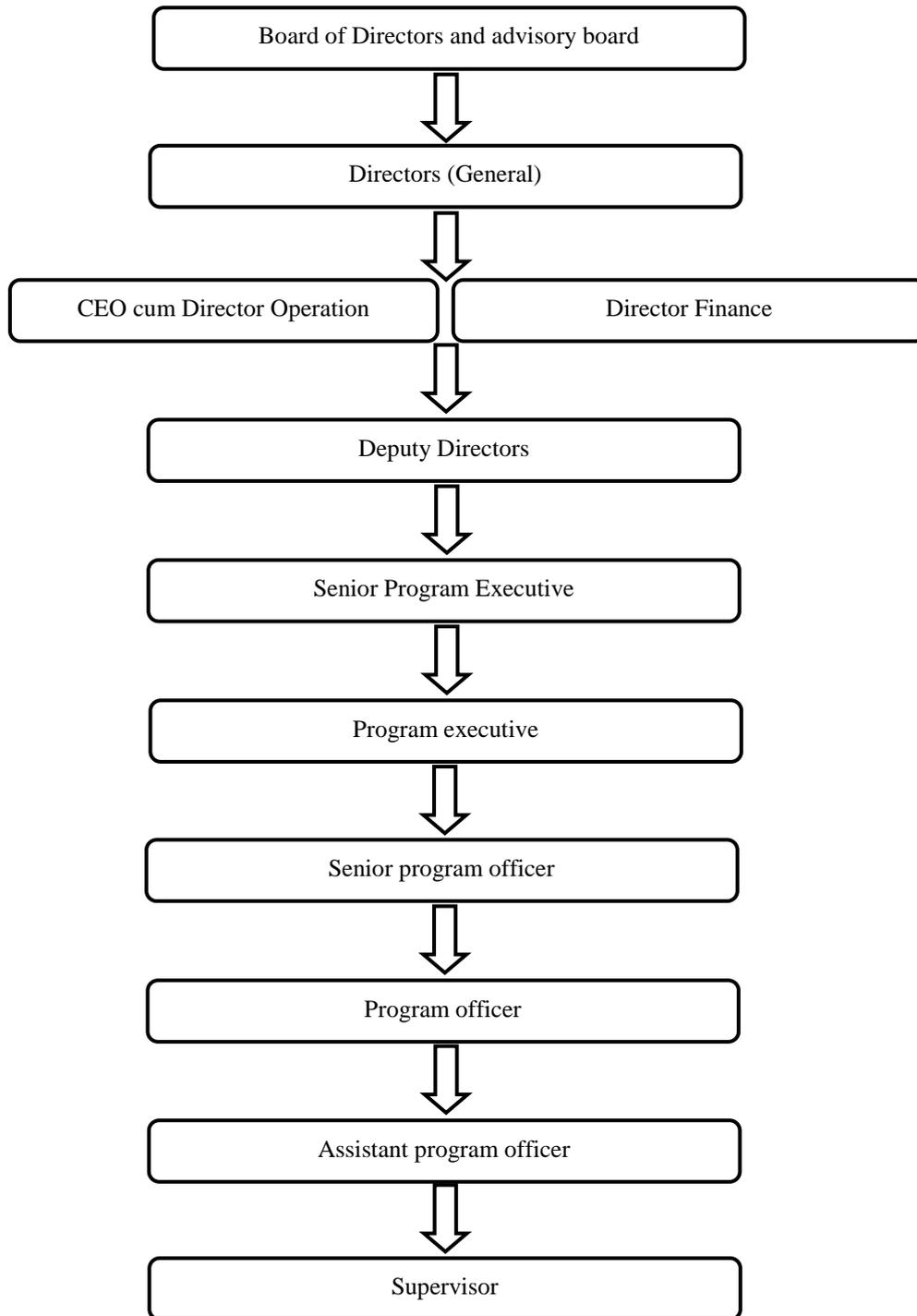
#### **Mission**

“To develop and expand environmentally, technically and socially sound natural resource interventions leading to poverty alleviation, through community participation and empowering women and other disadvantaged groups, to ensure equitable and sustainable development.”

#### **Vision**

“Elimination of acute poverty among tribal and rural communities with natural resources restored, developed and expanded “

## Organization Structure



**Figure 4.2.10: Organization structure of DSO 14**

## **Social Impact**

As of now, DSO14 has been functioning in thirteen districts of Gujarat, Madhya Pradesh and Rajasthan states of India. It is recognized by Rural Development Department of Government of all the three states. It accumulates funds not only by state and central government, but also from many reputed international agencies for its programs related to Natural Resource Management and Tribal Development. Its emphasis is on developing community based institutions that assist sustainable natural resource management programs. The table 2 furnishes the information about the geographical coverage of the projects harvested by DSO1.

**Table 4.2.29: Geographical coverage (DSO14)**

No. of districts covered	13
No. of villages covered	1376
No. of households covered	2,86,740
No. of beneficiaries covered	17,22,487

(As shared by DSO 14 office)

In addition to the implementation of livelihood programs centered on Natural Resource Management, DSO14 has been imparting training, capacity building and technical inputs at an ample scale to various government and non-government organisations. The foundation has a state of the art training institute at Chosala, Dahod, Gujarat, equipped with excellent physical infrastructure and facilities. It is complimented by highly qualified and experienced staff; known for their expertise and performance in their respective fields. Groups of people from both the government and non-government organisations of 21 Indian states are pocketing the advantages of their training and capacity building. Moreover, often international groups also approach for the training-cum-exposure through the foundation. Through their training and capacity building they have influenced watershed development program in about 26.48 lakh hector of areas.

## **Results and Discussion**

The study of this case dispenses ponderous. Explanatory and significant learning outcomes for the discussion, which can be flaunted as follow:

## **Human Resource Philosophy**

DSO14 professes that the employees are the backbone of the organization and their satisfaction needs to be safeguarded to the extent permissible to the organization. Therefore, overall satisfaction and stability of staff are the cornerstones of DSO14s' HR policies. They affirm that conducive working environment with freedom to work can induce the best out of the employees and such environment can produce better result, even by ordinary person. The foundation's HR policy revolves around these basic motivating factors. DSO14 asserts that well documented HR policy by itself is not enough. The policy has to be rooted in practice in the management in respect of its employees that constitutes a difference. Constantly displaying in practice human touch and sensitivity in its relationship with the employees is ensured by the management in which organization owns the employees own the organization.

## **Current Status of Human Resource**

DSO14, which had only one person managing all the functions in the initial two years, has reached the strength of 85 full time employees and 300-400 volunteers in the team today. The organization which had only one table shared by four persons in a single room office in the initial years of establishment, now, they have a state of art infrastructure utilizable with all required facilities for employees. The Foundation manages the project with an annual budget around 35 crores, which is a big amount in case of development sector. The organization has a general administration department and finance department. Currently, these departments are taking care of HR functions while key HR decisions are taken by the Directors. CEO shared that organization is planning to inaugurate a separate HR department, which will streamline the HR functions, DSO14 has clearly prescribed HR policies pertained with recruitment and selection, salary structure, service conditions, leaves, promotions and benefits, travelling allowances, resignation and termination, voluntary and involuntary retirement, transparency and general rules.

## **Employee Benefits**

DSO14 disburses several benefits to the employees, most notably are:

- DSO14 assists fair annual increment
- Reasonable house rent allowance with relaxation for higher house rent allowance on actual basis.

- Annual bonus i.e.10% of annual basic salary to all employees of DSO14.
- Contributory Provident Fund in the ratio of 12% of basic salary from DSO14 and 12% by the employee.
- Gratuity, as per Gratuity Act and permissible under Income Tax Act 1961
- Superannuation Pension Scheme linked with a Group Insurance Plan with Life Insurance Corporation full contributed by DSO14, which is 15% of basic salary.
- Maternity benefits to female employees combined with paternity leave.
- The organization has time bound career development and promotion plan for all its employees, in which every employee gets a guarantee of minimum three promotions in a span of 10 years.
- Employees are also insured under group personal accident policy. Group personal life insurance plan with Life Insurance Corporation of India covering maximum benefit up to Rs25, 000/- per employee in case of accident and death.
- Home travel assistance (LTC) once in a year up to a family of four persons to senior employee not having their home town in Dahod district.
- Subsidy of premium for Medi-claim policy for both employee as well as spouse for four lakhs (in which two lakhs for each spouse)
- Emergency fund for the assistance, if employees face any abnormal and chronic sickness.
- A contributory welfare fund for the employees.
- Fixed medical allowance, shoe allowance and working lunch allowance to all employees.
- Reimbursement of fixed telephone charges to senior staff.
- For skill enhancement, ample training opportunities to employees across India.
- Free transportation for official work-field as well as to office.
- There is a staff welfare society wherein a prompt loan of Rs. 75,000/- is provided to the needy staff and for housing purpose a loan up to Rs. 1,50,000/- is granted in exceptional promptness.

