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Ghar Ghar Maa Swasthya

Final Report, Human Resource
Management Assessment of Nepal CRS
Company, February 2013

Submitted by: Deloitte

USAID Contract No. AID-367-C-10-00001

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1. Introduction

This report details out specific recommendations for the areas listed below, keeping in view the current plans of CRS.

- Organization Structure
- Job Descriptions
- Competency Framework
- HR Policy Manual
- Recruitment Management System
- Performance Management System
- Succession Management Guidelines
- Employee Engagement Guidelines
- HR Data Management

The report is divided into different sections with each section focusing on each of the areas mentioned above.

The HR Policy Manual is provided as a separate document encompassing the Recruitment Management System and the Performance Management System for CRS.

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2. Organization Structure for Nepal CRS Company

2.1 Introduction

The Government of Nepal (GoN) has been endorsing social marketing as an approach to ensure access to essential public health products and services in both rural and urban areas of Nepal. Several international donors, implementing agencies and NGOs have been working independently as well as in close connection with the GoN over the years to improve health services in the country.

Nepal Contraceptive Retail Sales Company (CRS) Company Pvt. Ltd., also known as CRS, officially started as a project in 1978 as a collaborative effort of the GoN, USAID and Westinghouse Electric Inc., America. The focus of the project was to aid the national family planning and public health initiatives in Nepal. In 1983, the project was institutionalized as a not-for-profit company, CRS, and was designated by the Ministry for Health as an implementing agency. Nepal CRS initially launched two products, Dhaal (male condoms) and Gulaf (oral contraceptive pills).

Exhibit 1: Key events for Nepal CRS

Timeline	Event
1983-2002	USAID & Nepal CRS have a bilateral contract
1998- till date	KFW & Nepal CRS have a bilateral contract
2002-2006	USAID subcontracted with PSI to reach out to Nepal CRS
2006-2010	PSI was replaced by AED in the existing arrangement
2010- till date	USAID & Nepal CRS have a bilateral contract which extends till 2015

Promoting healthcare and awareness in the country, the organization is focused on social marketing of condoms, family planning and health products, implementing behavior change communication programs across Nepal and providing public health services. Nepal CRS Company boasts of an extensive distribution network wherein their products are available in all the 75 districts of Nepal, some of them being extremely difficult to access. This is made possible through a strong network of distributors, medical wholesalers and medical and non – medical outlets all across the country.

The vision of Nepal CRS is to build a healthier future for the people of Nepal with a focus on the underprivileged and vulnerable population. The organization aims to become an efficient and sustainable organization without compromising on its existing social mission of improving the quality of health among the citizens of Nepal.

This section provides an understanding of the current organization structure and operating model at CRS and recommendations going forward, keeping in view the planned objectives and strategy for the organization.

The understanding on the current organization has been gathered on the basis of interactions with the employees of Nepal CRS and FHI 360 as well as through the study of documents during the course of the engagement.

2.2 Current Organization Structure and Operating Model at CRS

2.2.1 Ghar Ghar Maa Swasthya (GGMS)

Ghar Ghar Maa Swasthya (GGMS) (Healthy Homes Program), funded by USAID, is a 9 million USD initiative which extends from 2010-15. As part of the GGMS project,

- CRS is entrusted with the task of implementing the program with emphasis on increasing penetration in the rural areas of Nepal with an overall budget of 5.8 million USD.
- Additionally, USAID has retained Family Health International (FHI 360) to provide technical support to CRS in implementing the program. FHI 360, funded by USAID, assists CRS to develop business plans and to design and implement behavior change communication (BCC) activities.
- Currently, USAID sources and procures all the products directly, and provides these at subsidized rates to CRS for sale and distribution in the country. The price for these products at present is controlled by USAID.

Over the last 30 years, the working relation between USAID and CRS has largely remained unchanged. However, going forward USAID intends to encourage CRS to move to a self-sustained business model with limited USAID funding. This is a part of the larger objective of GGMS which is to help CRS become a viable and self-sustainable company operating independent of USAID funding in the future.

2.2.2 Current Organization Structure of CRS

CRS is headed by the Managing Director (MD) who is responsible for the overall performance of the organization. MD is a shareholder and a Board member of CRS and reports to the Board on the overall functioning of the organization.

As per the approved organogram, there is a position of “Deputy Managing Director” to be directly reporting to the Managing Director, but has been lying vacant for almost the last six to seven years.

The organization has been further subdivided into four functions at present viz. Administration and Logistics, Marketing, Field Operation and Finance. Each department is designated to be led

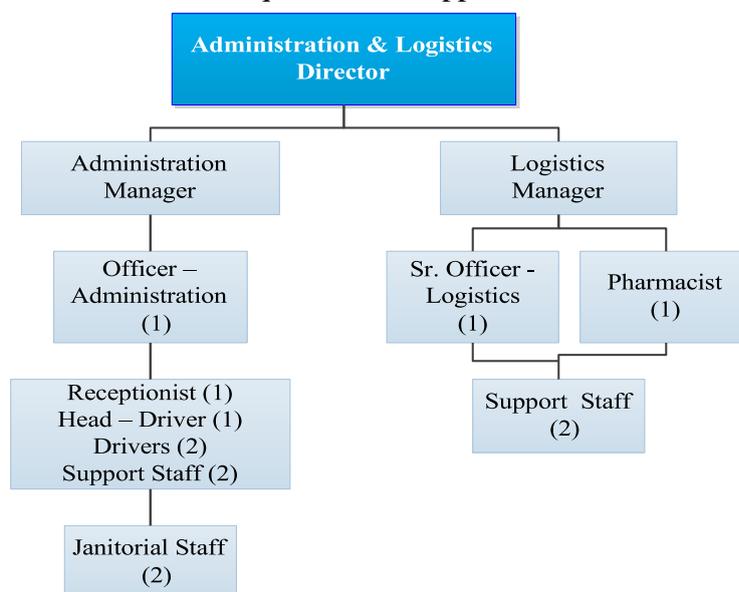
by a director. The various functional heads - the Administration and Logistics Director, the Field Operations Director, the Marketing Director and the Finance Manager report directly to the MD. There is also an Executive Secretary who supports the MD in carrying out operational responsibilities. The detailed organogram for CRS has been provided as **Annexure-1** to the report.

Apart from Kathmandu, where CRS is headquartered, there are six regional offices at Bagmati, Biratnagar, Narayanghat, Pokhara, Nepalgunj and Dhangadi.

The various functional areas of the organization are detailed below.

2.2.2.1 Administration & Logistics

The department is responsible for Administration and Logistics function, along with some aspects of Human Resources. While the logistics team focuses on procurement, repackaging as well as redistribution, the administration team focuses on activities like record keeping, tendering and other HR related activities like talent acquisition and appraisal.



The department is currently led by a Director with two managers directly reporting to him. The officers and other supporting staff further help them in performing their activities.

Key Role:

The key activities performed in the department are:

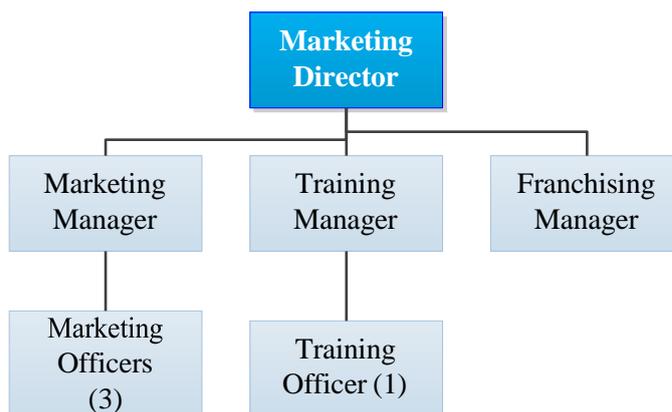
- **Procurement:** The procurement activity for all commodities is undertaken by this department. It includes procuring subsidized material from USAID as well as procuring commodities for brands/products funded through KFW. CRS also procures certain products on its own through its revenue sources.
- **Storage & Quality:** The commodities are received at the central warehouse where regular inspection is carried out and details of commodities received and updated.

- **Repackaging:** While the repackaging material is procured through a tendering process by CRS, it has outsourced the repackaging of products to “Shrijansil Mahila Samuh”(SMS). This organization was formed by 23 female employees who were earlier employed with CRS.
- **Distribution** – The logistics officer interacts with the respective field officer on a regular basis to coordinate for the stock requirement and supply in each area. Transportation of the commodity is done either through CRS owned or hired vehicles.
- **Administration Support** - The role of the Administration team is to support to the program implementation and being responsible for office maintenance, vehicle maintenance, tendering for promotional boards and signage, insurance, etc.

2.2.2.2 Marketing

This department is currently responsible for training, advertising and promotion of its products and brands.

The Marketing department at CRS is under the purview of the Marketing Director. Currently, two marketing officers, one training manager and one training officer report to the Director. There are approved positions of a franchising manager and another marketing officer but the same are vacant currently.



Key Role:

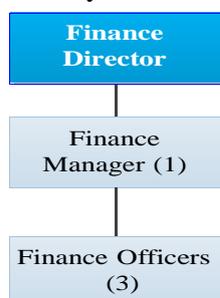
The key activities performed by the department are:

- **Training** – This includes Behavioral Change & Communication (BCC) and product training to traditional (i.e. pharmacist), non-traditional (i.e. non pharmacy stores and outlets), franchising and IUCD outlets.
- **Marketing** – This encompasses marketing, advertising and promotion of both male and female products.
- **Market Research** - The market research data - a key input to designing the communication plan, is currently being provided by a research agency that has been retained independently by USAID
- **MIS Report for Donor Organizations** – The department generates reports to update the donor organizations on the progress of the programs supported by them.

2.2.2.3 Finance

The key activities undertaken by the department are reconciliation, fund management, account management as well as management of salaries and reimbursements.

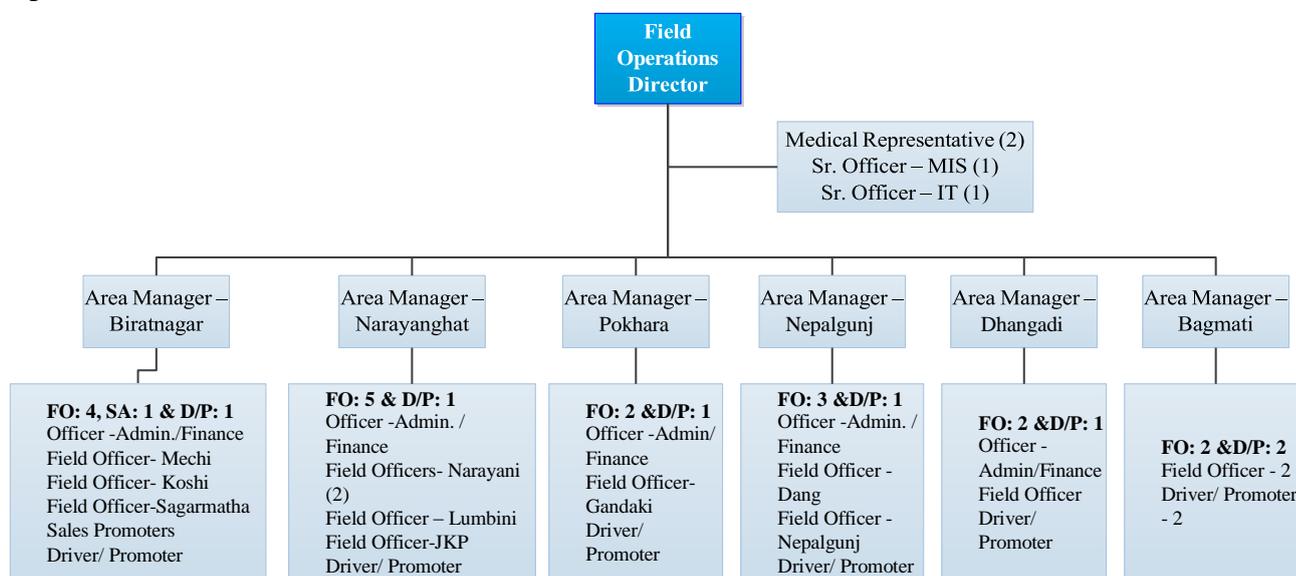
As per the approved organization structure, Finance Department is to be headed by a Director designate. This position is currently lying vacant and in the absence of a Director, the function is currently led by a Manager who is supported by a three member team of Finance Officers.



2.2.2.4 Field Operations

The function is responsible for sales & distribution activity along with BCC activities that are carried out through the six Area Offices and twelve Field Offices of CRS.

The department is headed by a Director with the six Area Managers, Sr. Officer – IT and Sr. Officer – MIS reporting to the position. The position of Medical Representative is currently vacant at CRS. The team also includes field officers, sales representatives, RFRs (rural field representatives) and drivers.



The key activities of the function are sales of CRS products, BCC activities, revenue collection, MIS reporting as well as maintenance of the IT infrastructure.

2.2.3 Organization Structure at the Field Offices

CRS has divided the country in six broad regions / areas for sales and distribution of commodities. Each Region operates as a separate unit and is headed by an Area Manager who is

primarily responsible for the overall performance and profitability for the assigned region under his/her purview including planning, co-ordination and sales operations for the areas.

The six Regional Offices are at

- Bagmati
- Biratnagar
- Narayanghat
- Pokhara
- Nepalgunj
- Dhangadi

The Area Managers heading each office act a bridge between the Management and frontline staff through regular monthly meetings for their area which includes the participation of the Director – Field Operations. Every quarter, the Director conducts a physical meeting with Area Managers on the progress and extent of target achievement of each region.

The Area Manager has the following team reporting to him

- Field Officers, Sales Promoters and Rural Field Representatives (RFR)
- Officer – Administration & Finance in each Area Office
- Drivers and any other support staff

The primary responsibility of Field Officers, Sales Promoters and RFR's is sale of CRS products, carry out BCC activities and revenue collections in line with the organization policy.

