



Time - 3 Hour

MM-70

The question paper contains 8 printed pages.

Note: The Question Paper consists of two sections. Please strictly adhere to word/page limit.

Section A- consists of 12 short answer type questions. Please attempt any **TEN** questions. Each question carries one mark. Please complete this part first in maximum 15 minutes.

Section B – Attempt any **5** questions. Each question carries 12 maximum marks.

Section B

*Questions 1,2 and 3 are based on annexure A. Choose any one advertisement (either **Care India** or **BRLF**) appeared recently in devnetjobsindia.org given in annexure A. Assuming that you are the HR manager.*

Q.1 Propose a three step selection system for this position. Justify the steps selected.

Q.2 Propose an appropriate performance management tool for the position giving at least ten indicators. Justify the rating scale.

Q.3 Work out the money worth of job based on factor or point method.

Questions 4, 5 and 6 are based on annexure B developed by the Chief Functionary Officer Mr Rameshwar of Urmool Setu Sansthan.

Q.4 Comment on the job description, job specification, recruitment and selection system of village level worker based on information given in the case.

Q.5 Develop an induction and orientation programme for a new batch of village level workers

Q.6 If the CTC for the village level worker is Rs 18,000/- based on your understanding of components of Indian compensation system, please design a salary structure for the village level worker.

Q.7 Write short notes on any three

a) Performance and potential appraisal b) Career and succession planning c) Principle of Natural Justice

d) Human Resource Planning e) Internal Mobility (Promotion, Demotion and Transfer)

Master Trainer - Farm Engineering CARE India

Location: Kalahandi and Kandhamal, Odisha

Position: Master Trainer-Farm Engineering

Grade/Level: G

Project: Technical Assistance and Research for Indian Nutrition and Agriculture (TARINA)

Reports to: Capacity Building Officer

Location: Field in Kalahandi and Kandhamal, Odisha

Job Summary:

Master Trainer (MT) will be primarily responsible for implementing technical aspects of specific interventions and processes in the field in the TARINA Project. S/he will also provide best in class training support for enhancing knowledge and skills on project interventions in an utmost professional manner. The Master Trainer will work closely under the Capacity Building Officer (CBO), under the technical leadership of the Domain Experts (DE) and the overall leadership of the Deputy Director. The Master Trainer will support Community Resource Persons (CRPs) in the field. The primary focus of this position is to roll out technical interventions and build technical capacities of stakeholders – viz. Community Resource Persons, Self Help Groups, and women smallholders. This position also involves deep engagement with field level stakeholders in the civil, government and private sector, to adopt, adapt and scale up such interventions, with a nutrition, gender, diversity, governance, and resilience focus.

The Master Trainer would be the technical content specialist of the following domain:

- **Farm Engineering - Drudgery reducing field implements**

Key Responsibilities :

Technical Support:

- Work with the Domain Expert to understand the technical interventions being proposed under TARINA in exhaustive implementable detail
- Develop working relationships with last mile technical staff of relevant field level institutions – civil sector, government sector and private sector. Understand skill sets, competencies, schemes and support infrastructure
- Work with the CBO and CRPs to understand the socio economic and biophysical possibilities and constraints faced by the impact population
- Undertake protocol based daily technical monitoring of field activities
- Understand issues and problems faced on the field, aggregate and seek advice from senior colleagues as per requirement

Training:

- Help in assessment of capacity building needs of field stakeholders especially women smallholders (at individual and collective level)
- Give field inputs to the Domain Experts and the CBOs to develop relevant training calendar, training modules and IEC materials
- Ensure capacity building of CRPs, Animators, Self Help Groups, women smallholders, and the field ecosystem on specific project interventions by:
 1. Implementation of the training plan developed by DEs and the CBO.
 2. Field demonstration of products, practices, equipment and aids
 3. Provide technical answers or seek support for the same
 4. Support the M&E Officer to undertake pre-post training assessment, satisfaction surveys and studies to assess the impact of trainings
- Coordinate cross/ learning visits and exposure visits
- Submit periodic training reports

Mentoring:

- Observe and biannually evaluate trained CRPs
- Encourage and collect feedback from CRPs using the Feedback form
- Pair experienced CRPs with new CRPs whenever required and build their confidence to undertake planned training events

Other responsibilities:

- Report to and advise the CBO & Dy. Director on project interventions related to institutional development and governance
- Perform any other task assigned by the line manager as per organizational requirement

Qualification & Experience:**Essential**

- Graduate's degree in related discipline as mentioned in the Job Summary above, with three years of experience in the domain being applied for

OR

Lower relevant qualification with at least five plus years of experience in the domain being applied for