### **Employee Retention**

The annual report 2013-14 of DSO14 manifests the success of the organization in retaining employees for longer duration. Six staff from regular position left the organization during the reporting period, which came to approximately 6% of the total

employees, while two employees were appointed during the reporting year. It would be interesting to mention the longevity of the present employees with the organization. Statistically 62% employees have been with the Foundation for 10 and more years and 51% of them for 15 and more years, which prompts the stability of the employees with DSO14. “There is always a limit to satisfaction, but there is no limit to dissatisfaction” - Director, DSO14. The statement is of the Director, while attesting his view on the job satisfaction among employees. It has been an acknowledged fact that the monetary benefits are pivotal; however, not enough to attract, inspire and retain the employee to contribute their best for a longer period.

**Table 4.2.30: Employee association as per 2013-14 (DSO 14)**

Sr. No.	Years	Numbers	Percentage
1	More than 20 years	31	34.83%
2	Between 15-20 years	17	19.10%
3	Between 10-15 years	10	11.24%
4	Between 5-10 years	12	13.48%
5	Less than 5 years	19	21.35%
	Total	89	100%
	Department heads and equivalent 12 senior staff with more than 10 years	12	

(Source: Annual report 2013-14, DSO 14)

## **Training**

Training not only fosters skill building, but also functions as a motivator. The founder of the DSO14 asserts that actual learning transpires on the field rather than in the training program. Indian organisations and development projects have also capabilities for developing skilled people in the NGO sector than the schools of Social work abroad. DSO14 has a full-fledged training center, which offers training program in various technical and social areas. The training institute has been established in serene, conducive and natural environment equipped with four classrooms, two conference halls, hostel, guest house, library, reading room, gymnasium and sports facilities. Sixty employees attended seminars/training/ workshops during the reporting year 2012-13 at various place both within and outside India.

Abroad training of the employees depends on the fund availability, when funds are available, the Foundation also allows employees for training abroad.

### **Performance Appraisal**

*“Be Fair”*, remarks the Director of DSO14, when questioned to communicate his philosophies on performance appraisal. The foundation pursues a simple procedure for performance appraisal. At the accomplishment of the financial year, a meeting of the heads of the departments is called to discuss the performance of their team members. There is a uniform increment policy increment policy at DSO14. The founder shared that performance based increments and promotions have caused grievances among employees in the past. Therefore, increments have been always dispensed at a standard rate to the employees. Outstanding performers are rewarded by promoting them to higher positions, though this happens in exceptional cases only.

### **Employer Branding**

As DSO14 has built a name and image in the development sector during its journey of around 40 years, numerous candidates are interested in associating with it. These candidates come generally through the reference of current employees. Due to strong HR practices, a healthy work culture and career prospect; the organization has built a strong brand as an employer among the stakeholders in development field.

### **Culture**

DSO14 deems in quick decision making and less paperwork. DSO14 has a transparent culture, where all decisions and facts openly communicate and different levels, which have strengthened trust of employees. *“Mistakes are communicated, not highlighted”* shares a senior executive. Managers and executives have been assigned freedom in decision making in their respective departments. Managing trustees demonstrate personal interested for the development of employees. DSO14 has a history that numerous employees, who discontinued from the organization earlier have come back due to the work culture and growth opportunities.

## **HR Challenges**

### *Attracting Talent by Competitive Salary*

***“It is tragedy of the society that people in NGOs and industries are not paid equally”-*** Director, DSO14. The statement by the Director authenticates the scenario of the salaries triumphed by employees in the development sector contrasted to employees of other industries/sectors. With a rapid deviation in the cost of living, young generation confronts the complications to work in the development sector, as they do not pocket salaries at par with other industries/sectors.

### *Identifying People*

For hiring professionals with degrees such as M.Tech. / M.B.A interviews are not sufficient to identify the capabilities of candidates. As the candidates can project a particular personality during the interview, however, the inner and real qualities of the candidates come out after a few months of working with the organization. No one could claim to be flawless in predicting human behaviour. These are the areas, where there is always a possibility to cause the mistakes.

### *Donor Dependency*

***“NGOs are born as beggars and they die as beggars”*** DSO14 is also dependent on external funding either by government or by donor agencies. Therefore, there is a limitation of offering attractive salaries to the candidates. Though as per the standards of the development sector, DSO14 offers competitive salaries, it is difficult to offer the salaries to the candidates with professional qualification compared to industries.

This endures as a limitation to captivate talent for the organization.

### *Location*

80 to 85% of the current employees of the Foundation are local. The organization is established in the tribal area of Dahod district. The nearby city is Dahod, where the majority of employees belong to. It is difficult to find professionals from the domains of finance, agricultural sciences, management, engineering; who would accept to stay in this area as the city has limited urban facilities, educational, business and recreational opportunities.

### *The Effect of 'Bad NGOs'*

There has been mushrooming of NGOs in India over the years. Unfortunately, numerous NGOs have been proven as inefficient, unprofessional or unethical. Due to the image built by such NGOs, NGOs with excellent track record also struggle for support from various stakeholders such as funding agencies, government or corporate. As for the government NGO relationship and partnership in the development of the country, there is an apparent decline in mutual faith and respect. This situation at organizational level also affects the employees working with them and can have a negative effect on their morale.

### *Deviation of Societal Values*

Earlier people were feeling pride in working with NGOs. However, now a day, due to the declined image of NGOs; the sense of pride is missing. In society also, the majority of people does not consider a career in the development sector as a splendid option. In the words of the Director of DSO14 ***“This relationship and attitude reflect the present socio-political environment in the country, where all values, virtues and relationships are in decline. In this general scenario, even the best of the NGOs are not half that respected to the situation before 15-20 years.”***

### *Materialistic Values*

The students passed out from the institutes offering courses in rural management and social work are pocketing lucrative offers with high salary packages from the corporate sector. The majority of students are opting for such offers instead of choosing to work with reputed organisations working in the development sector, comparatively pay lesser salary packages.

### *Government Approach*

Government is keen for Corporate Social Responsibility (CSR) activities in the development field, along with Public Private Partnership (PPP) approach. However, CSR is no substitute for reputed NGOs. Several CSR activities are driven by commercial motive. Such factors have affected the number of projects allotted to development organisations and their ability to engage a respectable number of qualified people. There have been a few corporate like Tatas and Mafatlals, who has been genuinely supporting the NGOs.

## Conclusion

Parallel to numerous organisations in the development sector, DSO14 also had a humble beginning. The factor that attributes DSO14 apart from others is the schema; it has managed the growth of the organization. While growing in terms of operations and manpower requirement, it has not diverted from its core ideology. Numerous NGOs, which function for capacity building and empowerment of the beneficiaries, do not pay enough attention to the empowerment and well –being of the people within the organization. It has also been observed this contradiction in the development sector.

This case study demonstrates the way with which an NGO can achieve sustainable growth by attempting special focus on HR aspects. The organization also confronts numerous challenges with respect to HR such as attracting and developing personnel with professional qualifications, succession planning at senior level, and career development of employees etc., which are common to the NGOs in India.

## Suggested strategies

Identified HR challenge	Suggested strategy
Difficult to attract graduates with professional degrees	DSO needs to develop a stronger network with educational institutions providing courses in areas such as agriculture science and rural management. Identifying graduates who have a background of staying in rural areas would increase the likelihood of their long term retention.
Difficulty to find people at senior level	It is important to make a conscious attempt to grow managers from within the organization. Succession planning also needs to be done so that success of the organization is not dependent on a persona of an individual.