Some of the key observations highlighted by Deloitte on the current organization structure of CRS are:

- The existing structure of CRS adequately represents the current focus of the organization which is primarily to provide affordable contraceptive products to all strata of the society across the country (including remote locations). This is reflected through a centrally monitored and regionally coordinated sales team spread across remote locations of the organization.
- The necessary support structure to service this large team which should ideally be represented by a strong HR function is currently missing.
- Key positions like the Deputy Managing Director is currently vacant as a result of which MD is involved in several day to day operational activities.
- For measuring the performance, health and effectiveness of CRS's initiatives and programs it is necessary to have a Monitoring and Evaluation function which gathers key performance indicators of programs and analyses the same vis-à-vis the existing management information system (MIS). Currently this function is missing in CRS.
- A dedicated function of external communication with existing / new donor organizations is missing, that will help build brand eminence and be a one point communication point with the external market for CRS.

- There is no dedicated team to focus on overall supply chain process at CRS. Procurement related activities and allied co-ordination work is carried out by the Director Administration and Logistics. This is a critical area that needs to be addressed in the short term.

2.2.4 Proposed Recommendations for CRS Structure by Deloitte in Phase 1 of the engagement

The existing structure at CRS has experienced people in the leadership positions and their span of control too is within the recommended six to seven employees per senior member. However certain key skills that have assumed critical importance or are likely to have major relevance in the near future are currently missing.

Some of the key aspects pertaining to the future plans of CRS as we understand are:

- **Self-sustainability:** CRS envisages increased focus on generating revenue through product sales rather than only the grant revenue
- **Procurement:** CRS aims to procure commodities, including international procurements, for most of its brands on its own. Going forward, USAID may stop sourcing commodities for some of the brands and these may need to be procured by CRS directly, using the grant / funding money provided for the same.
- **Product Development:** There are plans to launch new products in the coming years; premium condoms and sanitary napkins being two such products, with CRS aiming towards a high revenue return from these products.
- **Profitability:** CRS plans to segregate its product portfolio into “subsidized” products, “commodity cost-recovery” products (cost-recoverable when taking into account cost of goods sold) and “full cost recovery products” (products that are commercially viable). The organization aims to work towards a future product portfolio with a bigger mix of “full cost recovery” brands.
- **Effective Sales force:** While CRS does not anticipate an increase in head count, but plans for high revenue growth entails a more effective sales force with an increased revenue realization per sales employee.
- **Business Development:** CRS expects to position itself as an attractive and preferred choice of partner for donors operating in the health domain, requiring the organization to focus on business development through brand building and communication.

Keeping in view the planned objectives and the challenges posed by changing circumstances, Deloitte team had proposed certain recommendations pertaining to the organization structure as listed below:

- **Human Resource Management** - It was recommended that CRS develop HR management capabilities by infusing dedicated resources with the right skills and experience that focus on HR development initiatives. In order to ensure linkage of HR needs with the organizational strategy, the organization needs a dedicated HR department.
- **Procurement Management** – With increased involvement in procuring commodities/raw materials for all its brands and also to develop new products, the organization would need to reach out to both national and international suppliers to fulfil their requirements. Thus,

procurement will be a key capacity for CRS. The combination of logistics and procurement skills would help CRS develop its supply chain capabilities and thereby help them focus on operational efficiency.

As the organization is focusing on operational efficiency, supply chain will be a critical focus area for the organization, preferably under purview of skilled and experienced people who have the necessary mandate.

- **External Communication & Business Development** - In order to fulfil the mandate of widening its donor as well as supplier base, there is a need for CRS to focus on public relations, communication, branding and networking. This would require developing such capabilities in-house so that sustained initiatives could be taken on this front.

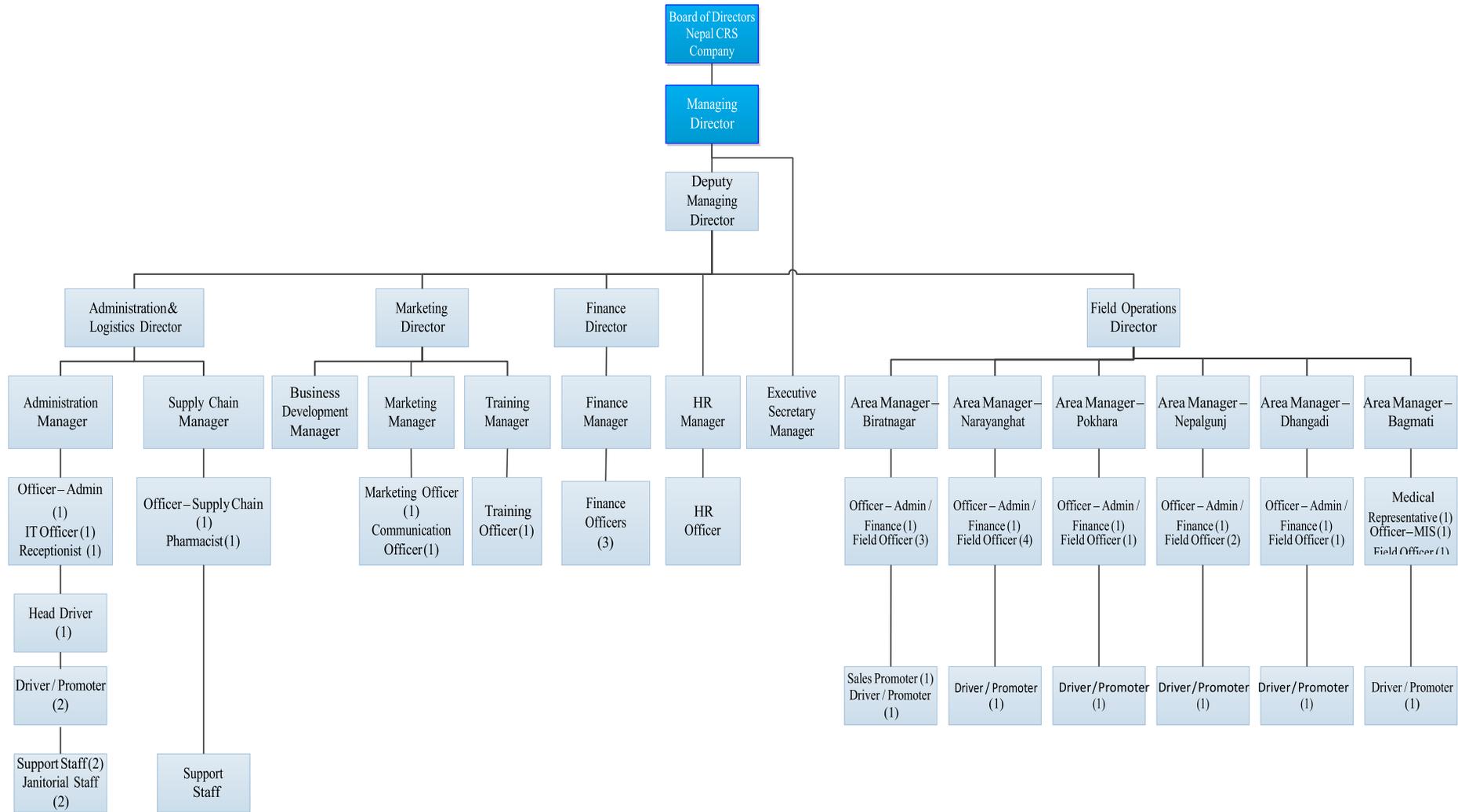
Apart from the capacities listed above, it was suggested that there be a strong focus on continuously reassessing and building the capabilities across levels i.e. leadership, managerial and operational so that employees are able to meet the challenges posed by the new aspirations of the organization. Additionally, key positions such as Deputy MD, Finance Director are recommended to be filled at the earliest so that adequate delegation of responsibilities and required implementation of initiatives can take place.

Over the last couple of months, senior leadership team from CRS and FHI 360 have been engaged with representatives from USAID to deliberate upon the future strategy and objectives for the organization going forward. Based on the discussions with the FHI 360 & CRS team, we understand that USAID will continue to provide support to CRS.

Keeping the current mandate of the organization in view and recommendations proposed by Deloitte team, CRS and FHI 360 revised the organization structure which was approved by the Board of Directors on November 15th, 2013.

The revised structure has been depicted as **Exhibit-2** in the following page.

Exhibit 2: Revised Organization Structure for Nepal CRS – Approved by Board of Directors on November 15th, 2013



2.2.5 Deloitte Comments on the Structure (approved by Board)

It is observed that there is not much change proposed in the overall number of employees in the overall organization structure approved by the Board.

Deloitte recommends certain realignment to the organization structure approved by the Board as delineated below:

- **Introduction of Monitoring & Evaluation Function:**

It is proposed that a Monitoring and Evaluation function be introduced directly under purview of the Managing Director with the key objective of tracking the outcome and impact of the various project and/or program initiatives being undertaken and implemented by CRS, either through self-funding or through funding support / grants received from any donor organization(s). In the current context, this function could be under purview of a Manager designate.

This is an area through which strict financial monitoring of the organization and programmes supported can be conducted. Such comprehensive institutional audits provide the full financial picture of the activities and grants / funding received by the organization, and details of the expenditure of the funded project(s).

- **Renaming of positions of ‘Training Manager’ and ‘Training Officer’ under Marketing function:**

The role of training team under purview of the Marketing department at CRS is focused towards developing and conducting social marketing and training programs directly and also through the field sales team across Nepal. This also includes conducting activities and programs to spread awareness and educate potential customers on the usage of company’s products’ and services. Keeping in view the work profile and key role to be performed by these positions, it is suggested that these positions be redesigned as ‘Behavioral Change & Communications (BCC) Training Manager’ and ‘Behavioral Change & Communications (BCC) Training Officer’. This will also help demarcate between the internal training function (which will be under purview of Human Resources function and aimed at the internal employees of CRS) and the external training activities aimed at the larger community.

2.2.6 Structure post stabilization towards sustainability

As per the current operating plan of CRS, by the year 2015, the organization seeks to become efficient and sustainable, carrying out its social mission of enhancing quality of health among Nepal’s underprivileged and vulnerable populations.

Post 2015, if CRS continues with the same direction and mission, the current structure would have stabilized wherein increased clarity would also come through regarding the strategy for the organization going forward. The same could be further re-aligned as suggested below and depicted in **Exhibit-3**.

- **Strengthening the MDs office** – In order to be a sustainable organization, CRS will need to formulate its strategy in a way to reduce the dependency on any one donor organization. The organization will need to consolidate and review its MIS data on an ongoing basis to identify the specific areas where targeted initiatives need to be undertaken. Keeping in view the

current context, this will encompass the mandate of widening its donor as well as supplier base, and therefore CRS will need focus on proactive planning, public relations, communication, branding and networking. This would require developing such capabilities in-house and working directly under purview of the Managing Director so that sustained initiatives could be taken on this front.

Monitoring and Evaluation (M&E) is suggested to continue under the purview of Managing Director so as to assess target achievement for all projects and identifying whether strategic changes need to be made and act accordingly. This function will also assume critical importance as CRS is working with multiple donor organizations that will be looking at such information to assess whether the organization is a reliable partner. By sharing milestones and final outcomes of projects being delivered, donor organizations can decide on the accountability and also understand how the organization is administering the given budget and implementing a project, upon which further collaborations could be established. These activities will serve the purpose of making visible the activities of CRS by facilitating communicating with donor / partner organizations and the wider public throughout the implementation various projects / initiatives.

- **Clubbing of the Field Operations and Marketing function:**

To drive synergies, coordination and ensure overall accountability and ownership; it is recommended that the function of Field Operations and Marketing be clubbed and headed by a single person supported by dedicated teams for both the functions.

- **Procurement & Supply Chain to be a dedicated function:**

As CRS moves towards introducing new products and also reach out to organizations for direct procurement of products funded by donors, there will be increased emphasis on the function of Procurement & Supply Chain requiring dedicated focus on the same. This will need to be complemented through an experienced individual who would be responsible for supervising and coordinating all purchasing, warehousing, distribution of goods, financial forecasting activities while streamlining activities to meet product distribution needs as well as direct the movement, storage, or processing of inventory. Some of the key responsibilities of the function will encompass:

- Managing commercial contracts, negotiations related to procurement of raw & packaging materials and relationships with suppliers/vendors
- Dealing with suppliers regarding quality problems/replacement of rejected materials and refund of advances paid if any
- Developing appropriate systems and procedures for procurement activities as well as MIS reporting
- Negotiate with vendors, both national and international, to ensure cost effective purchase
- Support the implementation of strategic plan for expansion and diversification into new supplier base, products or markets

- **Human Resource and Administration to be a dedicated function under purview of DMD:**

As the organization matures and stabilizes, a senior person with rich experience in the HR domain would be needed to fulfil the following responsibilities:

- Lead and develop workforce strategies, aligned with the overall strategic objectives of CRS
- Forecasts talent needs for the organization and develop plans for attracting, developing and deploying talent
- Define and develop programmes for providing training to the employees
- Lead the development of organizational culture and values through appropriate policies and procedures and ensure implementation of performance management programmes
- Administer employee benefit plans and compensation
- Act as an interface between HR and other functions and serves as a single point of contact for all HR services

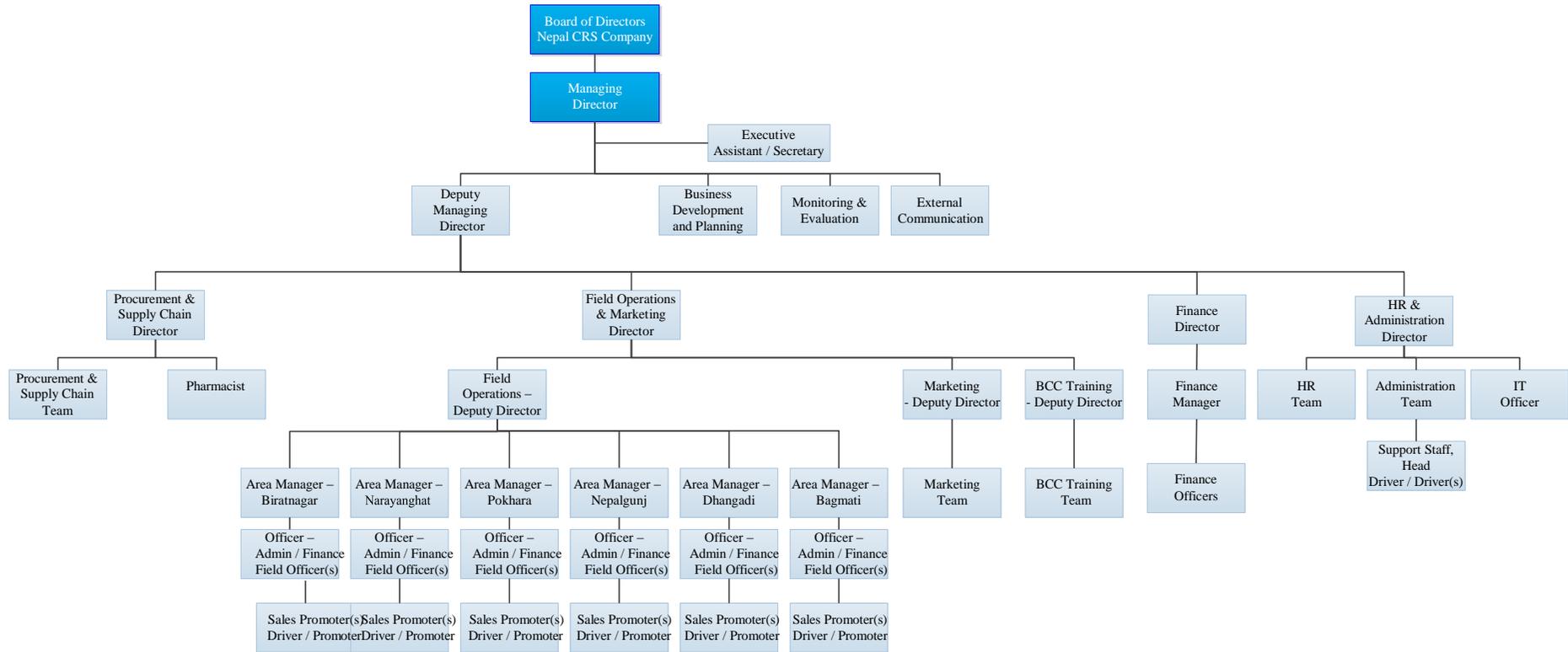
The Department Head would be supported by teams looking after the HR and Administration function respectively.