- Demonstrated knowledge /experience in working with several types of agri - machineries in different project interventions
- Ability to quickly diagnose machinery issues on the field and offer remedies
- Ability to relate, engage with farmers (and train) who may be interacting with machines for the first time
- Able to work with fabricators to customize and promote newer machines

Preferred

- Experience of working in a large project and as part of a diverse team
- S/He should be familiar with climate change and gender issues

Skills & Competencies :

- Understand the social, economic and political context and status of Adivasis (esp. women) in India
- Strong facilitation /training and communication skills
- Experience and interest in working with women and their group process in agriculture interventions
- Good communication and interpersonal skills
- Comfort with facilitating, leading group discussion and role play
- Willingness to learn about and support the principles and protocols of evidence-based programs
- Enthusiasm about being a member of a team
- Dependability
- Ability to use audiovisual equipment (TV/DVD, overhead projector)
- Ability to undertake demonstration as per the project protocols and plans
- Understanding on adult learning principles
- Documentation and reporting skills
- Fluency in Oriya is desirable
- Awareness of Windows packages- Word, Excel, PowerPoint, and Internet

The gross remuneration budgeted for the position is Rs. 8-9 lacs per annum. Offers shall be commensurate with the qualifications, experience and salary history, of the selected candidate

CARE India is an equal opportunity and diversity promoting employer. Therefore Women, persons differently abled, SC/ST/ OBC candidates are especially encouraged to apply.



- Process release of grant to grant and institutional partners.
- Support in the preparation of both monthly and other regular financial reports.
- Support annual audit preparation.
- Support in preparation of annual budget of BRLF
- Maintain a good filing system.
- Data entry/Recording of accounts on Tally accounting package
- Process procurement payment as per Financial Rules of Govt
- Be ready to take on other roles as well as back stop others in any other function as needed for the proper functioning of the BRLF office

QUALIFICATIONS, EXPERIENCE AND COMPETENCIES:

Applicants must fulfil the following conditions to be eligible to apply:

Post Graduate degree in Finance/Accounting with a minimum experience of 5 years in a similar position.

FUNCTIONAL COMPETENCIES :

- Experience of working with Foundations, Grant making institution OR Government created missions and societies.
- Well versed with financial and accounting software
- Knowledge and experience with Government created societies and missions would be desirable.
- Proficient in Microsoft Office, including intermediate skill level in Excel.
- Knowledge and working experience of FCRA would be desirable.
- Well versed with statutory compliances i.e. TDS, PF etc.
- Excellent inter-personal skills, can work independently and with teams.
- Knowledge and experience with in GoI accounting requirements, handling prudent procurement procedures would be desirable
- A team player, with the ability works in a collaborative and consultative manner.
- Willing to travel outside Delhi, to remote locations to perform duties as deemed necessary

COMPENSATION OFFERED:

The gross remuneration budgeted for the position is Rs. 6-7 lacs per annum. Offers shall be commensurate with the qualifications, experience and salary history, of the selected candidate.

LOCATION: The position will be based at New Delhi.

APPOINTMENT: This is a full-time position and the initial contract will be offered for a period of one year, renewable based on performance.

BRLF is an equal opportunity organization. Qualified women are encouraged to apply.



Accounts Officer Bharat Rural Livelihoods Foundation

Location: Delhi

JOB DESCRIPTION

Accounts Officer, Bharat Rural Livelihoods Foundation, New Delhi

POSITION VACANT: Accounts Officer

NUMBER OF POSITION: One

REPORTING TO: CFO, BRLF

BACKGROUND:

Government of India has initiated Bharat Rural Livelihoods Foundation (BRLF) as an independent organization under the Societies Registration Act to facilitate civil society action in partnership with State and Central Government, for transforming livelihoods and lives of rural households, with an emphasis on women, particularly in the Central Indian Tribal Region.

BRLF is a unique and first-of-its-kind initiative and the Foundation is constituted as a partnership between Government on the one hand and the private sector philanthropies, public and private sector undertakings (under Corporate Social Responsibility) on the other. Major functions of BRLF will be to provide financial grants to Civil Society Organizations (CSOs) to meet their human resource and institutional costs for up-scaling of proven interventions, invest in institutional strengthening of smaller CSOs and capacity building of professional human resources working at the grassroots.

BRLF continuously facilitates smooth flow and utilization of Government funds to rural communities and poor households under the mega Centrally Sponsored Schemes for promoting livelihoods of the poor. The General Body and Executive Committee of BRLF are constituted of eminent individuals as well as ex-officio representatives from private philanthropies, public and private sector organizations, financial institutions, State Governments and Government of India.

JOB DESCRIPTION/ RESPONSIBILITIES:

Reporting to Chief Finance Officer, BRLF, the accounts officer would support CFO in prudent financial management of accounts and procurement systems.