### 4.3 Respondent level analysis

Researcher conducted interviews of 49 respondents from 14 DSOs using semi structured interview schedule in order to understand HR challenges faced by their respective organizations. Out of 49 respondents 42 were from middle level and operative level and 7 were from top level of management. Mentioned below is the table showing distribution of respondents.

**Table 4.3.1: Categories of Respondents**

Level of Management	No. of Respondents	Analysis
Middle level (Positions such as Project managers, Project officers, Center head etc.)	36	Considered for Quantitative and Qualitative analysis  (Respondents: 42)
Operative level (Positions such as Field officer, Field supervisor, Admin. Officer etc.)	6	
Top level (Positions such as Directors, Founders, CEOs, Senior manager etc.)	7	Considered for Qualitative analysis
Total No. of Respondents: 49		

On following pages' researcher has presented analysis and interpretation based on the responses given by 42 DSO employees working at Middle level and Operative level. As responses of Top management DSO members have been open ended in nature, data derived from the same is considered in qualitative analysis and not in this section. Table 4.3.1 to Table 4.3.6 describes the profiles of respondents and Table 4.3.7 to Table 4.3.22 describes opinions of respondents related to HR challenges faced by their respective organizations. HR challenges have been identified in following categories:

- Recruitment & Selection
- Induction
- Training & Development

- Remuneration & Benefits
- Job Security
- Performance Management
- Rewards & Recognition
- Work Culture
- Employee Retention

### Profile of respondents

**Table 4.3.2: Respondent categories**

Categories of Respondents	Frequency	Percentage (%)
Middle Level	36	85.7
Operative Level	6	14.3
<b>Total</b>	<b>42</b>	<b>100</b>

Table 4.3.2 shows distribution of respondents in 2 categories: Middle level and Operative Level. During pilot study it was observed by researcher that people who are working at Middle Level (in positions such a Program Coordinator and Program managers who have worked for many years with the same organization), gives the most open feedback without hesitation. The reason being these are the employees who are likely to have gained some level of security in the organization and also in their careers and they have less amount of fear while sharing their views openly about HR aspects. Thus researcher made conscious efforts to cover more respondents from middle level in order to get more insights for the study.

On the other side respondents at operative level were observed to be more cautious about their responses in order to avoid potential danger in case their critical responses are shared with higher authorities. In case of respondents at Top level, they are likely to be a bit cautious about responses as they are the ones who have higher responsibility to build and maintain a positive image of the organization among different stakeholders. Researcher was able to cover 7 respondents at Top level. In some of the cases, the respondents chose to have a discussion in an unstructured way. Considering this factor and also their number being small in the entire sample, their

responses have not been considered in this part of analysis. Their views and responses have been incorporated in chapters including case studies and findings.

**Table 4.3.3: Gender Profile of Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Male	26	61.9
Female	16	38.1
<b>Total</b>	<b>42</b>	<b>100</b>

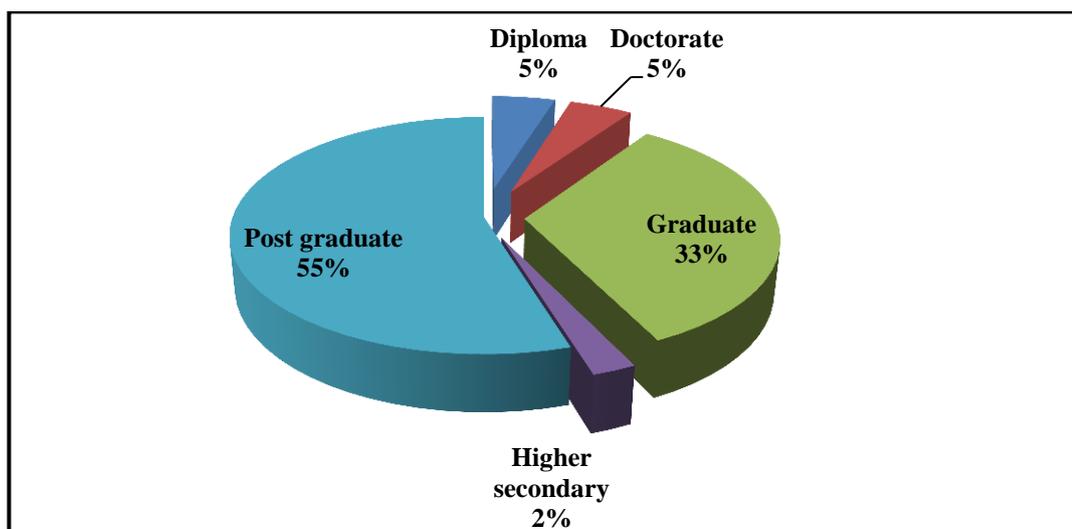
As shown in Table 4.3.3, 61.9 % respondents were male and 38.1% of them were female. Out of 14 DSOs, 5 of them were found to be having a female at the top of hierarchy in roles such as Director, CEO or Managing Trustee. Half of the DSOs were found to be giving preference to females in terms of employment mostly because of their belief in empowering women and in some cases due to the suitability of females in some kind of job profiles. At field level interventions in areas such as health, nutrition, child care, microfinance, female members of the community are the key to bring change. Thus it becomes beneficial to involve female employees in order to connect with them.

Along with common policies such as maternity leaves and prevention of sexual harassment, some of the DSOs also give flexi time benefits to female employees in order to help them balance their work life with job responsibilities. One of the DSOs under study has a well drafted Gender Policy in which the gender sensitivity and equity is promoted in institutional systems and practices, program designs and activities and advocacy work. One of the DSOs under study had a provision for ‘single woman allowance’ and also special conveyance allowance for female employees who stay far from the workplace. Another DSO under study was observed to have a Crèche facility on their campus which is quite unusual even in for-profit sector. Except a response from one DSO manager where he mentioned about disparity between salary of a male and a female employee even though working at a similar level, there were no significant observations or responses about disparity among employees based on gender.

**Table 4.3.4: Education level of respondents**

Level of education	Frequency	Percentage (%)
Doctorate	2	4.8
Post graduate	23	54.8
Graduate	14	33.3
Diploma	2	4.8
Higher secondary	1	2.4
<b>Total</b>	<b>42</b>	<b>100</b>

Table 4.3.4 shows the distribution of respondents according to their level of education. 54.8% of respondents were post graduates and 33.3% of respondents had graduate degrees. Thus more than 88% of respondents had qualifications of Graduation and above and a very few with qualifications such as Higher secondary or Diploma. Two of the respondents had also earned doctorate. In most of DSOs entry level requirement itself happens to be a Post graduate degree, though there were a few respondents who earned their post graduate qualifications in a distance mode or in a part time mode along with their jobs. Mentioned below is Chart 4.3.1 which shows the level of education of respondents.

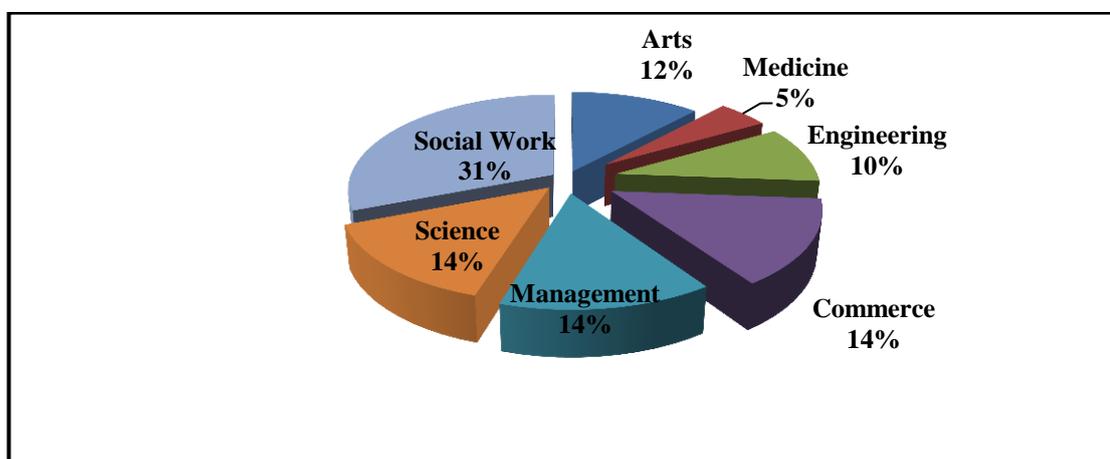


**Chart 4.3.1: Level of education of Respondents (n=42)**

**Table 4.3.5: Field of education of respondents**

Fields of Education	Frequency	Percentage (%)
Arts	5	11.90
Medicine	2	4.76
Engineering	4	9.52
Commerce	6	14.29
Management	6	14.29
Science	6	14.29
Social Work	13	30.95
<b>Total</b>	<b>42</b>	<b>100.00</b>