With the IT function at CRS being primarily outsourced, an Officer designate team member could continue to oversee the function within the organization and report to the functional Head for HR & Administration. Keeping in view the work requirement at CRS, IT may not be a large function in CRS and may continue with one or two employees being responsible for the function. In order to ensure retention of the incumbent(s), CRS could possibly look at increasing the level of the employee or possibly offer job rotation opportunity in functions such as MIS, keeping in perspective the performance of the organization.

- **Review of the grade hierarchy:**

The practice of levels and grades / steps is observed widely in government or public sector organizations. Modern organizations have typically moved away from this practice and rather have defined levels with indicative positions and salary / pay ranges for these positions. Going forward in 2015, CRS could relook at the designation hierarchy and introduce new levels as per the organization maturity and requirement.

Exhibit 3: Recommendations for the Organization Structure, post stabilization of current recommendations and moving towards sustainability



Please note that the structure depicted here is independent of the grade and level of a particular position / role. Number of team members required and the seniority of the role will be based on the strategy defined for the organization.

2.2.7 Conclusion

CRS has been and continues to be a respected and reputed organization in Nepal constantly keeping in pace with the socio-economic changes. The need to emerge as a sustainable organization has been a key driver for CRS to relook at its structure in the near future. A step in that direction has already been taken with the Board structure accepting many of the Deloitte recommendations. The structure in itself should be flexible and is only a means to provide a sense of cohesiveness, accountability and ownership to the overall functions of the organization. The structure is not to be cast in stone and CRS should relook at this periodically as it undergoes changes in its strategy, business, product portfolios and donor base.

3. Job Descriptions for Nepal CRS Company

Job Descriptions are “well written duty statements (or job roles, responsibilities and accountabilities) containing action words which accurately describe what is being done or needs to be done in a unique role or position.” A job description spells out duties and responsibilities of the job and outlines the necessary skills, experience and education needed by a potential employee. Once a job description is prepared, it can serve a basis for interviewing candidates, orienting a new employee and finally in the evaluation of job performance.

The importance of job descriptions in an organization can be highlighted as follows:

- Documents the major duties, job responsibilities & performance expectations for each job
- Reduces role ambiguity & role conflict
- Helps increase employee productivity through clear job scope and expectations
- Ensure appropriate hiring decisions based on job requirements

Creating a job description helps determine how critical the job is, how a particular job relates to others and helps identify the characteristics needed for filling a role. While job descriptions need to be updated time and again, keeping in view the organization context, these serve as a guiding document for employees to understand what is expected of them and how they will be evaluated.

The key elements of Job Descriptions are as highlighted below:

Exhibit 4: Key Elements of Job Descriptions

Job Title	Title by which the job is generally known throughout the organization
Job Summary	A brief description capturing the key essence / purpose of the job
Department	Indicates the department to which the job belongs
Location	Indicates the location where the job is situated
Reports To	Indicate the superior position to whom the job reports
Reported By	Indicates the subordinate structure – unique jobs that report to the position under consideration
Key Responsibilities & Activities	Indicates key performance objectives, result areas and activities to be performed in a job
Key People Responsibilities	Indicates the people management and development activities associated with the job
Key Performance Indicators	Indicative (not exhaustive) list of areas against which the performance of the job could be measured
Interface – Internal &	Indicates key work related interactions – both within and outside

External	the organization
Qualification & Experience	Indicates the skills, experience and education required for a job

As part of the engagement, Deloitte designed Job Descriptions for the positions as listed in **Exhibit-5** below.

Exhibit 5: List of Unique roles for which Job Descriptions are designed

S. No.	Department	Unique Role	
1	General Management	Managing Director	
2	MD Office	Executive Secretary-MD's Office	
3	Marketing	Director - Marketing	
4		Manager - Marketing	
5		Sr. Officer / Officer - Marketing	
6		Training Manager	
7		Training Officer	
8		Administration and Logistics	Director - Administration & Logistics
9			Manager - Administration
10	Sr. Officer / Officer - Administration		
11	Manager - Logistics		
12	Senior Officer / Officer - Logistics		
13	Pharmacist		
14	Receptionist		
15	Head Driver		
16	Driver		
17	IT		Sr. Officer / Officer - IT
18	Finance	Director - Finance	
19		Officer - Finance	
20	Field Sales / Field Operations	Director	
21		Senior Officer - MIS	
21		Area Manager	
23		Officer - Admin & Finance (Area Office)	
24		Sr. Field Officer / Field Officer	
25		Sales Promoter	
26		RFR	
27	HR	Manager – HR	
28	Monitoring & Evaluation	Manager	
29	Supply Chain & Logistics	Manager – Supply Chain & Logistics	
30	Business Development	Manager – Business Development	

The detailed Job Descriptions for the positions listed above are provided in the pages that follow.

Job Title	Managing Director		
Job Summary	<p>The role has an overall responsibility for creating the vision and future development of Nepal CRS Company. The role is responsible for achieving and enhancing the organization’s objectives on a continuous basis through robust leadership and formulation of a strategic plan to advance the mission and objectives while promoting revenue and growth as an organization.</p> <p>The incumbent works closely and proactively liaisons with the Board, Staff and external stakeholders such as Donor organizations to initiate and ensure implementation of strategies.</p>		
Department	General Management		
Location	Head Office - Kathmandu	Reports To	Board of Directors
Level / Grade		Reported By	Deputy Managing Director, All Directors and Executive Assistant
Key Responsibilities	Activities		
Strategy Development, Planning & Reporting	<ul style="list-style-type: none"> Collaborate with the board and external stakeholders such as donors to define and articulate the organization’s vision Develop long range strategic plans, budgets and initiatives to advance CRS’s vision, mission and objectives Drive the future strategic objectives and bring them to the Board for inputs, discussion and decision as to ratification Ensure a strong strategic and annual planning process in place to produce effective plans for approval by the Board Ensure all financial and non-financial reporting requirements are met on a timely and regular basis Develop and monitor strategies for ensuring the long-term sustenance and financial viability of the organization anticipating where the organization is going and what opportunities lie ahead. 		
Monitoring & Evaluation	<ul style="list-style-type: none"> Ensure the development and application of a practical M&E system/plan for all projects / initiatives in CRS and the provision of the necessary qualified support to staff in implementing the system and in documenting the measurement of achievement and progress toward programme goals and results through the M & E system Create and maintain procedures for implementing plans approved by the board of directors and donor agencies, while promoting culture that reflects the organization’s values, encourages good performance, and rewards productivity 		
Financial Management & Fundraising	<ul style="list-style-type: none"> Submission of Annual budget to the Board / external stakeholders as per the specified timeframe for approval Monitor and track budget on a monthly basis for any variations and defining actions to be taken Ensure the adequacy and soundness of CRS’s financial structure 		

	<ul style="list-style-type: none"> • Identify fundraising strategies that benefit and complement the mission and vision of CRS • Provide prompt, thorough, and accurate information to keep the board and donor agencies appropriately informed of the organization’s financial position • Formally approve any operating expenditure within budget and as per limits and general policy guidelines set down by the Board
<p>Operations Management</p>	<ul style="list-style-type: none"> • Engage with leadership team / functional heads on a regular basis to review activities and finances to determine progress and status in attaining objectives, and revise objectives and plans in accordance with current conditions • Ensure implementation of corrective actions for performance deviations • Design and track key performance metrics for various functions/programs, and update Board and external stakeholders on the same if required
<p>Community Relationships, networking & representation</p>	<ul style="list-style-type: none"> • Engage the external community by representing CRS at various events and meetings of prominence to ensure visibility and promote and highlight the organization, crucial in building essential relationships for the NGO • Serve as the primary spokesperson and representative for the organization • Ensure CRS’s mission, programs, and services are consistently presented in a strong, positive image to relevant stakeholders • Act as a liaison between the organization and the community and assist in building relationships with necessary stakeholders • Network and develop relationships with key staff within donors, and other key stakeholders to gain an understanding of their priorities, and thereby help secure funding and to represent CRS advocacy and influencing.
<p>Organizational Effectiveness & Institutional Leadership</p>	<ul style="list-style-type: none"> • Stay abreast of current trends related to the organization’s products and services and anticipates future trends likely to have an impact on its work • Invest time and resources in building the image and reputation of the organization, both internally and externally • Leverages and integrates the capabilities of resources across all levels of the organization to accomplish complex, multiple objectives • Ensure allocation of time and resources to development and growth of employees across the organization • Participate and lead development, implementation and review of robust HR processes to ensure employee satisfaction and engagement • Work closely with each direct reportee to ensure programs are appropriately managed and timely delivered as planned • Officiate responsibility and authority appropriately when out

	of office, to ensure seamless working
Additional Responsibilities	<ul style="list-style-type: none"> Any other responsibility that the business and organization may require his discretion on
Key People Responsibilities	
	<ul style="list-style-type: none"> Motivating employees by being inspiring and remaining optimistic even in face of challenges Develop future leadership within the organization Evaluate the organization's and the staff's performance on a regular basis Manage administrative responsibilities of the direct reportee(s), including leave, performance appraisals, reimbursements, etc.
Key Performance Indicators	
1	Overall performance of the company in terms of sales achieved, activities conducted and social impact created by the organization
2	Brand image and perception of the company in the market
3	Overall satisfaction level of employees within the organization
4	Financial performance and viability of CRS in terms of bottom line and top line
5	Relationship management with the donor agencies, board members and key stakeholders of the company
Primary Interface - External	
Source	Purpose
Industry Experts and National and International Agencies	Speaking in forums and representing the company in conferences. The objective can be to spread awareness and build a positive reputation of the company
Donor Agencies	Updating on the performance of the company and providing details on all the aspects asked for
Board of Directors	Be the spokesperson of the company and update on the performance of the company
Primary Interface - Internal	
Source	Purpose
Directors	Taking updates on the overall running of the company, providing direction and assistance and shaping the future strategy of the company
Executive Assistant	Updating calendar and finalization of appointments. Also share agenda's for meeting and approve correspondence if necessary for the important meetings
All CRS employees	Act as the overall guardian of the company and address any major escalations that may reach through the directors
Qualification and Experience	
Minimum Qualification	Master's degree or its equivalent in Social Sciences, Pharmacy or Health/Medical Sciences or a masters degree in Business

	Administration, General Management or Public Health
Preferred / Additional Qualification	MBA or equivalent degree
Minimum Experience	15 - 20 years, with at least 3 years at executive management level with a leading domestic/ international NGO
Preferred / Additional Experience	Demonstrated success in organizational capacity building, including fiscal management and budgeting, fundraising, managing relations with major donors, donor cultivation, people management,
Incumbent's Signature	
Supervisor's Signature	

Job Title	Deputy Managing Director		
Job Summary	The role provides support to the Managing Director to ensure achievement of CRS’s objectives and creating an environment that promotes staff commitment to the achievement of the vision, mission, and strategy. The role is responsible for achieving and enhancing objectives on a continuous basis through robust leadership while facilitating the overall smooth functioning of the day to day operations of the organization.		
Department	General Management		
Location	Head Office, Kathmandu	Reports To	Managing Director
Level / Grade		Reported By	Functional / Department heads
Key Responsibilities	Activities		
Strategy Development, Planning & Reporting	<ul style="list-style-type: none"> Review and approve annual operating plans that support strategic direction set by the board and external stakeholders such as donors and correlate these with annual operating budgets Ensure development, implementation and review of robust operating processes while ensuring process integrity Interface with key stakeholders along with the Managing Director to identify and propose new initiatives linked to the overall mission of CRS Plan, develop, and implement strategies for generating resources / revenue / funding for CRS 		
Implementation of initiatives	<ul style="list-style-type: none"> Work in partnership with the MD to create yearly plans and implement new processes and approaches to achieve it Ensure planning and implementation of initiatives / programs as planned and approved within the stipulated timeframe Ensure development, implementation and review of robust operating processes while ensuring process integrity Proactively identify and propose potential initiatives that could be undertaken by CRS Provide sound leadership and high level technical guidance to Functional / Department Heads in all aspects of program implementations Ensure all reports prepared for donors and other external parties are carefully reviewed and if necessary revised before sign-off 		
Operations Management	<ul style="list-style-type: none"> Constantly review activities and finances for CRS to determine progress and status in attaining objectives, and suggest any revisions in accordance with current conditions Ensure implementation of corrective actions for performance deviations Design and track key performance metrics for various departments / functions 		