MAIN DUTIES AND RESPONSIBILITIES:

- Prepare vouchers and make entry in books of accounts
- Prepare input file for net banking.
- Prepare monthly reconciliation of bank accounts.
- Processing payroll and submit tax filings as per due dates.
- Ensure expenditure and payment requests are properly supported and are in accordance with relevant financial rules, regulations and procedures with adequate Budget Provisions.
- Put up expenditure and payment vouchers for approval of the authorized officers, the relevant documentations to effect payment while ensuring accuracy and completeness of the processed transactions.
- Maintain relevant hard and electronic records and files related to the finance function.

उरमूल सेतु संस्थान में कार्यकर्ताओं की नियुक्ति प्रक्रिया

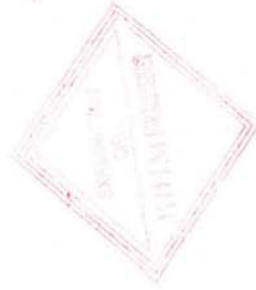
गांव स्तर पर संस्था के कार्यक्रमों के संचालन हेतु:-

कार्यकर्ताओं की नियुक्ति के लिए सबसे पहले शैक्षिक योग्यता एवं अनुभव को देखा जाता है। पुरुष कार्यकर्ता के लिए शैक्षिक योग्यता स्नातक एवं महिला कार्यकर्ता के लिए शैक्षिक योग्यता 12वीं तय किया गया है। संस्था की मानव संसाधन नीति में कम से कम 40 प्रतिशत तक महिलाओं की नियुक्ति अनिवार्य है। संस्था में कार्यकर्ताओं की नियुक्ति के लिए स्थानीय समाचार पत्र में विज्ञापन निकालना एवं संस्था के कार्यक्षेत्र में कार्य देखकर कोई भी पुरुष एवं महिला किसी भी समय संस्थान में आवेदन जमा करवा सकते हैं। जब संस्था को मानव संसाधन की आवश्यकता होती है, तो संस्थान में आये आवेदनों का आंकलन करते हुये जिस विभाग के लिए कार्यकर्ता की आवश्यकता होती है। निर्धारित योग्यता रखने वाले आवेदकों को पत्र एवं फोन द्वारा सुचित किया जाता है। एक पद पर कम से कम पांच आवेदकों को बुलाया जाता है। संस्था में कार्यकर्ताओं की नियुक्ति के लिए चयन समिति का गठन किया गया है। इस समिति में कम से कम तीन एवं अधिकतम सात सदस्यों का दल रहता है। समिति में संस्था के प्रबन्ध मण्डल के सदस्य एवं कार्यक्रम समन्वयकों को शामिल किया जाता है। कभी-कभी फण्डिंग एजेन्सी की विशेष जरूरतों को ध्यान में रखते हुये फण्डिंग एजेन्सी के प्रतिनिधि को भी शामिल किया जाता है। अभ्यर्थियों का सबसे पहले लिखित में प्रश्नपत्र लेते हैं, इस प्रश्न पत्र में सामान्य ज्ञान, भाषा ज्ञान एवं गणित विषयों को सम्मिलित किया जाता है। और यदि अभ्यर्थी कम्प्यूटर या अन्य कोई विशेष दक्षता रखता है तो अभ्यास कार्य करवाया जाता है। उसके बाद अभ्यर्थियों को किसी मुद्दे पर बहस करवाई जाती है और देखा जाता है कि उनकी तर्क शक्ति एवं नेतृत्व क्षमता कैसी है। बहस के दौरान चयन समिति के सदस्य उपस्थित रहते हैं और देखते हैं कि अभ्यर्थी की समझ और नेतृत्व की दक्षता कैसी है। तथा उसके आधार पर बहस में भाग लेने वाले सदस्यों द्वारा अभ्यर्थियों को अंक दिये जाते हैं। तीसरे चरण में अभ्यर्थियों का मौखिक साक्षात्कार लिया जाता है। इस साक्षात्कार में मुख्यतः पांच प्रकार के बिन्दुओं को देखा जाता है...

1. **आवश्यकता :-** सबसे पहले देखा जाता है कि अभ्यर्थी को काम की आवश्यकता या जरूरत कितनी है। यह चयन का आधार मानते हैं क्योंकि कई बार देखा जाता है कि अभ्यर्थी को कोई खास आवश्यकता नहीं होती है उसके पास विकल्प बहुत होते हैं तो वह संस्थान में काम नहीं कर पाता है।
2. **सोच :-** साक्षात्कार में इस बात पर जोर दिया जाता है कि अभ्यर्थी के विचार संस्था की सोच के साथ मिलते हैं या नहीं। यदि अभ्यर्थी संस्था की कार्य संस्कृति और मूल्य एवं सिद्धांतों के अनुरूप नहीं है तो चयन का आधार बनता है।