Table 4.3.5 gives idea about education background of respondents. From the sample, highest numbers of respondents (30.95%) were having degrees such as Masters or Bachelors in Social work. After that there were respondents with education background in the fields of Management, Commerce and Pure Sciences containing 14.29% each of the total sample size followed by Arts graduates with 11.90%. Few of the respondents also had qualifications in the fields of Engineering and Medicine containing 9.52% and 4.76% of the total sample size respectively. Even though respondents were quite diverse in terms of their education qualification, most of them were in roles which included largely managerial and administrative responsibilities. There were also respondents who started with technical profiles based on their education qualification and later on moved to managerial profiles. Chart 4.3.2 presents distribution of respondents according to their field of education.

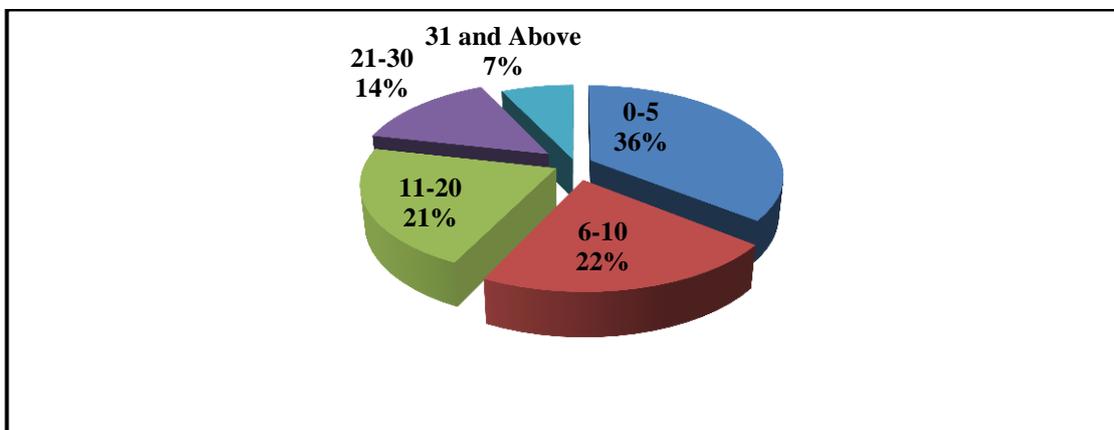


**Chart 4.3.2: Field of Education of respondents (n=42)**

**Table 4.3.6: Years of work experience with current organization**

Work experience with present job (Years)	Frequency	Percentage (%)
0-5	15	35.7
6-10	9	21.4
11-20	9	21.4
21-30	6	14.3
Above 30	3	7.1
<b>Total</b>	<b>42</b>	<b>100</b>

Table 4.3.6 shows the distribution of respondents as per their work experience with current organization. As shown in table, only 35.7% of respondents had less than 5 years of experience in their current job. Rest of them were the ones who were working with the same DSOs since more than 5 years. This distribution can be related with the fact that majority of the respondents in sample are from middle level, and employees reach at such level after consistently working for an organization for some years. More the number of years spent with same organization, respondent is likely to share her views based on various phases of her experiences. Along with this, they are also likely to have gained high level of ownership by working for longer duration with the organization. Chart 4.3.3 shows the distribution of respondents as per their work experience with current organization.

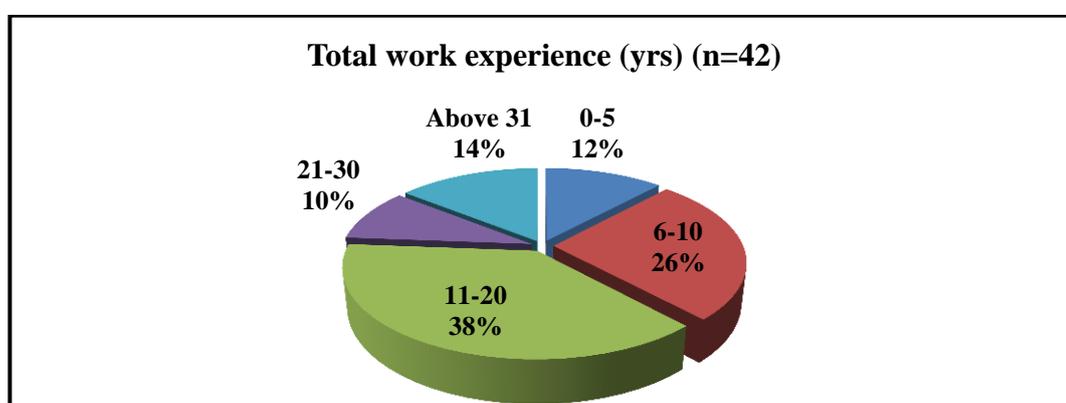


**Chart 4.3.3: Work experience with current organization (years) (n=42)**

**Table 4.3.7: Total work experience of respondents**

Total work experience (Years)	Frequency	Percentage (%)
0-5	5	11.9
6-10	4	9.5
11-20	11	26.2
21-30	16	38.1
Above 30	6	14.3
<b>Total</b>	<b>42</b>	<b>100</b>

Table 4.3.7 shows the distribution of respondents as per their total work experience. More than 79% respondents have work experience of above 10 years. Largest group among sample is of respondents having experience between 21 to 30 years. They contain 38.1% of total respondents. Respondents who worked in corporate sector earlier were observed to be giving responses in relation to their previous experience. Their responses included the themes such as ‘how different development sector is from corporate’, ‘how welfare provisions are not at par with corporate’, ‘how culture is different’, ‘how resource constraints are higher’, ‘how scope of expansion is lesser’ etc. Respondents who worked throughout in development sector mentioned less about such comparisons due to the absence of personal experience of working in a different sector. Chart 4.3.4 presents distribution of respondents as per their total work experience.



**Chart 4.3.4: Total work experience of respondents**

## Responses related to HR Challenges

### *Recruitment & Selection*

**Table 4.3.8: Whether it is difficult to fill up some positions**

Particulars	Frequency	Percent (%)
Yes	31	73.8
No	10	23.8
Not Aware	1	2.4
<b>Total</b>	<b>42</b>	<b>100</b>

Respondents were asked the question about their organization's difficulties in filling up some positions or finding out candidates with some particular qualifications and skills. As shown in Table 4.3.8, majority of them (73.8%) gave an affirmative response to the question. As per the responses DSOs find it difficult to fill up positions which require qualifications and backgrounds as mentioned below:

#### *Based on fields of education*

- Medicine
- Nursing
- Veterinary science
- Agriculture science
- Finance
- HR
- Fund raising
- Media and communication
- Counselling
- Nuclear medicine technology
- Special education

*Based on Skills*

- Good communication skills in dual language
- Multitasking skills
- Skills in managing field level teams

*Based on specific requirements such as*

- Senior level people who have worked in same sector
- People who have studied from prestigious institutes in urban areas

As shared by majority of respondents the major reasons for the difficulty to recruit people with above mentioned background are:

1. Inability of DSOs to provide competitive salaries
2. Reluctance of candidates to move to rural and tribal areas and preference for an urban life

In some of the cases it becomes difficult to fill up some vacancies when DSOs are working in a very niche areas and there are a very few people available in the market with relevant qualifications.