<p>Budgeting</p>	<ul style="list-style-type: none"> • Oversee staff in developing annual budgets that support operating plans and submit budgets for board approval • Prudently oversee the management of resources within budget guidelines • Review the budget prepared by the various teams/functions, and approve this for presenting to Managing Director • Establish and recommend adequate budgetary controls and monitor the same
<p>Financial management</p>	<ul style="list-style-type: none"> • Work collaboratively with MD towards fund raising for CRS including development and implementation of systems for reporting, measurement and supporting local revenue generation; administrative aspects including proposal preparation and granting writing
<p>Community Relationships, networking & representation</p>	<ul style="list-style-type: none"> • Engage the external community by representing CRS at various events and meetings of prominence to ensure visibility and promote and highlight the organization, crucial in building essential relationships for the NGO • Ensure CRS’s mission, programs, and services are consistently presented in a strong, positive image to relevant stakeholders • Collaborate with Managing Director in building relationships with necessary stakeholders • Network and develop relationships with key staff within donors, and other key stakeholders to gain an understanding of their priorities, and thereby help secure funding and to represent CRS advocacy and influencing.
<p>Additional Responsibilities</p>	<ul style="list-style-type: none"> • Ensure efficient operations and running of CRS in absence / leave of MD • Any additional responsibility as that may be assigned by the Managing Director or Board

Key People Responsibilities

- Work closely with each direct report to ensure timely delivery of all initiatives and create and implement development and succession plan
- Allocate, monitor and evaluate the performance of the team
- Encourage job rotation among team members, and mentor new incumbents in the roles within the team
- Ensure appropriate training and development for employees on functional & behavioral areas
- Periodically review manpower deployment within various functions; re-organize the same whenever required
- Drive cost-consciousness among team members
- Undertake Performance appraisals of direct reportees; strengthen their performance through constructive feedback
- Allocate, monitor and evaluate the performance of team members to ensure achievement of assigned goals

Key Performance Indicators

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Primary Interface – External	
Source	Purpose
Primary Interface – Internal	
Source	Purpose
Qualification and Experience	
Minimum Qualification	Master’s degree or its equivalent in Social Sciences, Pharmacy or Health/Medical Sciences or a masters degree in Business Administration, General Management or Public Health
Preferred / Additional Qualification	MBA or equivalent degree
Minimum Experience	15 years
Preferred / Additional Experience	At least 3 years at a senior management level with a leading domestic / international NGO Strong project management skills managing complex, multi-faceted projects
Incumbent’s Signature	
Supervisor’s Signature	

Job Title	Executive Secretary		
Job Summary	<p>The position will provide comprehensive and effective executive support to the MD’s Office and will be a key point of contact for all communications and visitors to the MD.</p> <p>The role would also provide necessary logistical and administrative support in organizing the Board Meetings for CRS and Annual General Meetings</p>		
Department	MD’s Office		
Location	Head Office - Kathmandu	Reports To	Managing Director
Level / Grade		Reported By	None
Key Responsibilities	Activities		
Facilitate MD’s Calendar and Communication	<ul style="list-style-type: none"> • Ensure a coherent calendar / diary of the MD (with record of appointments, commitments and daily plan) using systematic and logical procedures in relation to calendar/ diary management • Understand and / or finalize agenda of meetings in advance, ensure presence of relevant stakeholders / staff • Document minutes of meeting and follow up on all actionable items from the meetings • Prepare correspondence, memorandum and other relevant communication • Monitor all incoming/outgoing paper/documents and other communications including external mails, memo, and telephone calls before it reaches to the MD • Arrange and coordinate for internal and external meetings called on by the MD such as staff meetings, executive meeting, meetings with external persons / institutions • Proactively ensure that the MD is fully prepared and briefed for all engagements, internal and external to the organization • Maintain and prepare and distribute minutes/agenda as per the organization policy and instructions from MD. • Maintain documentation of all files and necessary paperwork including reports and documents for each meeting • Provide accurate support by composing and/or editing a variety of documents as required, while maintaining confidentiality whenever required • Develop and maintain well organized filing system that permits easy reference and rapid retrieval of information • Research of relevant data / information for the MD within the timeframe, as and when required 		
Organization Know How	<ul style="list-style-type: none"> • Maintain knowledge of work of the organization as well as a knowledge of Donor organizations and key partners retained by or associated with the organization 		
Board Meetings and General Meetings	<ul style="list-style-type: none"> • Share the agenda and other relevant documents regarding the meeting to all the participants for all the meetings 		

	<ul style="list-style-type: none"> • Provide logistics support to the official visitors / guests of the MD e.g. booking their travel tickets, hotel bookings, sending invitations and addressing other queries they may have regarding the meetings.
Liaison, Coordination and Relationship Building	<ul style="list-style-type: none"> • Create and maintain appropriate level of contact and effective working relationships at all levels within the organization; and between the office of the MD and external organizations /stakeholders - locally, regionally, nationally or internationally • Manage high level co-ordination with offices of key stakeholders and liaison with them on behalf of the MD • Supervise and implement arrangements to support the daily activities of the MD, including travel arrangements, arranging hospitality, functions and facilities, and other professional activities supporting the official work of MD • Support effective communications through timely response to any enquiries • Handle inquiries and concerns from donor organization officials, community stakeholder groups, and other concerned stakeholders on behalf of the MD in his absence
Additional Responsibilities	<ul style="list-style-type: none"> • Any other official responsibilities as assigned by the Managing Director • Assist the Manager - Administration in issues related employee and insurance and claims
Key People Responsibilities	
	<ul style="list-style-type: none"> • Maintain good guest relations. This includes making the stay of all the guests of MD, stakeholders and other guests of the organization, comfortable and hassle free
Key Performance Indicators	
1	Efficiency in handling of MD correspondence i.e. speed and accuracy of screening communication, preparation of reports and memorandums etc.
2	Efficiency in arranging logistics for all board meetings and annual general meeting
3	Efficiency in maintenance of all the paperwork and claim documents for insurance related matters
Primary Interface - External	
Source	Purpose
External Stakeholders and Guests	Greeting and arranging logistics for them
Primary Interface - Internal	
Source	Purpose
Managing Director	Daily reporting and managing schedule of MD
Department Heads and other employees	Scheduling their meeting with MD

Qualification and Experience	
Minimum Qualification	Graduate
Preferred / Additional Qualification	Working knowledge of MS Office
Minimum Experience	Minimum 3 years' experience of handling similar profile
Preferred / Additional Experience	Experience of working in a similar sized company would be preferred
Incumbent's Signature	
Supervisor's Signature	

Job Title	Director - Marketing		
Job Summary	The role is responsible for the strategy, tactics and programs to create interest, demand and recognition for CRS and its products through the use of advertising and public relations, product marketing, strategic alliances, to help achieve the objective of sales, growth, profits, and visibility.		
Department	Marketing		
Location	Head Office - Kathmandu	Reports To	Managing Director
Level / Grade		Reported By	Manager – Marketing, Senior Officer / Officer – Marketing Training Manager
Key Responsibilities	Activities		
Design and Review of Marketing plan & strategy	<ul style="list-style-type: none"> • Prepare annual marketing plan and strategy for products and programs based on sales target for the year, with product wise plans encompassing product positioning, pricing, distribution and packaging) • Prepare a work plan encompassing all the training sessions and Behavioral, Change and Communication (BCC) activities to be conducted throughout the year • Propose and implement marketing strategies to increase market share / sales for specific products or to target certain specific areas/population • Analyze the customer insights through regular meetings and field visits and develop customized marketing strategies • Understand the sales strategy well and also its implementation so as to align marketing initiatives • Oversee area wise and product wise sales and non-sales targets of the marketing department on a monthly and annual basis for analysis and key inferences to facilitate further action and decision making • Ensure implementation of approved marketing plans/programs by the team in close co-ordination and collaboration with area offices and their sales team • Monitor and measure effectiveness of marketing and branding activities through design of relevant performance indicators • Review and report on Brand and campaign performance, sales performance and customer satisfaction levels to ensure marketing strategy and direction is effective in delivering on organization requirements 		
Customer Identification and Market Penetration	<ul style="list-style-type: none"> • Devise strategic marketing plans and initiatives for specific products across regions, in coordination with the Director - Field Operations, and ensure implementation of these. This will include positioning, market analysis, customer segment selection and penetration plans, and related product positioning • Conduct frequent market research activities to understand the market pulse and be updated on marketing trends 		

	<ul style="list-style-type: none"> • Track the marketing activities and approach adopted by organizations of similar nature • Responsible for Market Communications, Public Relations and other activities and initiatives to increase consumer awareness of organization products • Sustain relationship with clients and gather feedback and preferences along with the Sales team • Keep abreast of all information like business drivers, requirements, key concerns and risks, requirement on donor agencies and other factors affecting business environment of CRS
Budgeting	<ul style="list-style-type: none"> • Develop budget for the Marketing function and ensure adherence to budget figures and cost containment • Monitor and report all marketing spend and return to ensure effective budget management • Ensure that annual and semi-annual reports on the activities conducted and budgetary compliance of the marketing department are set to the concerned authorities
Business networking for partnerships and alliances	<ul style="list-style-type: none"> • Participate in industry meets, exhibitions and conferences • Participate in creating strategic partnerships, alliances that ensure CRS is highly visible and is also able to work towards BCC initiatives at the community level to facilitate development
Product Management	<ul style="list-style-type: none"> • Assist in new product development by providing inputs regarding what is required by the market • Give inputs on the possible pricing of self-procured or self-made products by analyzing the market • Monitor the design and development of advertising and promotion strategy for all the products • Interact and negotiate with advertising agencies and vendors to finalize the advertisement campaigns and promotions for various products
Training and Behavioral Activities	<ul style="list-style-type: none"> • Monitor the BCC activities and sessions conducted against the work plan • Ensure that all the mandates from the donor organization in terms of activities to be conducted are met • Co-ordinate with FHI360 for carrying out the BCC activities by training the sales staff
Branding and Communication	<ul style="list-style-type: none"> • Oversee marketing communications including branding, public relations, advertising, promotional events collateral materials, and website design and content • Finalize the advertising agency for CRS to help manage brand building campaigns, events and market communication initiatives, negotiate rates, and ensure a value based agreement with them • Provide guidance on appropriate media format, timing, strategies for targeted community initiatives, and other considerations for making message delivery for CRS products most effective

	<ul style="list-style-type: none"> • Maintain relationships and build partnership with key media / advertising agency to facilitate promotional activities as and when may be required • Oversee content and flow of all marketing specific outbound communication messages and materials to promote specific behavior change objectives and their appropriateness to local conditions / targeted community • Act as the corporate communications lead for CRS, by being the point of contact for publication of any external communication
Market Visits	<ul style="list-style-type: none"> • Visit the market including customers, retailers and distributors with the Sales team, as and when required for a better understanding of the market
Additional Responsibilities	<ul style="list-style-type: none"> • Perform any other responsibility as required by the business or as assigned by the Managing Director • Analyzing the approved marketing plans at the end of every quarter based on information received from external and internal sources • Ensure compliance with all the government norms and rules for all the activities undertaken by the marketing department
Key People Responsibilities	
	<ul style="list-style-type: none"> • Ensure effective resource planning for the marketing department both in terms of physical assets and human resources • Allocate, monitor and evaluate the performance of team members to ensure achievement of assigned goals
Key Performance Indicators	
1	New territory or area covered for marketing activities
2	Compliance to the limits set in the marketing budget
3	Timely submission of the annual marketing plan
4	Number of field visits conducted
5	Number of campaigns, activities, events and initiatives conducted
Primary Interface – External	
Source	Purpose
Advertising and media agencies	Finalization of advertisements, promotional campaigns and promotional material
Distributors and Retailers	Seek feedback on CRS products through the marketing and field sales team to understand customer behavior
Vendors and Suppliers	Design and delivery dates of promotional material
End Customers	Taking primary feedback on the products of the company
Primary Interface - Internal	
Source	Purpose
Managing Director	Updating on key marketing initiatives and seek guidance as

	and when required
Director – Field Operations	Understand pattern in sales and overall market to align marketing initiatives
Area Officer and Frontline Sales Team	Facilitate implementation of marketing and BCC programs and ensure that the initiatives undertaken are effective
Qualification and Experience	
Minimum Qualification	Post Graduate / MBA in Marketing
Preferred / Additional Qualification	Diploma/ degree/ certification in Pharmacy may be an added advantage
Minimum Experience	12 years’ experience of marketing or similar products
Preferred / Additional Experience	<ul style="list-style-type: none"> • Experience in all facets of the marketing chain, including product management, communications, brand management, and segment management • Experience of marketing products to urban and rural population
Incumbent’s Signature	
Supervisor’s Signature	