3. **सम्प्रेषण/अभिव्यक्ति :-** साक्षात्कार में देखा जाता है कि अभ्यर्थी की सम्प्रेषण/अभिव्यक्ति की क्षमता कैसी है, क्योंकि समुदाय में काम करने के लिए सम्प्रेषण/अभिव्यक्ति का प्रभावी होना बहुत जरूरी है इसके बिना वह समुदाय को सक्रिय रूप से कार्यक्रमों में नहीं जोड़ पायेगा।
4. **व्यवहार :-** अभ्यर्थी का व्यवहार भी बहुत महत्व रखता है। यदि समुदाय के साथ काम करना है और टीम में काम करने के लिए व्यवहार भी एक कसौटी होता है कि वह क्या सबको साथ लेकर चल सकता है या नहीं।
5. **अनुभव :-** यदि अभ्यर्थी का पहले भी कार्य का अनुभव है तो हम पहले जहां काम किया है उसकी समझ को देखते हैं कि काम पर उसकी पकड़ कैसी है और जहां काम किया है उनसे भी जानकारी लेते हैं कि वह कैसा काम करता था और काम छोड़ने का क्या कारण रहा आदि।
- लिखित डिबेट और मौखिक इनका पूर्णांक 100 अंकों का होता है। इसके बाद साक्षात्कार दल के सदस्य अंक देते हैं, और प्रत्येक पद के लिए तीन अभ्यर्थियों की सूची तैयार की जाती है। सबसे अधिक अंक प्राप्त करने वाले अभ्यर्थी को प्रथम वरियता दी जाती है और सभी मानदण्डों को पूरा करता है तो चयन दल के सभी सदस्य सहमत होते हैं या कई बार किसी किसी मुद्दे पर सहमत नहीं होते हैं तो विस्तार से चर्चा करके बहुमत से फैसला लेते हैं और जो सहमत नहीं होते हैं उनकी आपत्ति भी तुलनात्मक पत्र में लिख दी जाती है। इसके बाद चयनित अभ्यर्थी को तीन माह तक प्रशिक्षु कार्यकर्ता के रूप में रखा जाता है। इस दौरान अभ्यर्थी का 5 दिन का संस्थागत प्रशिक्षण करते हैं और वरिष्ठ कार्यकर्ता के साथ रखा जाता है और हर माह उनकी समीक्षा करते हैं। वरिष्ठ कार्यकर्ता के साथ मिलकर प्रशिक्षु कार्यकर्ता को सुझाव दिये जाते हैं। तीन महीने बाद यदि निर्धारित मानदण्डों को पूरा करता है तो स्वतन्त्र रूप से जिम्मेदारी दी जाती है। संस्था के उच्च पदों पर नियुक्ति के लिए देवनेटजोब पर विज्ञप्ति निकालते हैं, मानदण्ड तय किये जाते हैं, उसके अनुरूप आये आवेदनों का प्राधिकरण करते हुये साक्षात्कार के लिए अभ्यर्थियों को बुलाया जाता है। और उपरोक्त प्रक्रिया के अनुरूप ही साक्षात्कार लिया जाता है।



Attempt any ten questions. Multiple choice/ one word/one line/ true false type Questions MM 10

SECTION A

1	The words "discontent" and "Grievance" can be used interchangeably True ☐ / False ☐
2	The maternity leave is for maximum Weeks
3	Red Hot Stove Rule has four components. Tick the one that is not a component of Red Hot Stove Rule: a) Burns Immediately ☐ c) Provides Warning ☐ b) Burns Personally ☐ d) Burns Impersonally ☐
4	The model grievance procedure was suggested by; a) National Commission on Labour ☐ b) Indian labour Conference ☐ c) Indian Labour Organisation ☐ d) Industrial Disputes Act ☐
5	Bonus is paid at the rate of 8.77 % of annual basic salary True ☐ / False ☐
6	Employees can contribute upto 24% in the Provident fund without matching contribution from the employer True ☐ / False ☐
7	Zero sum game or <i>my gain your loss and your gain my loss</i> is the basis of which bargaining a) Cooperative ☐ b) Productivity ☐ c) Conjunctive/distributive ☐ d) Composite ☐
8	Gripe box is a kind of confidential meeting room where grievance manager meets the employee who has a work related grievances? True ☐ / False ☐
9	The process of settling industrial disputes between two or more parties by means of a decision of an impartial body in cases where efforts towards conciliation have failed is called
10	Name the act which provides medical help and unemployment insurance to industrial worker during their illness
11	Payment linked to number of year served is known as _____?
12	Which of the following is not an objective of social security? a) compensation ☐ 2) Restoration ☐ 3) Prevention ☐ 4) Fringe benefits ☐