## *Induction*

**Table 4.3.9: Whether organization has a formal induction program**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	31	73.8
No	11	26.2
<b>Total</b>	<b>42</b>	<b>100</b>

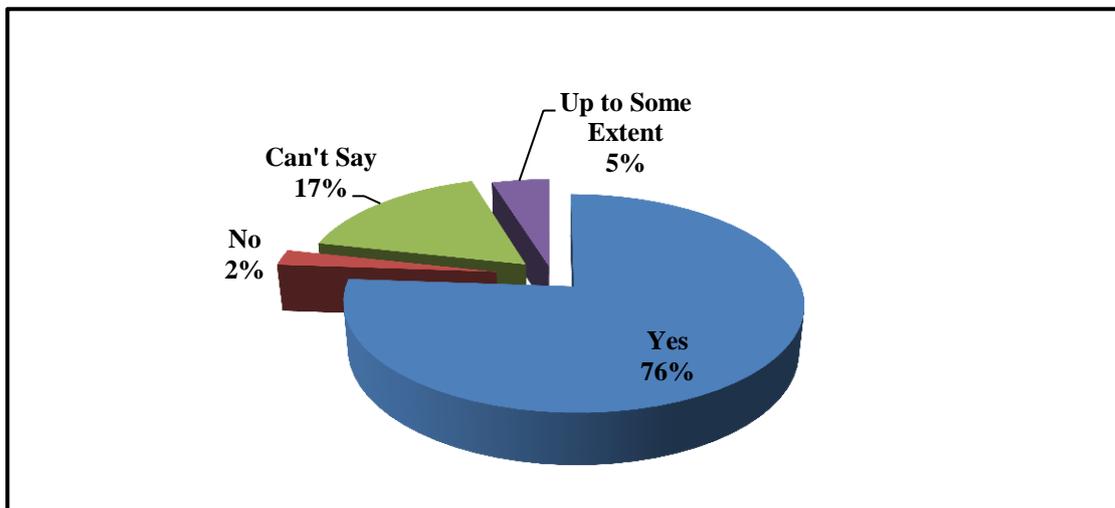
As shown in table 4.3.9, majority of respondents (73.8%) shared that their organization has a formal induction program for the new employees. Out of 14 DSOs, 2 DSO do not have a formal induction program as shared by the officials which explains the negative response of 6 respondents out of 11. Remaining 5 respondents are those whose responses contradict with other employees of the same DSOs. Thus there are cases when there is a process for employee induction but it is not conducted at all levels or in all divisions of a DSO. As shared by respondents under study, duration of induction program ranges from 1 day to 3 weeks. Components of induction programs in various organizations are described in respective case studies.

## Training & Development

**Table 4.3.10: Whether Training is effective**

Responses	Frequency	Percent (%)
Yes	32	76.2
No	1	2.4
Can't Say	7	16.7
Up to Some Extent	2	4.8
<b>Total</b>	<b>42</b>	<b>100</b>

Table 4.3.10 shows responses of employees about whether they feel that the training provided by organization is effective. 76.2% respondents gave positive reply to the same. There were 16.7% respondents who replied 'Can't say' as in many cases the respondents had not gone through any training programs. In some cases, respondents had experienced training programs but there were no systems in place to study its effectiveness, thus they did not have a Yes or No answer. Out of 14 DSOs, only 3 had the practice of preparing an annual training plan as shared by the officials. In rest of the DSOs, trainings are planned as per the need and as per the fund provision. Though majority of the respondents have given positive response about effectiveness of training, many respondents from most of the DSOs have identified Training as an important area of improvement. Chart 4.3.5 shows distribution of responses about whether they feel that training provided by their organization is effective.



**Chart 4.3.5: Whether training is effective (n=42)**

## *Remuneration & Benefits*

**Table 4.3.11: Whether organization has a formal pay structure**

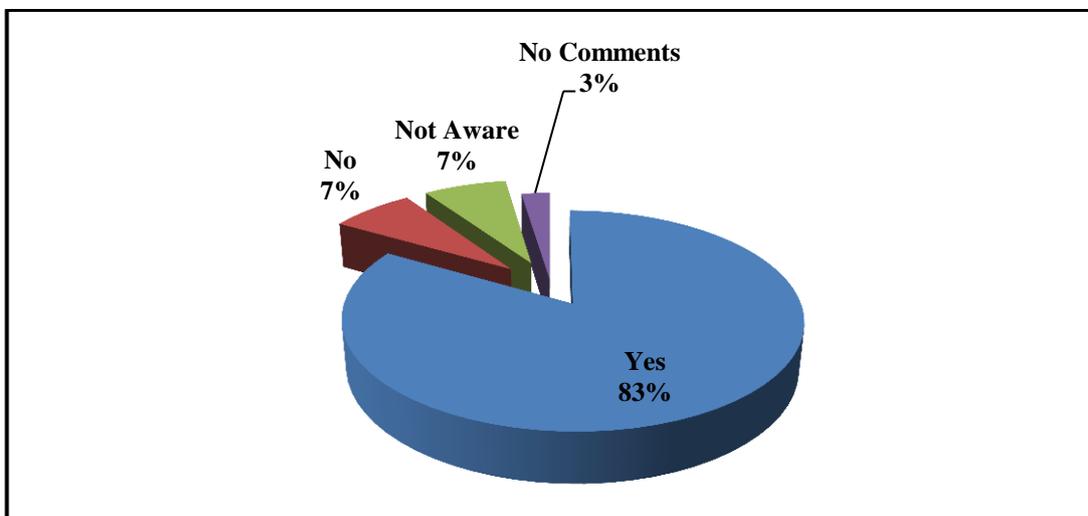
<b>Responses</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	35	83.3
No	6	14.3
Not Aware	1	2.4
<b>Total</b>	<b>42</b>	<b>100</b>

Table 4.3.11 shows that 83.3% employees shared that their organization has a formal pay structure where salary scales and remuneration structure for various levels of positions are decided and uniformly implemented. Six employees who did not respond agreeably to this question belonged to four different DSOs out of which 2 DSOs do not have formal pay structure as shared by their HR officials also. The reason given was that salaries are decided as per project budget. Remaining two respondents were cases where their responses contradicted with official information provided by their respective HR officials. This leads to the possibility where there may be discrepancy in terms of implementing predefined salary scales at various levels of organization.

**Table 4.3.12: Whether salary is at par with other organizations in same sector**

Responses	Frequency	Percentage (%)
Yes	35	83.3
No	3	7.1
Not Aware	3	7.1
No Comments	1	2.4
<b>Total</b>	<b>42</b>	<b>100</b>

Table 4.3.12 shows the responses of DSO employees when they were asked whether the salary they receive is at par with other organizations in the same sector. Chart 4.3.6 shows the distribution of responses. Majority of respondents feel that their salaries are at par with other organizations. Many of them also shared that their salary levels are better than most of the players in sector. Among those who did not reply favourably to the question one of the DSO respondents shared that at salaries are not at par with other organization in some of the departments. There was one DSO employee who shared that salaries in her organization are lesser than government or international NGOs but better than some of the private organizations.



**Chart 4.3.6: Whether salary is at par with other organizations in same sector**

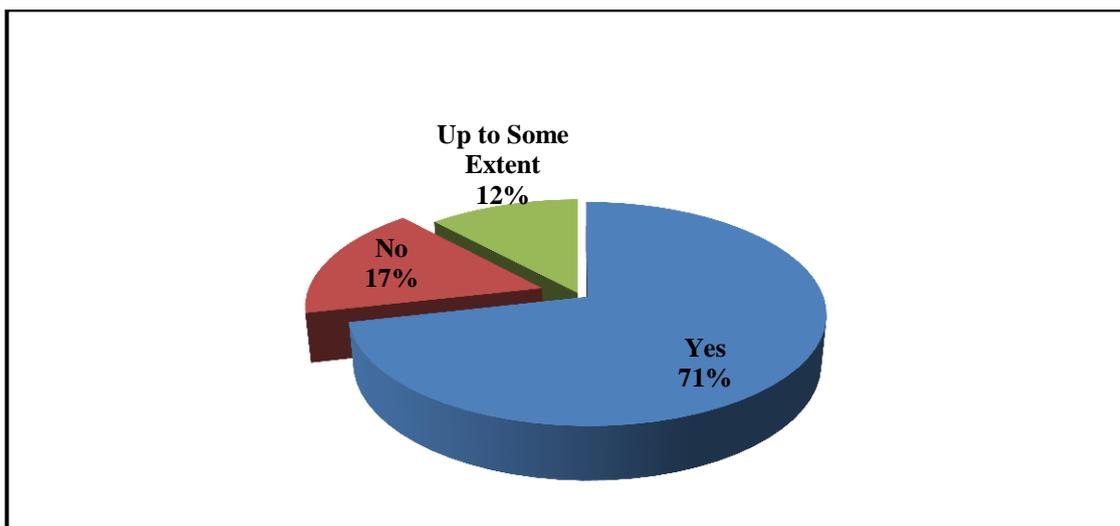
(n=42)