Job Title	Senior Officer / Officer - Marketing		
Job Summary	This role is responsible for the development, communication, implementation and performance monitoring of the marketing strategy and plan of CRS products under the guidance of Director, Marketing for a definite set of products. The role is expected to assist in critically evaluating strategies, forecasting and consolidate outputs to form a cohesive and targeted marketing agenda.		
Department	Marketing		
Location	Head Office - Kathmandu	Reports To	Director - Marketing
Level / Grade		Reported By	None
Key Responsibilities	Activities		
Plan and Conduct Research and Market/Competitor Analysis	<ul style="list-style-type: none"> • Conduct detailed analysis to better understand the current business value chain as well as potential areas for growth and efficiency expansion. • Define value opportunities and channels/routes to market and incorporate where applicable into the marketing strategy/plan • Prepare product wise marketing strategy, plan and activities and get it approved by Director, Marketing • Ensure that the marketing plan is aligned to the business plan and objective. 		
Manage Communication & Branding	<ul style="list-style-type: none"> • Implementation roadmap for internal and external communication e.g. (New Products, New Customers, Industry Updates etc.) • Provide inputs for pricing and positioning of the product • Design the packaging for the goods in co-ordination with the vendors and get it approved by Director, Marketing • Liaison with the advertisement agencies to prepare all the communication and promotional material and advertisements of television, newspaper and radio • Development of marketing tools to assess the performance of marketing initiatives carried out in the area 		
Identify Customer or market segment and marketing opportunities	<ul style="list-style-type: none"> • Prepare, implement and review approved annual marketing plans/programs for assigned products • Proactively identify new business opportunities, develop cases and ensure these are incorporated into the Customer Sales strategy • Conduct regular visits to customers to explore opportunities for further business enhancement and document discussion points for further reference 		
Develop Positioning for products and services	<ul style="list-style-type: none"> • Analyze and evaluate the effectiveness of sales, methods, costs and result which identify marketing opportunities, direct marketing, and new business development • Ensure that the marketing efforts are properly channelized and the returns on the product are appropriate 		
Distribution and Sales	<ul style="list-style-type: none"> • Evaluate the distribution channels of various products and areas and suggest areas of improvement to the Director, 		

	marketing
	<ul style="list-style-type: none"> • Monitor and assess sales and targets achieved at all areas offices and products and highlight any areas of concern
Reports and MIS	<ul style="list-style-type: none"> • Annual and monthly area-wise and product wise marketing plan which includes the sales target and the activities to be conducted to be sent to Director, Marketing • Submit a quarterly report to Director, Marketing highlighting the marketing activities carried out in the past quarter and any deviations from the planned set of activities
Additional Responsibilities	<ul style="list-style-type: none"> • Any other responsibility as assigned by the Director, Marketing or as needed for the business
Key People Responsibilities	
	<ul style="list-style-type: none"> • Be patient and observe carefully while interacting with end customers to understand the feedback of the products which may be helpful in formulating the marketing strategy
Key Performance Indicators	
1	Efficiency in submitting the marketing, sales, budget and activity reports to the Director, Marketing
2	Increase in sales achieved of the products directly under the purview
3	Effectiveness and quality of promotional and packaging material developed for promoting the products (Measure through customer feedback)
4	Savings achieved in optimizing the distribution channel and development of promotional and packaging material
Primary Interface - External	
Source	Purpose
Advertising agencies	Designing of advertisements, promotional material and packaging designs
Wholesaler and Distributors	Feedback on sales and understanding the customer's response of the products. Also, gauge the efficiency of marketing initiatives
End customers	Feedback on products and efficiency of marketing campaigns by analyzing if the message is reaching out effectively
Industry Bodies and Experts	Updating self on industry best practices and brand the company and products further
Primary Interface - Internal	
Source	Purpose
Director, Marketing	Take necessary approvals and clearances and take assistance and inputs whenever required
Area Managers	Understanding of the markets and how products sales are shaping in a particular area
Frontline Sales Force	Communicate and educate them on new marketing initiatives taken by the organization and understand the customer

	feedback
Qualification and Experience	
Minimum Qualification	MBA in Marketing or an equivalent degree
Preferred / Additional Qualification	
Minimum Experience	5 years' experience of marketing products at a national level
Preferred / Additional Experience	Experience of similar industry and products would be preferred
Incumbent's Signature	
Supervisor's Signature	

Job Title	Manager - Training		
Job Summary	The role is responsible for developing and conducting all the social marketing and training programs directly or through the sales force across the country. This includes conducting activities and programs on family planning, awareness on HIV and AIDS and health of the mother and new born child during and post-delivery.		
Department	Marketing		
Location	Head Office - Kathmandu	Reports To	Director, Marketing
Level / Grade		Reported By	Officer - Training
Key Responsibilities	Activities		
Planning and Budgeting for Training activities	<ul style="list-style-type: none"> • Take inputs from the Director, Marketing and Manager, Marketing on a monthly basis on the marketing plan in terms of activities to be conducted or number of outlets to be opened • Basis the information received from the two departments, prepare a training calendar and a budget to carry out the activities suggested • Plan the training activities in a manner that it syncs with the marketing plan and gives adequate focus to the products or area that demand more attention • Detail the training calendar by the number of refresher training, staff trainings, training for retailers, Sangini trainings etc. to be conducted and accordingly allocate cost within the budget defined to each activity • Get the detailed training calendar and budget approved by the Director, Marketing 		
Developing training material	<ul style="list-style-type: none"> • Periodically update the training material based on the latest developments on the regulatory front or changes in product specifications • Update the marketing team, area offices and sales staff on any change in the training activity or training material • Consult and take the opinion of technical experts and doctors while updating the training material • Notify the government healthcare bodies on the content of the training material and take approvals from them 		
Conduct training activities	<ul style="list-style-type: none"> • Conduct regular field visits and provide hands on training at Sangini outlets on the usage of products and other promotional material • Conduct and educate field sales staff on the Behavior, Change and Communication (BCC) training • Take the necessary support on the technical aspect of Sangini trainings from Nepal Fertility Care Center (NFCC) • Ensure that the sales staff is well trained and carrying out the training as per the standards set for the same • Participate and coordinate in the training programs conducted by FHI 360 for the sales staff 		

	<ul style="list-style-type: none"> • Check if the outlets are imparting correct training and information on the products • In co-ordination with the marketing team, ensure that the sales staff is adequately equipped to carry out demand creation training which aims at training owners of Non Traditional (NTOs) and Traditional Outlets for selling company’s products
Liaison with government healthcare agencies	<ul style="list-style-type: none"> • Take the necessary approvals from the concerned government bodies on the trade marks, packaging, Sangini training, product specifications etc. • Inform and take approvals from government bodies in case there is a change in product specifications or change in training content
Additional Responsibilities	<ul style="list-style-type: none"> • Perform any other activity that may be required by the business or assigned by the supervisor.
Key People Responsibilities	
	<ul style="list-style-type: none"> • Be patient and willing to hear the needs of the end customers and sales staff which form the key in developing training material • Be elaborate, soft spoken and detailed while conducting training for end customers • Conduct performance appraisals, address queries and motivate Officer – Training to perform his job well
Key Performance Indicators	
1	Number of BCC activities conducted
2	Number of training sessions conducted on a yearly basis
3	Effectiveness of training conducted which can be measured by a training session feedback or post training test
4	Ease of understanding the training material and their effectiveness of sales staff in imparting training
5	Efficiency in liaising with government officials (No. of issues where assistance of supervisor was required)
Primary Interface - External	
Source	Purpose
End Customers	Imparting training and spreading awareness of company’s products
Government Bodies	Take approvals regarding package design, product specifications and training materials
Doctors and Field Experts	Taking inputs when updating content of training material
Members of NFCC	Take assistance on the technical aspect of training while imparting Sangini training
Primary Interface - Internal	
Source	Purpose

Officer - Training	Provide assistance in his daily job and take daily progress reports on the work done
Director and Manager - Marketing	Take relevant inputs necessary for defining the training activities and share progress of training activities conducted
Area Officer and Field Sales Staff	Impart training to all employees involved in field sales and take feedback on training sessions conducted
Qualification and Experience	
Minimum Qualification	Master in Public Health
Preferred / Additional Qualification	Any certifications as a trainer would be preferred
Minimum Experience	8 years' experience of marketing, selling or training people on similar products
Preferred / Additional Experience	Experience of interacting with rural population would be preferred
Incumbent's Signature	
Supervisor's Signature	

Job Title	Officer - Training		
Job Summary	The role is responsible for assisting the Manager – Training in developing and conducting all the social marketing and training activities. This includes conducting activities and programs to spread awareness and educate potential customers on the usage of company’s products’ and services		
Department			
Location	Head Office – Kathmandu	Reports To	Manager - Training
Level / Grade		Reported By	None
Key Responsibilities	Activities		
Planning and Budgeting for Training activities	<ul style="list-style-type: none"> • Consolidate the information received from the marketing department and area offices regarding the number of outlets to be opened and activities conducted • Basis the information received from the two departments, assist the Manager, Training in preparing the training calendar and budget to carry out the activities suggested • Prepare a detailed training calendar by the number of refresher training, staff trainings, training for retailers, Sangini trainings etc. to be conducted 		
Developing training material	<ul style="list-style-type: none"> • Assist in the periodic updating of the training material • Distribute the training material and ensure that the updated training material reaches the area offices in time 		
Conduct training activities	<ul style="list-style-type: none"> • Conduct regular field visits and provide training at Sangini outlets on the usage of products and other promotional material • Conduct and educate field sales staff on the Behavior, Change and Communication (BCC) training • Take the necessary support on the technical aspect of Sangini trainings from Nepal Fertility Care Center (NFCC) • Check if the outlets are imparting correct training and information on the products • In co-ordination with the marketing team, ensure that the sales staff is adequately equipped to carry out demand creation training which aims at training owners of Non Traditional (NTOs) and Traditional Outlets for selling company’s products 		
Reports and MIS	<ul style="list-style-type: none"> • Prepare an area wise monthly consolidated report on the activities, programs and trainings conducted across the country and share it with Manager – Training, Director – Marketing and Area Managers 		
Additional Responsibilities	<ul style="list-style-type: none"> • Perform any other activity that may be required by the business or assigned by the supervisor. 		
Key People Responsibilities			
<ul style="list-style-type: none"> • Be patient and willing to hear the needs of the end customers and sales staff which form the key in developing training material • Be elaborate, soft spoken and detailed while conducting training for end customers 			

Key Performance Indicators	
1	Effectiveness of training conducted which can be measured by a training session feedback or post training test
2	Number of BCC activities conducted
3	Number of refresher trainings and other training activities conducted
4	Ease in understanding the training imparted
Primary Interface - External	
Source	Purpose
End Customers	Imparting training and spreading awareness of company's products
Members of Nepal Fertility Care Center	Take assistance on the technical aspect of training while imparting Sangini training
Primary Interface - Internal	
Source	Purpose
Manager - Training	Daily reporting and taking required inputs and assistance whenever required
Area Officer and Field Sales Staff	Impart training to all employees involved in field sales and take feedback on training sessions conducted
Qualification and Experience	
Minimum Qualification	Bachelor in Public Health
Preferred / Additional Qualification	Master in Public Health
Minimum Experience	4 years' experience of marketing, selling or training people on similar products
Preferred / Additional Experience	Experience of interacting with rural population would be preferred

Job Title	Director – Administration and Logistics		
Job Summary	<p>The position is responsible for the overall supervision of the administrative department which includes the handling, packaging and distribution of goods, maintenance of office facilities</p> <p>The position is also responsible for monitoring and supervising the day-to-day activities of the administrative department in close co-ordination and collaboration with other departments to ensure achievement of departmental and corporate objectives</p>		
Department	Administration & Logistics		
Location	Head Office - Kathmandu	Reports To	Managing Director
Level / Grade		Reported By	Manager - Logistics Manager – Administration
Key Responsibilities	Activities		
Planning and Budgeting	<ul style="list-style-type: none"> • Prepare and review the budget of the Administration department that reflects all administrative and logistics related activities • Review, analyze and finalize the annual budgets of other departments basis the overall organization budget • Review monthly budgets of the all the departments along with the Director – Finance and approve the same 		
Administrative Support	<ul style="list-style-type: none"> • Ensure that the overall office administration is in order. This includes but may not be limited to: <ul style="list-style-type: none"> Maintenance of buildings and office furniture Communication systems including telephones, fax, internet etc. Terms and conditions and filing of insurance and related matters Addressing leases Office space requirements • Oversee and support organizational MIS needs • Update the Managing Director on all the issues related to administration, procurement and logistics 		
Human Resource Management	<ul style="list-style-type: none"> • Regularly assess and update the Key Result Areas (KRAs) for all roles defined across the organization in discussion with the Departmental Heads • Ensure that the Performance Management System (PMS) is in alignment with the business plan • Roll out and consolidate the PMS cycle as per the defined periodicity • Communication of the Appraisal process to departmental heads for feedbacks and reviews • Ensure that all the employee needs are addressed and all the personnel policies and procedure are being complied. • Consolidate and report all the major disciplinary or employee issues of the past year to the senior leadership and concerned 		

	<ul style="list-style-type: none"> department head Assist as and when required in other HR related activities like statutory compliance, employee induction and exit, updating HR process manuals etc. Assess the skill requirements for the long-term development of the organization and implementation of strategic plans and undertake measures to address the skill gaps through proper training and development
Procurement and Logistics	<ul style="list-style-type: none"> Develop, enforce and evaluate in close coordination with the Director - Finance the procurement process and policy and ensure its implementation Monitor the inventory control program for fixed and movable assets which includes the marking, maintaining and periodic count and updating in the asset register maintained separately by finance and administrative departments.
Policies and Manuals	<ul style="list-style-type: none"> Ensure that all the company manuals and policies handbooks are periodically updated Develop and evaluate the vehicle policy for its effectiveness and update it periodically Ensure the implementation of the policies as per the manuals and handbooks Develop and oversee compliance with the approved logistics manual consisting of four primary (FEFO, inventory tracking, storage and issuance procedures, physical inventories) and four secondary elements (forecasting, regular management reports, assessing stock in the field and computer data interfacing with FACT) in the operations of the CRS Central Warehouse
Statutory Compliance	<ul style="list-style-type: none"> Ensure that the organization is legally incorporated, functions in compliance with all public laws and has obtained tax-free and charity status To ensure that CRS products are fully legally registered
Reports and MIS	<ul style="list-style-type: none"> Supervise and finalize all reports in compliance with the government and donor requirements and submit within the stipulated timelines Submit a quarterly vehicle usage report to the MD Submit a quarterly report on the expenses incurred by the various departments
Additional Responsibilities	<ul style="list-style-type: none"> Perform any other responsibility that is assigned by the MD or may be required by the business
Key People Responsibilities	
	<ul style="list-style-type: none"> Ensure effective resource planning for the administration department both in terms of physical assets and human resources Allocate, monitor and evaluate the performance of team members to ensure achievement of assigned goals
Key Performance Indicators	
1	Efficiency in designing and adhering to departmental and overall budgets

2	Timely completion of the performance cycle
3	Efficiency in maintaining the overall office infrastructure, building premises, fixed assets and company vehicles
4	Efficiency in maintaining the overall documentation and paperwork regarding statutory compliances
5	Efficient vendor management
Primary Interface - External	
Source	Purpose
Vendors and Suppliers	Negotiations on the contract to be provided
Government agencies	Ensuring statutory and legal compliances and related documentation and paperwork
Donor agencies	Providing information in the forms of reports on administration related aspects
Primary Interface - Internal	
Source	Purpose
Directors or Department Heads	Addressing employees issues and providing administrative support
Managing Director	Providing periodic updates on the functioning of the organization and taking assistance when required
Other CRS employees	Addressing major employee issues as and when they arise
Qualification and Experience	
Minimum Qualification	Post Graduate
Preferred / Additional Qualification	
Minimum Experience	12 years' experience of handling administration and logistics
Preferred / Additional Experience	

Job Title	Senior Officer / Officer - Administration		
Job Summary	The position is responsible for fulfilling the regular administrative needs of the office and overlooks the transport and vehicles owned by the company. Further, the position is supposed to monitor and keep a record of the invoices raised for the procurement of goods and supervise the procurement process.		
Department	Administration and Logistics		
Location	Head Office - Kathmandu	Reports To	Manager - Administration
Level / Grade		Reported By	Admin Support staff at Head Office
Key Responsibilities	Activities		
Budgeting	<ul style="list-style-type: none"> • Prepare a list of all the administration related activities to be carried out during the entire month basis the need of the organization • Prepare an estimated budget for all the activities that need to be carried out • Get the necessary approvals and authorizations for implementing the necessary activities 		
Attendance & leave records	<ul style="list-style-type: none"> • Prepare monthly attendance and leave report of head office and field office staff as well as prepare over time report on a monthly basis • Share the attendance and leave report with the Finance team, Area offices and Director, Administration at the beginning of the month 		
Facility management	<ul style="list-style-type: none"> • Ensure upkeep of office infrastructure and facilities for smooth functioning of CRS, ensuring provision of efficient and timely administration and facility services • Finalize the concerned Annual Maintenance Contracts (AMCs) and oversee maintenance of all equipment and infrastructure • Manage and scrutinize monthly bills related to facilities • Ensure internal coordination for timely remittance of water charges, telephone bills etc. and liaison for the same • Ensure and monitor the safety, security and cleanliness of office rooms, buildings and compound • Maintain all the paperwork and documentation pertaining to administration and facility management in a chronological manner 		
Procurement Process	<ul style="list-style-type: none"> • Issue and check Purchase Requisition and Purchase Orders for all the materials that require the approval of Director, Administration • Get the Purchase Orders approved from the finance team and forward it to the Director, Administration • Follow up and negotiate with vendors and suppliers for the purchase of materials related to office administration 		
Stationary & Office	<ul style="list-style-type: none"> • Supervise the stationery store and ensure that all the 		

Supplies	<p>requirements are met</p> <ul style="list-style-type: none"> • Maintain the office communication and automation equipment, e.g. photocopier, official memo, notice, correspondence, circular, telephone, fax machine, etc. • Address all issues related to the maintenance or installation of any office equipment or material.
Transportation & Vehicle Management	<ul style="list-style-type: none"> • Supervise and monitor all the expenses related to the running and maintenance of all the company vehicles, including fuel, spare parts, mileage, repair and maintenance • Monitor the running of all the vehicles and provide gate pass to all the vehicles (except MD’s vehicles) each time they leave or enter the office premises. • Monitor the work timings of all the drivers
Additional Responsibilities	<ul style="list-style-type: none"> • Perform any other activity as may be assigned by the supervisor.
Key People Responsibilities	
<ul style="list-style-type: none"> • Perform performance appraisal of all the direct reportees • Motivate the employees reporting directly and address any issue or grievance 	
Key Performance Indicators	
1	Number of complaints pertaining to facilities management and general administration efficiently handled
2	Number of projects undertaken in the company related to facilities management and general administration
3	Minimum errors committed in approving and forwarding invoices for procurement
4	Cost cutting achieved in procurement of material related to general administration
5	Efficiency in handling company vehicles ensuring maximum utilization at a minimum cost
Primary Interface - External	
Source	Purpose
Vendors and Suppliers for office administration material	Liaison with them to attain the best quality at minimum price
Primary Interface - Internal	
Source	Purpose
All CRS employees	Supporting the administration related needs of employees
Director - Administration & Logistics	Authorize all the payments and approvals for all the expenditures and procurement
Head- Driver	Coordinate for supervision and monitoring of all the vehicles and the related expenses
Qualification and Experience	
Minimum Qualification	Graduate in any field

Preferred / Additional Qualification	Post graduate in any field
Minimum Experience	5 years' experience of working in a similar setup
Preferred / Additional Experience	Prior experience of working with / relations with suppliers / vendors in and around Kathmandu valley would be preferred
Incumbent's Signature	
Supervisor's Signature	

Job Title	Manager - Logistics		
Job Summary	Responsible for the overall functioning of the central warehouse of CRS, encompassing forecasting of health products and repackaging materials as per the sales plan and ensuring the supply and distribution of finished products to the various Area Offices and respective warehouses		
Department	Administration & Logistics		
Location	Central Warehouse – Kathmandu	Reports To	Director - Administration & Logistics
Level / Grade		Reported By	Officer – Logistics, Pharmacist,
Key Responsibilities	Activities		
Supervision of Central Warehouse and Related Activities	<ul style="list-style-type: none"> • Prepare the logistics manual and ensure that the manual is updated on a regular basis • Maintain stock register and property book to ensure the safeguard of the Company's assets. • Plan and supervise the requirement of the commodities as per Company's present & future plan and co-ordinate with donors and supporting agencies. • Based on the sales and target, ensure that the supplies of the finished goods are maintained to the regional warehouses in a manner that each of the regional warehouses have a 1-3 month buffer stock at any given point of time • Monitor and supervise the availability and status of stock at each of the regional warehouses and ensure that the supplies are appropriate • Assists Director – Administration and Logistics in preparing the budget for the department 		
Receipt of raw material (i.e. family planning & health products)	<ul style="list-style-type: none"> • Receive the raw material from the donor organization or the self-procured goods as and when they arrive • Confirm the goods received and forward the receipt invoice to the administration department after duly checking all the goods 		
Repackaging	<ul style="list-style-type: none"> • Carry out the necessary activities with regard to procurement of repackaging materials for different products and ensure that repackaging materials are adequate • Ensure that the shortage of repackaging material is kept to a minimum and there is no delay in the finished product due to the same • Supervise and monitor the repackaging function and ensure that the work flow is smooth in terms of supply of material, packaging of products, quality of products and hiring repackaging staff 		
Inventory Management	<ul style="list-style-type: none"> • Keep a tab on current inventory levels of the raw materials, goods in process and finished goods • Assist the placement of orders for the raw materials to the donor company basis the current stock • Place the order for packaging material for repackaging of goods basis the current raw material stock 		

	<ul style="list-style-type: none"> • Ensure that appropriate stock of finished goods is maintained at the central warehouse to that the supplies to the area warehouses are maintained
Transport Management	<ul style="list-style-type: none"> • Based on the requirements submitted by the area office, plan the amount of stock that needs to be sent to each location • Forward the plan to the administration department and coordinate in planning the routes on a monthly basis
MIS & Reporting	<ul style="list-style-type: none"> • Analyze report and update the issues relating to the central warehouse with necessary recommendations on monthly basis. • Update on status of repackaging materials, finished products and movement of products on monthly basis to Managing Director and all Directors / Functional Heads. This report may also be given as an when required by the MD or any of the Directors • Prepare Contraceptive Procurement Table (CPT) status report, monthly inventory report and inventory reconciliation on monthly basis for submission to all the concerned authorities (MD, Directors and Donor organizations). • Submit a monthly report to USAID on the 15th of every month which has the status of the stock and inventory for the previous month/months as required • Ensure that the MIS is operationally functional at the warehouse and data is being entered properly. • Ensure that the MIS is integrated with the Finance Department.
Additional Responsibilities	<ul style="list-style-type: none"> • Any other responsibility as may be assigned by the supervisor
Key People Responsibilities	
	<ul style="list-style-type: none"> • Conduct performance appraisals of the direct reportees • Communicate regularly and motivate the employees at the warehouse so that they perform their task well. • Address issues faced by employees at the central warehouse • Facilitate in recruitment activity for staff in the warehouse function, if required
Key Performance Indicators	
1	Send timely updates and reports regarding the stock and inventory to the concerned authorities
2	Ensure zero or no shortages of repackaging material and the supply of goods to the regional warehouses
3	Efficiency in the resolving operational issues at the central warehouse and ensuring the overall functioning of the facility
4	Planning and forecasting the supplies and stock for the central and well as regional warehouses on a monthly basis
5	Efficiency in maintaining adequate inventory levels and buffer stock at central warehouse and field as per policy / guidelines
6	Planning and timely supply of packaging material
Primary Interface - External	

Source	Purpose
Vendor Supplying Repackaging Material	Placing the order for repackaging material and communicating any shortage, damage or quality related issues that may appear in the supplied goods
Donor Agencies	Monthly update on the status of stock and sales at the central warehouse as well as regional warehouse
Primary Interface - Internal	
Source	Purpose
MD and Directors	Regular updates on the status of stock and sales at the central as well as regional warehouses
Director - Logistics and Administration	Daily reporting on the activities of the central warehouse. and reaching out for any issues and incidents pertaining to work at the warehouse
Pharmacist and Officer, Logistics	Ensuring that they are motivated and are working appropriately. Address any issues they have related to their daily work and activities
Support and Repackaging Staff	Monitoring activities through the Officer - Logistics and / or Pharmacist and address issues, if any
Qualification and Experience	
Minimum Qualification	Diploma in Supply Chain or Bachelor's degree
Preferred / Additional Qualification	Post Graduate
Minimum Experience	8 years' experience in managing the supply chain of a similar organization
Preferred / Additional Experience	Experience of working in a supply chain function across Nepal would be preferred
Incumbent's Signature	
Supervisor's Signature	

Job Title	Officer – Logistics		
Job Summary	Responsible for the smooth functioning of the logistics section of the company and work under the supervision of the Manager, Logistics to ensure the same		
Department	Administration & Logistics		
Location	Central Warehouse – Kathmandu	Reports To	Manager - Logistics
Level / Grade		Reported By	Support Staff – Administration / Logistics
Key Responsibilities	Activities		
Functioning of Logistics Department and Materials Handling	<ul style="list-style-type: none"> Supervision of activities on the repackaging floor and also interact with the contractor and workers for the same Monitor the incoming material and prepare a stock delivery note for each consignment and raise the receipt document against it Maintain and update the ledger/stock books and other related documents and correspondences Interact with the repackaging material supplier and provide them the necessary information like the quantity of repackaging material, expiry dates of products, batch number of products etc. Provide assistance in preparing the inventory and reconciliation report on a monthly basis Issue promotional materials to the area offices and for the field after due approvals Maintain the store of products, promotional and other materials Assist Manager - Logistics in preparation of budget for logistic and admin activities 		
Receipt of raw material and repackaging material at the warehouse	<ul style="list-style-type: none"> Conducting a pilot count / random count of the physical material received and extrapolate to calculate the total commodity received Manually record entries of all incoming material (product wise) in the ledger and stock books, and also update the same in the MIS Stock the products and repackaging material in the warehouse as per the designated bin cards / tags 		
Repackaging of raw products / commodities	<ul style="list-style-type: none"> Issuance of the raw material (products) and repackaging material to the repackaging agency retained with CRS on a daily basis Receive and count each package post seal Record entry of finished goods in ledger and MIS 		
Promotional Material	<ul style="list-style-type: none"> Ensure timely supplies of promotional material maintained by regularly interacting with the supplier Shipment of the promotional material to the concerned area office as per the requirement 		
Vendor interaction and management	<ul style="list-style-type: none"> Verification and forwarding the vendor bills regarding promotional material and packaging material for their timely 		

	payment
MIS and Reporting	<ul style="list-style-type: none"> • Preparation of monthly report with details of the physical verification of the raw material, finished goods and repackaging material • Preparation a daily report on the status of the finished products • Monthly stock and supply verification update of the central and area / regional warehouses • Prepare shortage and damage status of products and packaging materials and submit it to Manager – Logistics on a daily basis
Additional Responsibilities	<ul style="list-style-type: none"> • Any other responsibility that may be assigned by the supervisor
Key People Responsibilities	
	<ul style="list-style-type: none"> • Supervise and monitor all the support staff engaged in repackaging and logistics and ensure that they motivated, encouraged and work efficiently on a daily basis
Key Performance Indicators	
1	Efficiency in preparation of reports and MIS detailing the status of stock and goods at the central warehouse of the company
2	Efficiency in handling of materials and orderly maintenance of raw materials, finished goods and packaging materials
3	Ability to anticipate any shortages in materials supply and proactively resolve such issues by efficient allocation of resources
Primary Interface – External	
Source	Purpose
Suppliers/Vendors	Ensuring timely supply of packaging & promotional materials
Primary Interface – Internal	
Source	Purpose
Manager, Logistics	Daily reporting and seeking assistance in case of any issues
Pharmacist	Update on quality related issues and stacking material based on the report or update from the him/her
Support Staff and Re-packaging workers	Acting as their supervisor by ensuring that they are working properly and assist them in case they face any issues
Qualification and Experience	
Minimum Qualification	Graduate
Preferred / Additional Qualification	
Minimum Experience	3 years’ experience of handling similar profile
Preferred / Additional Experience	Experience of handling warehouse activities