## Job Security

**Table 4.3.13: Whether organization provides job security**

Response	Frequency	Percentage (%)
Yes	30	71.4
No	7	16.7
Up to Some Extent	5	11.9
<b>Total</b>	<b>42</b>	<b>100</b>

As shown in Table 4.3.13, 71.4% of respondents feel that their job is secured with the organization which is significant considering the nature of work being project based in development sector. At the same time, it is important to note that the sample consists most of the employees working at managerial level. Many respondents who gave affirmative answer to this question also gave examples of employees working since many years in their organizations. There were some respondents who related job security with performance by saying that those who perform well have secure positions with the organization. There was a respondent who also related job security with the years of experience by sharing that *only those with 5 to 7 years of experience have job security*. Chart 4.3.7 presents distribution of responses of employees related to job security.



**Chart 4.3.7: Whether organization provides job security (n=42)**

## *Performance Management*

**Table 4.3.14: Existence of a formal performance appraisal system**

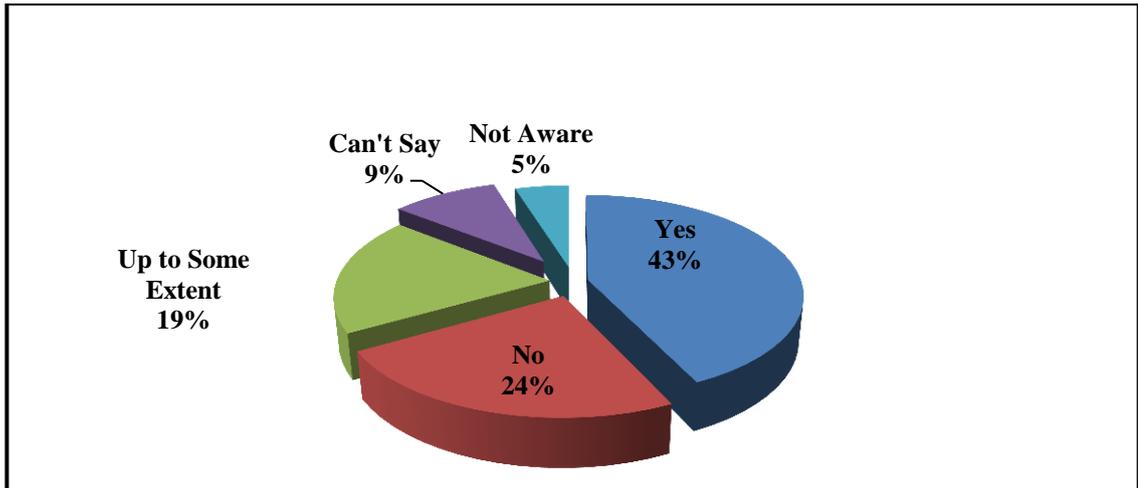
<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	26	61.9
No	15	35.7
Not Aware	1	2.4
<b>Total</b>	<b>42</b>	<b>100</b>

Table 4.3.14 shows responses of DSO employees when they were asked whether their organization has a formal system for performance appraisal. 35.7% of employees shared that there is no formal performance appraisal system in their organization which is a significant proportion. There were respondents from two DSOs whose answers contradicted with the answers of senior officials or HR managers of the same organization. Incidentally both DSOs happened to be larger in size having different divisions and departments.

**Table 4.3.15: Whether Performance Appraisal system is effective**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	18	42.9
No	10	23.8
Up to Some Extent	8	19
Can't Say	4	9.5
Not Aware	2	4.8
<b>Total</b>	<b>42</b>	<b>100</b>

Table 4.3.15 shows responses of DSO employees towards effectiveness of Performance Appraisal system. Only 42.9 % respondents answered affirmatively when they were asked whether they found the current system of Performance Appraisal in the organization effective or not. Chart 4.3.8 shows distribution of various responses to the same question. From Table 4.3.12 and Table 4.3.13 it can be derived that Performance Appraisal system is one of the major areas of concern in the DSOs under study.



**Chart 4.3.8: Whether Performance Appraisal system is effective (n=42)**

***Rewards & Recognition***

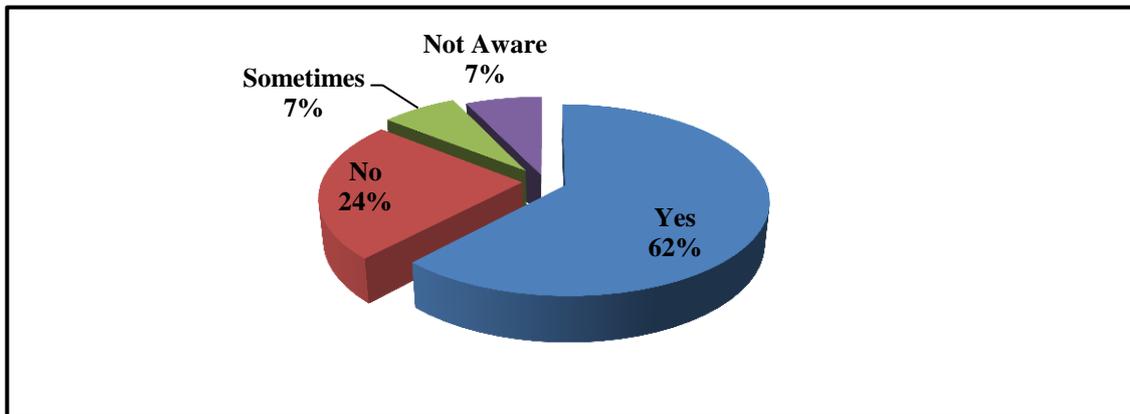
**Table 4.3.16: Whether there are rewards for exceptional performers**

Response	Frequency	Percentage (%)
Yes	26	61.9
No	10	23.8
Sometimes	3	7.1
Not Aware	3	7.1
<b>Total</b>	<b>42</b>	<b>100</b>

Table 4.3.16 shows responses of employees when they were asked whether organization provides rewards for exceptional performers. Chart 4.3.9 shows the distribution of various responses. 61.9% respondents replied affirmatively to the question and significant 23.8% respondents shared that there is no mechanism for rewarding employees who perform exceptionally well. Many respondents gave examples of employees rewarded in terms of significantly higher increments and promotions and also related them with performance appraisal process. Apart from that respondents gave following examples of the ways in which organizational recognizes and rewards exceptional performers

- Long Service Award
- Extra ordinary service awards in annual function
- Recognition of employees in public forum, cultural programs
- Verbal appreciation by senior authorities

- Nomination of employees for awards given by external agencies
- Nomination of employees as experts or speakers in various events
- Sending employees for special training programs in India and abroad



**Chart 4.3.9: Whether there are rewards for exceptional performers (n=42)**

**Work Culture**

**Table 4.3.17: Clarity about Job Responsibilities**

Response	Frequency	Percentage (%)
Yes	38	90.5
No	3	7.1
Sometimes	1	2.4
<b>Total</b>	<b>42</b>	<b>100</b>

Table 4.3.17 shows responses of employees when they were asked whether there is clarity among team members about their job responsibilities. Most of the DSO employees replied positively (90.5%) about job clarity. Many respondents gave credits to the system of goal setting through deciding Key Performance Indicators (KPIs) and Key Performance Areas (KPAs) for establishing role clarity in their organizations. Some of them also credited clear job descriptions for establishing role clarity, though there were a few respondents who shared that many times employees have to work beyond their official job descriptions. Some respondents mentioned about system of preparing Annual Work Plans or Annual Operative Plans in which organizations clarify department level and employee level goals which also help in establishing job clarity. In large organizations some of the respondents mentioned about difference in degree of clarity in various departments. There were some

respondents who raised their concerns about the lack of role clarity. Some of the statements given by them are stated below”