Job Title	Pharmacist		
Job Summary	<p>The position is responsible for quality assurance related aspects of all family planning and health products procured directly by CRS or supplied by Donor agencies, packaging material and re-packaged products.</p> <p>Further, the position is also responsible for obtaining licenses and ensuring appropriate documentation for all the products as per their specifications</p>		
Department	Administration and Logistics		
Location	Central Warehouse - Kathmandu	Reports To	Manager – Logistics
Level / Grade		Reported By	None
Key Responsibilities	Activities		
Quality check and supervision of products supplied by Donor organizations as well as directly procured by CRS	<ul style="list-style-type: none"> Responsible for preparing & review of master production/processing documents as well as all Batch Processing and Packaging Record Check all the products post their shipment against the specifications such as batch numbers and quantity of goods Check all the product shipments received for any damage or expiry Check all documents pertaining to quality check and assurance (such as lab reports, quality certificates, etc.) received are complete in all aspects prior to receipt of shipments by CRS Ensure necessary permissions, quality certificates and licenses are obtained for the goods that are procured by the company itself 		
Supervision of Finished / Repackaged Products	<ul style="list-style-type: none"> Ensure stacking of all finished products post repackaging are stacked in order of their batch numbers Provide line clearance for dispatch of goods after all the checks have been done 		
Supervision of Packaging Material	<ul style="list-style-type: none"> Check the packaging material for any errors on printing, consistency and design as per the specifications shared by CRS Ensure the quality of packaging material keeping in perspective the toughness and durability as per pre-defined standards Inspect and check the facility where repackaging of raw products is being undertaken Training to workers on how to repackage the products 		
Logistics	<ul style="list-style-type: none"> Maintain a ‘damaged products log book’ and update the same on a daily basis Respond to enquiries concerning drug contents, dosages, regimen reviews, errors, storage and disposal and respond to Family Planning/Health products related enquiries on behalf of the Company 		
Reports and MIS	<ul style="list-style-type: none"> Maintain all the records, reports and documents related to the quality, licenses and permissions of all the products and furnish the information as and when required by the government 		

agencies, donor or internally in the organization	
Additional Responsibilities	<ul style="list-style-type: none"> Any other responsibility as may be assigned by the supervisor
Key People Responsibilities	
<ul style="list-style-type: none"> Supervision of the workers involved in repackaging of goods. 	
Key Performance Indicators	
1	Updated filing and documentation of all quality related reports and certificates at all times
2	Ensuring overall quality of the finished goods is maintained pertaining to the expiry of product as per the batch numbers
3	Efficiency in maintaining all the documents related to quality, licenses and clearances
4	Consistency in the quality of printing material
Primary Interface – External	
Source	Purpose
Government Health Authorities	Point of contact for all the queries from the government bodies on details of the products and its usage
Quality teams of companies from where goods are procured	Issuance of quality certificates and reporting any issues related to the quality of the material
Vendor supplying packaging material	Issuance of packaging material and reporting all quality related aspects of the packaging material
Primary Interface - Internal	
Source	Purpose
Manager - Logistics	Daily reporting and assistance in case of any issue
Officer - Logistics	Coordination for efficient handling and packaging of products at warehouse
Support Staff - Logistics	Stacking and arranging of products as per their batch numbers and expiry dates
Qualification and Experience	
Minimum Qualification	Bachelor in Pharmacy
Preferred / Additional Qualification	Masters in Pharmacy
Minimum Experience	3 years' experience in handling similar profile
Preferred / Additional Experience	Knowledge of similar products would be preferred

Job Title	Receptionist		
Job Summary	Accountable for day to day administration of the front office and be the first point of contact for any person visiting the office premises or calling the organization.		
Department	Administration and Logistics		
Location	Head Office - Kathmandu	Reports To	Manager - Administration
Level / Grade		Reported By	None
Key Responsibilities	Activities		
Receive, direct and relay telephone messages and fax messages	<ul style="list-style-type: none"> Attend all the phone calls made on the organization’s official telephone number Answer basic queries that can be handled at an individual level and require no further assistance Direct / forward the calls to the required individual employee or department as required 		
Front facing role for a guest	<ul style="list-style-type: none"> Deal with all enquiries in a professional and courteous manner, in person or on the telephone Act as the first point of contact for all guests and assist them by creating a warm and welcoming atmosphere Direct the guest in guiding him or her to the concerned department or individual 		
Correspondence	<ul style="list-style-type: none"> Maintain the general filing system and file details of all incoming and outgoing correspondence Coordinate distribution of mail / courier to respective teams / individuals 		
Additional Responsibilities	<ul style="list-style-type: none"> Act as a stand-by support staff and perform support activities and clerical duties such as filing, photocopying, and collating. if the need arises or in case of office attendants being absent Receive, and maintain office supplies or any other material and update the same for internal records 		
Key People Responsibilities			
<ul style="list-style-type: none"> Be prompt and courteous in all interactions especially with guests outside the company 			
Key Performance Indicators			
1	Minimum number of errors committed while handling guest queries answering calls or redirecting people		
2	Timeliness in answering calls or redirecting calls to relevant people		
3	Proper completion of operational tasks related to administration e.g. maintaining supplies and updating files and records		
4	Updated record of all correspondence to and from the organization at all times		
Primary Interface – External			

Source	Purpose
All the telephone calls made on organization's number	Answer all the queries on phone either individually or by forwarding it to the concerned department
People visiting the organization's office	Addressing their queries or guiding them to the concerned individual or department
Primary Interface – Internal	
Source	Purpose
All CRS Employees	As and when required for transferring calls and introducing the guests
Qualification and Experience	
Minimum Qualification	Intermediate
Preferred / Additional Qualification	Understand, speak, read and write English
Minimum Experience	Nil
Preferred / Additional Experience	Similar experience in the past would be preferred
Incumbent's Signature	
Supervisor's Signature	

Job Title	Head – Driver		
Job Summary	The role is responsible for ensuring the best use of all organization vehicles for transporting employees and/or CRS products / commodities and ensuring maintenance of all vehicles in good condition		
Department	Administration and Logistics		
Location	Head Office – Kathmandu	Reports To	Manager - Administration
Level / Grade		Reported By	Drivers at Head Office and Area Offices
Key Responsibilities	Activities		
Operation & Administration of Vehicles:	<ul style="list-style-type: none"> • Receive the monthly itinerary of employee visits from the administration department • Prepare the monthly plan or duty register of the trips to be completed, based on the availability of drivers and vehicles and the itinerary received, • Ensure that the duties and trips are communicated to all the drivers and they follow the schedule sincerely • Oversee the usage of vehicles and duties of drivers for the vehicles at Area Office on a monthly basis • Provide telephone and desktop support to vehicle users/drivers including Area Offices. • Be the primary contact person for all the vehicle related queries of the organization • Resolve/advise any complaints/issues that may so arise from time to time by the drivers. • Escalate relevant issues related to vehicle maintenance/ discipline or driving issues as may deem necessary to the Senior Officer, Administration 		
Maintenance of Vehicles	<ul style="list-style-type: none"> • Define parameters for identifying and empaneling authorized service stations / dealers where company vehicles could be serviced • Conduct a routine check of all vehicles and ensure that they are in good condition • Liaison with vendors and workshops for spare parts, repair and other maintenance work, as and when required • Raise the vehicle repair job order for any repair or maintenance work for vehicles at Head Office and ensure the same being done by Drivers deployed in the various area offices. • Follow up on the repair work performed by service centers / workshop • Have a basic understanding on the maintenance of vehicles 		
Reports and MIS	<ul style="list-style-type: none"> • Prepare/compile vehicle (both bike and jeep) running log book on monthly basis • Prepare a monthly fuel consumption report of individual vehicles and distance covered by each vehicle on a monthly basis 		

	<ul style="list-style-type: none"> • Prepare a monthly repair log of each individual vehicle and a consolidated repair log of all the vehicles
Additional Responsibilities	<ul style="list-style-type: none"> • Act as a standby driver in case of any absenteeism of regular drivers • Perform any other related official duty that may be assigned
Key People Responsibilities	
	<ul style="list-style-type: none"> • Ensure that all the drivers are performing their duties as assigned • Take feedback from employees on the performance of all the drivers • Address all issues related to the needs of all the drivers in the company
Key Performance Indicators	
1	Optimal utilization of vehicles – fuel consumed and maintenance / repairs required
2	Compliance with the itinerary to ensure that all the trips are completed within time
3	Minimize cost and maximize efficiency in repair activity and spare parts consumption
4	Good performance and behavior of all the drivers
Primary Interface – External	
Source	Purpose
Spare Part Vendors	Purchasing of spare parts for vehicles
Repair Mechanics / Workshops / Service Centers	Maintenance and repair of vehicles
Primary Interface – Internal	
Source	Purpose
Drivers at Head Office and Area Offices	Communicate the tasks and coordination in daily working
All CRS Employees	Employees may reach out since the position is the single point of contact for all vehicle related needs
Qualification and Experience	
Minimum Qualification	XII Standard, Certified driving license for large/ medium/heavy vehicle as the case may be
Preferred / Additional Qualification	Nil
Minimum Experience	5 years of experience of driving similar vehicles and managing a fleet of vehicles
Preferred / Additional Experience	Similar experience in the past would be preferred

Job Title	Driver		
Job Summary	To comply with the duties allotted by the Head - Driver and ensure that the vehicle is in good condition		
Department	Administration and Logistics		
Location	Head office / Assigned Area Office	Reports To	Head - Driver
Level / Grade		Reported By	None
Key Responsibilities	Activities		
Compliance with the duty register	<ul style="list-style-type: none"> • Drive the vehicles as per the duty register within the assigned locations • Ensure that timelines are taken care of and there are no delays • Prepare and maintain the running log of the vehicle driven 		
Maintenance of Vehicles	<ul style="list-style-type: none"> • Conduct timely check of all the vehicles • Report any damage or issue reported in the vehicle to the Head Driver • Carry out the necessary repairs after taking due approvals from the Head Driver • Cleaning and washing the vehicles on a daily basis 		
Reporting	<ul style="list-style-type: none"> • Keep a track of the distance travelled and fuel consumed by the vehicle for which he is responsible and report the same to Head Driver 		
Additional Responsibilities	<ul style="list-style-type: none"> • Perform any other task assigned by the Head Driver 		
Key People Responsibilities			
Be prompt, courteous and respectful to all the employees while interacting with them			
Key Performance Indicators			
1	Timely reporting for job		
2	Compliance to the duties mentioned in the duty register		
3	Feedback from employees on the driving skills		
Primary Interface - External			
Source		Purpose	
Repair Mechanics / Workshops / Service Centers		To facilitate any repair and maintenance activities of the vehicle	
Primary Interface - Internal			
Source		Purpose	
Head - Driver		Daily reporting and all other job related aspects	
Qualification and Experience			
Minimum Qualification		Having a valid driving license for driving heavy or mid-sized	

	vehicles as per the requirement
Preferred / Additional Qualification	Nil
Minimum Experience	5 years of driving similar vehicles
Preferred / Additional Experience	<ul style="list-style-type: none"> • Experience of driving in the hills and hard to reach areas would be preferred. • Knowledge of repair and maintenance work of vehicles will also be preferred
Incumbent's Signature	
Supervisor's Signature	

Job Title	Senior Officer / Officer - IT		
Job Summary	The role is responsible for working closely with all employees to develop and implement IT strategies in line with the immediate and long-term organization objectives. The position also provides IT support to employees across various locations of the organization for all systems and applications and ensuring that employee queries are addressed promptly		
Department	IT		
Location	Head Office, Kathmandu	Reports To	Manager - Administration
Level / Grade		Reported By	
Key Responsibilities	Activities		
Data and Server Management	<ul style="list-style-type: none"> Identify and resolve problems related to network infrastructure, hardware components, operating systems, software and office productivity applications. Assist in the development and enhancement of Information Systems policies and procedural manuals. Supervise preventative maintenance programs and system upgrades. Ensure integrity of data and databases like Quick Book and other information on MS Access or MS Excel is maintained. Ensure that regular IT related procedures like data backup, anti-virus update etc. are conducted in a timely manner Manage the distribution and retention of data on various storage devices. Continuously monitor and maintain system access and security Ensure that all systems are well protected and are virus free Establish guidelines for disaster recovery and other contingency plans Efficient network and server administration for uninterrupted systems operation with zero downtime Establish standards for network and data security and ensure these are maintained by external vendors Ensure desktop / laptops interconnect seamlessly with diverse systems including associated validation systems, file servers, email servers, computer conferencing systems, application servers, and administrative systems 		
Operate, administer and maintain the IT resources at CRS	<ul style="list-style-type: none"> Install / configure computer systems / software and monitor and maintain the same Understanding of Operating System and application operations relevant and in use at CRS Active Directory/Exchange User Administration – new user and mailbox creation, unlocking accounts and resetting password, adding users to security groups and distribution lists Share and update periodically the guidelines /policies for IT usage with employees at the Head Office as well as the Area Offices Monitor the overall effectiveness of IT policy and check for any 		

	<p>lapses in following the same by employees</p> <ul style="list-style-type: none"> • Provide technical support to users / employees on network administration solutions involving systems, hardware, software and security in Head Office and also in Area Offices by traveling as and when required
IT Budget	<ul style="list-style-type: none"> • Facilitate preparation of IT budgets and annual procurement plans • Monitor annual budgets - equipment/software and maintenance contracts
Providing support to the organization	<ul style="list-style-type: none"> • Propose / recommend solution for current and future requirements based on technology change / organization requirements and integrate the same with existing systems/networks • Provide assistance in testing new equipment and systems. • Manage implementation of new information systems by imparting training to employees/ end users in systems use and access • Determine current and future information system needs by consulting with people at all levels • Prepare systems cost estimates and cost-benefit analyses • Coordinate for organizing video conference if required (we need to check if they have the equipment for this) • Assist all the Area Offices in all their IT related needs
Procurement and Vendor Management	<ul style="list-style-type: none"> • Prepare IT specifications for any external assistance required for the maintenance or repair of any equipment • Prepare guidelines and specifications for the procurement of any hardware / software or any upgrading requirements for both Head Office and Area Offices • Liaison or negotiate with vendors for the purchase or maintenance of equipment • Ensure acquiring resources within budget and advice possible alternatives and cost effective solutions for IT requirements • Identification and finalization of Vendors, Quality Specifications for any Annual Maintenance Contracts (AMC) • Relationship Management with external vendors encompassing performance review and feedback on the services provided by the vendor
CRS Website	<ul style="list-style-type: none"> • Periodically update the CRS website through the vendor responsible for maintaining the same, as per the needs / guidelines / standards laid down • Enforce vendor compliance to contractual guidelines and report deviations if any
Additional Responsibilities	<ul style="list-style-type: none"> • Be the point of contact for all the IT related needs of the organization • Perform any other related task as may be assigned by the supervisor • Responsibility for the technical set up of presentation facilities including laptops and projectors as may be required • Prepare a consolidated report of the expenses incurred on

	purchasing or maintaining the IT infrastructure of the company on a yearly basis
Key People Responsibilities	
<ul style="list-style-type: none"> • Ensure regular interface with all employees and provide required IT support as and when required 	
Key Performance Indicators	
1	Number of hardware related issues handled successfully on an individual basis
2	Number of software related issues handled successfully on an individual basis
3	Minimum or zero downtime of server
4	Training provided to end user employees to ensure implementation of IT systems, softwares and applications
5	Appropriate maintenance of all the confidential data
6	Cost saving achieved by efficient vendor management for repair and purchase of equipment
Primary Interface - External	
Source	Purpose
Vendors and Suppliers	Purchase of equipment
Maintenance engineers	Repair or maintenance of hardware and software
Primary Interface - Internal	
Source	Purpose
All employees using company provided desktop / laptops	Single point of contact for all the IT related issues of employees
Qualification and Experience	
Minimum Qualification	Diploma in Computers/ Information Technology or Bachelor in Information Technology or Bachelor in Computer Applications or B.Sc. in Computer Science
Preferred / Additional Qualification	Masters in IT or Computer Applications
Minimum Experience	3 - 5 years of similar profile in IT Department in a Small or Medium sized Organization
Preferred / Additional Experience	Process knowledge, including knowledge of hardware, setup and maintenance of central software like emailing systems and network systems.