*“At times we have to complete unfinished work of other departments”*

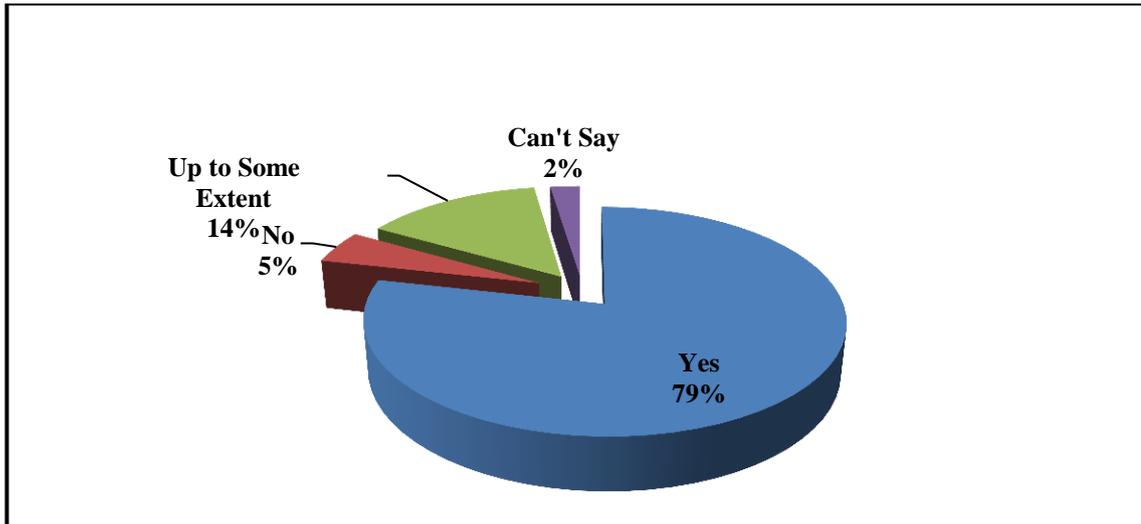
*“Some of them do not fulfil their duties, so their burden comes on others. We don’t have a clear Job Description letter”*

*“It is very difficult to prioritize as there is too much of multitasking and we are working on two or three projects at a time”*

**Table 4.3.18: Whether Culture is aligned with vision**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	33	78.6
No	2	4.8
Up to Some Extent	6	14.3
Can't Say	1	2.4
<b>Total</b>	<b>42</b>	<b>100</b>

Table 4.3.18 shows responses of DSO employees about the alignment of culture and vision in their respective organizations. Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations (Robbins & Judge, 2013). Organizational culture is a system of shared beliefs & attitudes that develop within an organization & guides the behaviour of its members. Thus culture becomes a very important aspect from HR perspective. 78.6% employees feel that their organization culture is aligned with the vision of their organization while 14.3% says that culture is aligned with vision up to some extent. Researcher has described various cultural aspects of DSOs under study in respective Case studies. Chart 4.3.10 shows distribution of responses related to alignment of culture and organization’s vision.

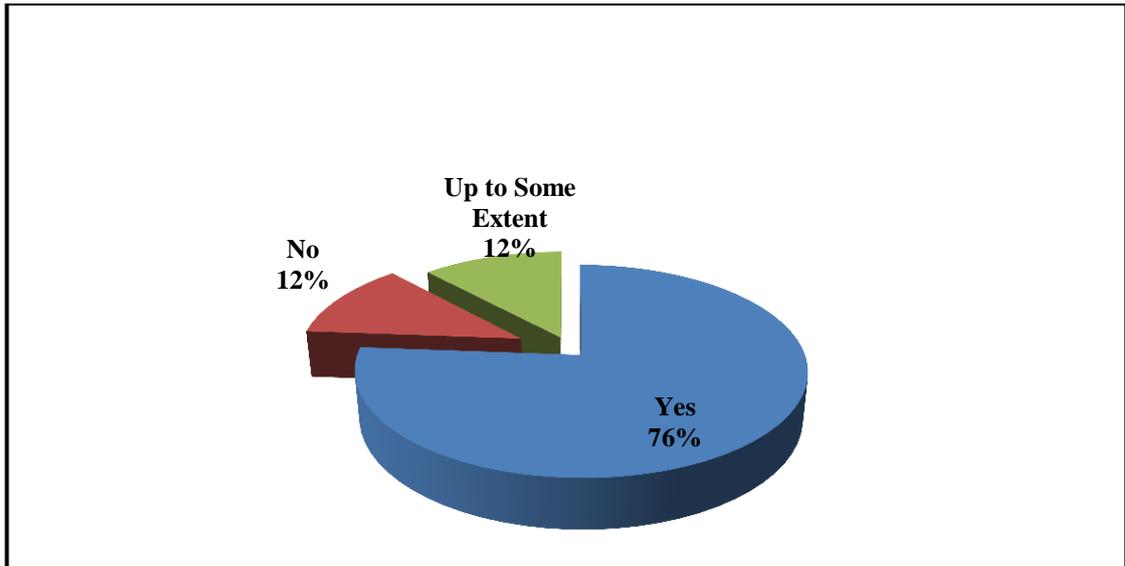


**Chart 4.3.10: Whether Culture is aligned with vision**

**Table 4.3.19: Whether employees' views are sought in decision making**

Response	Frequency	Percentage (%)
Yes	32	76.2
No	5	11.9
Up to Some Extent	5	11.9
<b>Total</b>	<b>42</b>	<b>100</b>

As shown in Table 4.3.19, 76.2% respondents feel that employees' views are sought in decision making process in their organizations. Chart 4.3.11 shows the distribution of responses. While asked to explain about decision making culture, most of the respondents mentioned about practice of regular meeting done at different frequencies (daily, weekly, monthly and quarterly meetings). In case of larger DSOs there were contradictions among respondents from different departments about decision making culture. Employees who did not reply affirmatively to these question shared that in decision making process views of employees below managerial level are hardly taken in to consideration. There were a few DSOs which had processes of making decision making process more inclusive; the same is discussed in case studies.



**Chart 4.3.11: Whether employees' views are sought in decision making (n=42)**

**Table 4.3.20: Whether there is spirit of teamwork in organization**

Response	Frequency	Percentage (%)
Yes	38	90.5
Up to Some Extent	4	9.5
<b>Total</b>	<b>42</b>	<b>100</b>

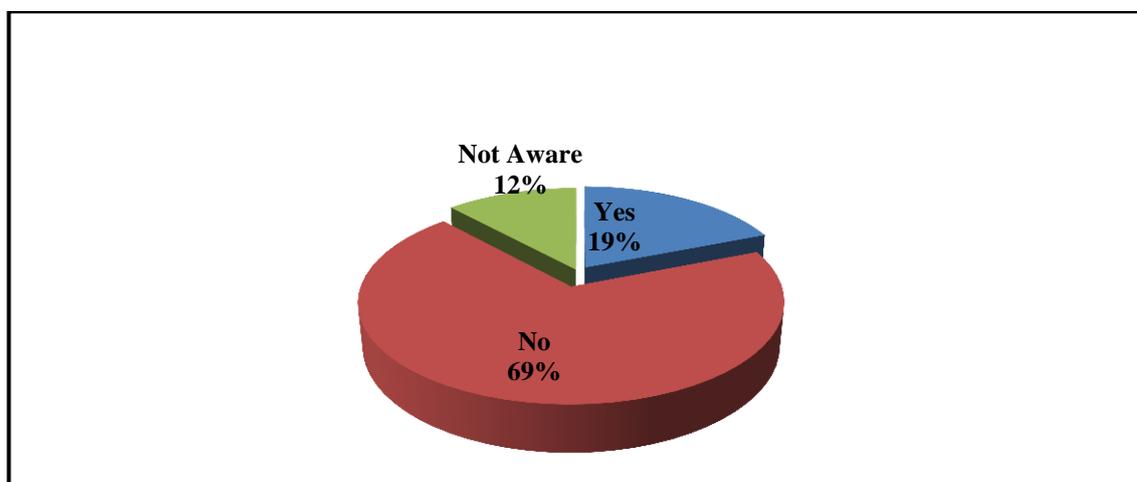
As shown in Table 4.3.20, Majority of DSO employees responded positively when they were asked whether they see a spirit of team work in their organizations. Many of them gave credit to the teamwork only for the success of their organizations. Many of them gave examples about how different departments of the organization are interdependent on each other and how they support each other. Some of the respondents also mentioned about the difference in the spirit of teamwork between different teams as per the leadership style of their respective Managers.

## Employee Retention

**Table 4.3.21: Whether turnover is high**

Response	Frequency	Percentage (%)
Yes	8	19
No	29	69
Not Aware	5	11.9
<b>Total</b>	<b>42</b>	<b>100</b>

Table 4.3.21 shows perceptions of DSO employees about employee turnover in their organizations. Here Employee Turnover means percentage of employees who voluntarily leave organization in a year. Chart 4.3.12 shows distribution of responses. 19% of respondents feel that turnover is high and 69% of them feel that it is not high. Researcher inquired about the percentage of turnover at each of the DSO but a very few of them shared actual percentage of employees who voluntarily leave the organization. Researcher observed that up to some extent employee turnover is considered as ‘manageable’ by managers. There were a few respondents who also shared that in a way some level of employee turnover is ‘good’ as it gives a way for fresh talent and also to get rid of employees who were either misfit or not productive. While sharing about why employees leave, most of the respondents mentioned about reasons such as better job opportunities, family relocation etc. and not any organizational factors. Regarding trend in turnover, most of the respondents shared that younger people within 1 or 2 years of experience with the organization has higher tendency to leave voluntarily to seek better job opportunities.

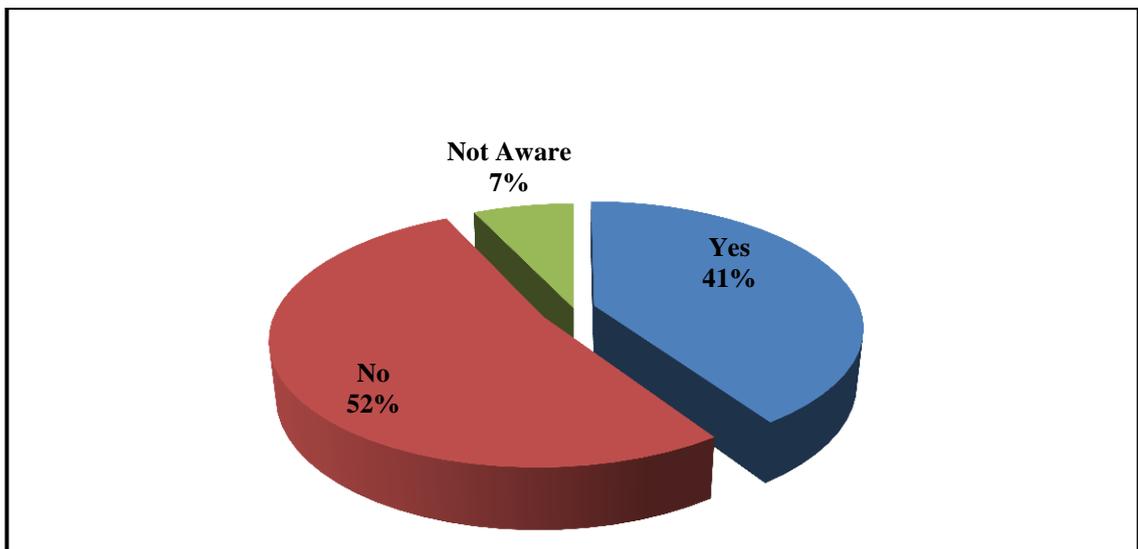


**Chart 4.3.12: Whether turnover is high (n=42)**

**Table 4.3.22: Whether there is a system of exit interviews**

Response	Frequency	Percentage (%)
Yes	17	40.5
No	22	52.4
Not Aware	3	7.1
Total	42	100

Table 4.3.22 shows that only 40.5% of DSO employees shared that their organization has a system of exit interviews. Chart 4.3.13 shows distribution of responses. Among those DSOs where there is a system of exit interviews, there were inconsistencies in responses of employees from various departments. Some of the respondents shared that there is an exit interview system on paper but it is not followed in all cases. One of the HR executives also shared that exit interview process is not followed in all cases as it is neglected while being busy in other activities. One of the program coordinator shared that exit interviews are taken but no actions are taken on basis of that. One of the managers said that *“These days people don’t give reasons, they just leave”*. One more HR manager shared that there are many employees who just leave job without any notice. They simply stop coming. In such cases it doesn’t become possible to carry out exit interview process.



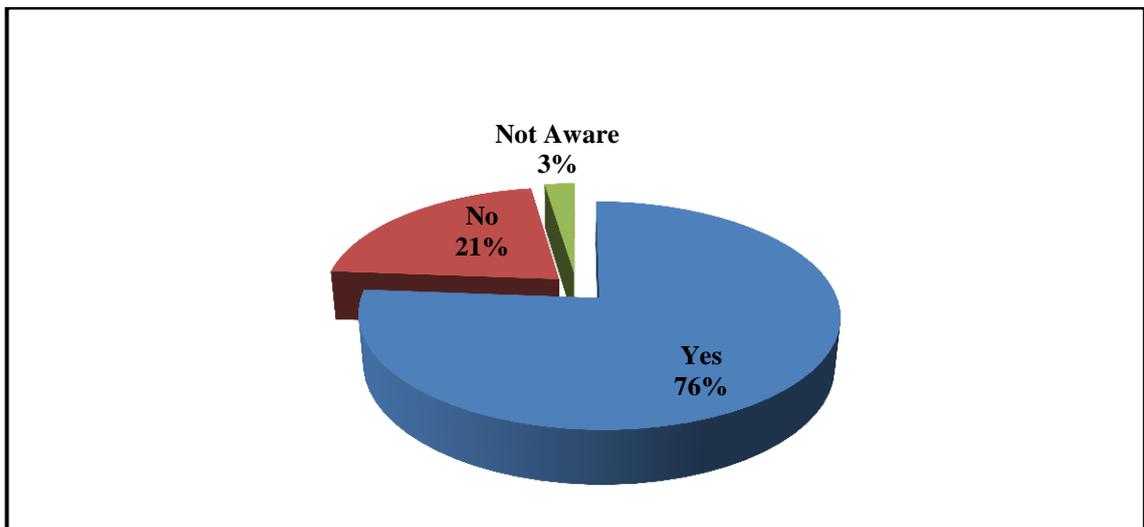
**Chart 4.3.13: Whether there is a system of exit interviews (n=42)**

**Table 4.3.23: Whether organization makes efforts to retain employees**

Response	Frequency	Percentage (%)
Yes	32	76.2
No	9	21.4
Not Aware	1	2.4
<b>Total</b>	<b>42</b>	<b>100</b>

Table 4.3.23 shows responses of DSO employees when they were asked whether their organization makes efforts to retain employees. Chart 4.3.14 shows distribution of responses. 76.2% respondents answered affirmatively to the question and 21.4% answered otherwise. For DSOs which has diversified work areas and number of projects, it becomes more feasible to accommodate employees after the project duration gets over. Along with the salary and benefits package some of the examples given by respondents about the way their organizations try to retain employees are as follows:

- Providing Counselling support to employees who are dissatisfied
- Revision of salary for those who are dissatisfied and have good performers
- Change in portfolio or location
- Verbal appreciation and recognition
- Providing growth opportunities to good performers
- Accepting employees who earlier left the organization voluntarily
- Provision of making employees ‘permanent’ from ‘on contract’



**Chart 4.3.14: Whether organization makes efforts to retain employees (n=42)**

This chapter includes data analysis and discussion based on primary and secondary data collected by researcher. The first section of the chapter describes various characteristics of the selected DSOs from HR perspective such as their employee strength, age of the organization, nature of work etc. Followed by this, there are case studies of 11 DSOs under study which describes their HR challenges and good practices in depth. The chapter also includes analysis and interpretation of responses from 42 candidates from middle and operative levels of DSOs about HR challenges faced by their organizations. The next chapter includes summarised findings and identified HR challenges of DSOs based on the overall analysis. It also includes set of strategies suggested by researcher to overcome these HR challenges followed by the conclusion and identified areas of further research.