Job Title	Director - Finance		
Job Summary	Responsible for managing all financial accounting and processes to ensure financial discipline, effectiveness of accounts operations, matters pertaining to taxation and audit as well as organization compliance with legal and statutory provisions for the overall business.		
Department	Finance		
Location	Head Office - Kathmandu	Reports To	Managing Director
Level / Grade		Reported By	Officer - Finance
Key Responsibilities	Activities		
Planning and Budgeting	<ul style="list-style-type: none"> • Participate in the Business Planning exercise along with other directors and MD and act as a lead for finance module • Review detailed product and procurement reports and provide feedback and recommendation to the MD and Donor • Oversee the development of the financial budget of the organization • Develop and coordinate for the implementation of budgeting and forecasting exercise • Oversee budgetary control and close monitoring of expenditure 		
Manage Liquidity	<ul style="list-style-type: none"> • Plan for resource and funds mobilization, term loans and working capital management • Manage cost of capital and interest rates coverage's for the organization. • Ensure cost effective fund mobilization • Constantly evaluate current liquidity measures and take appropriate measures 		
Corporate Strategy and Strategic Planning	<ul style="list-style-type: none"> • Monitor External environment to keep abreast of the financial situation of the markets and the competitors • Recommend the strategic financial direction for the organizations growth to the senior leadership team • Strategize options for deployment of funds as per budgets and business targets obtained from the Functional heads • Ensure that CRS cost sharing formulae between CRS and donor agencies is strictly adhered to as per the agreement and or written understanding 		
Invoices and Payments	<ul style="list-style-type: none"> • Approve all the invoices and payments regarding sales and purchases done and keep a record of the same 		
Managing Business Relationships	<ul style="list-style-type: none"> • Review and monitor Income tax related matters like assessment of income , appeals, approval/payment of tax liability • Interact with the government bodies for the refunding of VAT and TDS on the payments done at every 3 months 		

	<ul style="list-style-type: none"> • Ensure compliance with the corporate laws and related regulations.
MIS and Reporting	<ul style="list-style-type: none"> • Review consolidated monthly corporate MIS, financial interpretation & analysis of financial reports, monitor actual income & expenses, inventory, debtors and provide regular reports to MD detailing the comparative analysis and causes for the variance
Bank Account Supervision	<ul style="list-style-type: none"> • Regularly monitor the transactions of all the bank accounts of the organization • Reconciliation of all the banks accounts on a monthly basis
Additional Responsibilities	<ul style="list-style-type: none"> • Perform any other responsibility which may be assigned by the Managing Director or as required by the business
Key People Responsibilities	
	<ul style="list-style-type: none"> • Monitor resource planning and mobilization to ensure effective utilization of resources • Undertake Performance appraisals of direct reportees and strengthen their performance through constructive feedback
Key Performance Indicators	
1	Filing and refunding of VAT & TDS
2	Efficiency in approval of invoices for payment to staff and vendors
3	Efficiency in database management of financial data
4	Quality of financial analysis drawn that assists in business planning and forecasting
5	Proper reconciliation of bank accounts
6	Keeping proper credit control and ensuring the company has proper working capital at all times
Primary Interface - External	
Source	Purpose
Government Tax Bodies	Refunding of VAT and TDS and liaison with tax officials
Vendors and Suppliers	Releasing and receiving payments
Banks	Transactional details and proper running of bank accounts
Primary Interface - Internal	
Source	Purpose
Managing Director	Financial reporting and assisting in decision making regarding financial decisions
Officer, Finance	Taking daily reports and assisting wherever required
Other CRS Staff	Releasing payments and assisting in finance related matters of the company e.g. collections, taxation, reimbursements etc. as

	and when required
Qualification and Experience	
Minimum Qualification	MBA in Finance or an equivalent degree
Preferred / Additional Qualification	CA / CFA / CWA
Minimum Experience	10 years' of total experience
Preferred / Additional Experience	5 years' experience of heading the finance function of a similar sized organization
Incumbent's Signature	
Supervisor's Signature	

Job Title	Officer, Finance		
Job Summary	The role is responsible for recording and checking all the financial transactions regarding both payment and expenses. Under the supervision of the Manager – Finance, the position is responsible for data entry, preparation and submission of MIS and reports and maintaining financial records		
Department	Finance		
Location	Head Office - Kathmandu	Reports To	Director - Finance
Level / Grade		Reported By	None
Key Responsibilities	Activities		
Payment of Bills	<ul style="list-style-type: none"> Collection of all the bills raised in the company from various departments for both internal and external payments Check all the bills against the invoices for the total amount Prepare a voucher which has all the receipts and necessary documents required for the payment of the bill and forward it to the Director - Finance for his/her approval Post the approval of the Director – Finance, filter and forward the necessary voucher to the Managing Director for his/her approval 		
Distribution of cheques	<ul style="list-style-type: none"> Post taking all the approvals, prepare the cheque for the required amount against all the vouchers and get is signed by the concerned authorities Distribute the cheques to the concerned parties and follow up to ensure the payment has been made and the transaction closed 		
Handling cash	<ul style="list-style-type: none"> Keep an account of the petty cash used in the daily operations Record the sales received in cash from the Rural Field Representatives and Sales Promoters keep a track of the same Assist the Director, Finance in the monthly reconciliation of bank accounts 		
Documentation and Paperwork	<ul style="list-style-type: none"> Filing and maintaining all the documents related to bank transfers, agreements and contracts Assist in filing for refunding of VAT from the government 		
Reports and MIS	<ul style="list-style-type: none"> Prepare a monthly report on the payments made and cheques disbursed and submit to the Director, Finance Prepare a monthly report on the total collections made through sales and submit to the Director, Finance Uploading data of the payments received and made on a daily basis on Quick Book 		
Additional Responsibilities	<ul style="list-style-type: none"> Perform any other responsibility as assigned by the supervisor 		
Key People Responsibilities			
<ul style="list-style-type: none"> Be prompt in replying to employee and vendor queries regarding any financial transaction 			

Key Performance Indicators	
1	Upload correct information of the financial transactions on Quick Book
2	Accuracy in checking financial transactions, bills and invoices
3	Accuracy in making and disbursement of cheques
4	Efficiency in filing of documents and maintaining paperwork
5	Efficiency in cash handling and reconciliation of bank accounts
Primary Interface - External	
Source	Purpose
Banks	Supervision of bank accounts and depositing cash
Parties to whom payment has to be made	Making of cheques and follow up till the payment is made
Primary Interface - Internal	
Source	Purpose
Director, Finance	Everyday reporting and taking necessary approvals and assistance whenever required
Department Heads and MD	Taking approvals for passing of bills and getting authorized signatures on cheques
All CRS employees	Providing assistance on any financial transaction as and when required
Qualification and Experience	
Minimum Qualification	Bachelor in Commerce or equivalent degree
Preferred / Additional Qualification	
Minimum Experience	3 years' experience of doing similar work
Preferred / Additional Experience	

Job Title	Director – Field Operations		
Job Summary	The position is responsible for the overall formulation, implementation and performance monitoring of the sales strategy of the organization. The role is also responsible for identifying and implementing ideas and systems aimed at capturing new business opportunities, motivating field sales staff and achievement of sales targets		
Department	Field Operations		
Location	Head Office - Kathmandu	Reports To	Managing Director
Level / Grade		Reported By	Area Manager
Key Responsibilities	Activities		
Budgeting and Sales Planning	<ul style="list-style-type: none"> • In consultation with the Director – Marketing, decide and finalize the yearly and monthly sales for each area and product • Review and finalize the operating budget of the department annually and monthly with the assistance of Director - Finance 		
Sales Strategy	<ul style="list-style-type: none"> • Assist in annual sales forecast planning by finalizing an estimate of sales • Implementation of sales and marketing strategies by working closely with marketing team. • Identify any alternative complimentary business opportunities • Ensure that the sales plan is clearly understood by area managers • Monitoring of sales achieved vs sales targets, identifying weak areas and addressing queries regarding any issue faced by sales team • Ensure the overall profitability of the business by maintaining a steady top line and bottom line and reducing the costs 		
Customer and Market Intelligence	<ul style="list-style-type: none"> • Understand customer needs, preferences and behaviors through customer relationships, sales management feedback and sales processes • Understand the market trends, insights on competitors, competitor analysis on a regular basis 		
Sales Execution	<ul style="list-style-type: none"> • Ensure that the sales strategy and plan is executed • Manage sales staff to ensure sales objectives and targets are achieved • Monitoring the sales staff through area managers and address gaps if they exist • Effectively co-ordinate, support and monitor all activities relating to all departments between the headquarters and the field offices and to plan & lead all headquarter –field meetings. • Ensure timely and planned dispatch of products to various parts of the country. • Communicate the annual and monthly targets to the Administration Department in the beginning of the month and on an annual basis so that they plan their activities accordingly. 		

	<ul style="list-style-type: none"> • Develop and enforce the company’s incentive policy, evaluate the effectiveness of the policy on an on-going basis and recommend changes to it to have a policy that is motivational, competitive and fair both internally and externally • Enforce the company’s distribution policy, evaluate the effectiveness of the policy and recommend changes to it to have a policy that ensures maximum geographical coverage, is cost efficient and in line with the company objectives. • Monitor and evaluate the distribution cost structures and take appropriate measures to ensure that the structure is cost effective • Ensure that the collections are done in time as per the company’s credit policy and there are no delays in making the payments
Sales Performance	<ul style="list-style-type: none"> • Assess individual performance of area offices through the area managers, identify new business opportunities and address pockets that have continuously not achieved targets • Receive and analyze all field data/reports relating to sales, non-sales activities, stock positions, expired products, revenue, budgeted vs. actual expenses, credit ageing and related administrative and financial information.
Additional Responsibilities	<ul style="list-style-type: none"> • Perform any other responsibility that is assigned by the MD or may be required by the business

Key People Responsibilities

- Ensure effective resource planning for the administration department both in terms of physical assets and human resources
- Allocate, monitor and evaluate the performance of team members to ensure achievement

Key Performance Indicators

- 1 Percentage of total sales achieved
- 2 Product-wise and area-wise percentage sales achieved in comparison to the targets
- 3 Percentage of collections made
- 4 Activities conducted in different areas across the year
- 5 Adherence to budget in sales expenditure incurred
- 6 Number of product launches conducted
- 7 Performance and Attrition levels of field sales staff

Primary Interface – External

Source	Purpose
Customers	Educating them on company’s products and taking feedback
Distributors, Wholesalers and Retailers	Timely collects and understanding customer needs and preferences
Donor Agencies	Execution of projects and policy related matters

Primary Interface – Internal

Source	Purpose
Area Managers	Implementation of sales strategy and supervision of field sales staff
Director - Marketing	Coordination for the design and implementation of the sales planning and strategy
Managing Director	Providing updates on sales achieved and taking assistance as and when required
Qualification and Experience	
Minimum Qualification	MBA in Sales
Preferred / Additional Qualification	Degree / Diploma in Pharmacy would be preferred
Minimum Experience	12 years' experience in sales of similar products
Preferred / Additional Experience	
Incumbent's Signature	
Supervisor's Signature	

Job Title	Senior Officer / Officer - MIS		
Job Summary	The position is responsible for maintaining updated sales and distribution data for CRS at all times. The position is also partly responsible (along with IT manager) for the maintenance of all the hardware equipment and software in use at the organization		
Department	Field Operations		
Location	Head Office, Kathmandu	Reports To	Area Manager
Level / Grade		Reported By	None
Key Responsibilities	Activities		
Sales and non-sales data entry and management	<ul style="list-style-type: none"> • Interact with all Area Admin/Finance Officers to collate and update the area specific sales and distribution data for each month at the completion of each month • Enter all data related to Bagmati Area in to the system • Prepare detailed sales and distribution report in the following formats: <ul style="list-style-type: none"> ○ Product wise sales ○ Distributor wise sales ○ Region wise/district wise sales ○ Report by geographic area ○ Report by outlet type • Collate and check for any deviations in target set and actual achieved • Update non-sales data (such as number of promotional activities conducted, number of Non Traditional Outlets opened, etc.) on a regular basis on the system • Generate a consolidated monthly national sales report for CRS encompassing sales and distribution numbers for all products and submit the same to concerned authority by the 10th of every month 		
Sales Trends and Analysis	<ul style="list-style-type: none"> • Generate product wise and area wise sales analysis on a quarterly, half yearly and yearly basis along with analysis of sales achieved for each product and in each area and suggest trends in the same which not only assists in analysis as well forecasting and planning • Generate area wise analysis on non-sales activities e.g. the number of outlets opened, number of trainings conducted, other activities conducted etc. and draw trends on the same 		
Additional Responsibilities	<ul style="list-style-type: none"> • Any other task that may be assigned by Area Manager, Directors and MD • Assist IT Officer to ensure the general maintenance and update of organization's IT infrastructure which includes all the hardware equipment and software and other related accessories whenever needed. 		
Key People Responsibilities			
<ul style="list-style-type: none"> • Regular coordination with Area Managers / Area Offices to timely furnish all the sales 			

and distribution data	
Key Performance Indicators	
1	Zero errors committed while compiling sales and non-sales data
2	Minimum or zero errors in the sales data uploaded against the invoices raised
3	Timely submission in submitting reports and providing information to the concerned authorities
4	Analysis and trends drawn from the sales and non-sales data that facilitate Management team in planning and forecasting
Primary Interface – External	
Source	Purpose
None	
Primary Interface – Internal	
Source	Purpose
Area Managers	Regular update on the sales achieved, invoice raised and collections made
Area Finance & Admin Manager	Follow up on invoices raised and collections made from the each of the areas
Director - Field Operations	Monthly reporting and analysis of sales achieved against the targets set
Qualification and Experience	
Minimum Qualification	Bachelors in Computers Applications or equivalent degree
Preferred / Additional Qualification	Any qualification/ course in software and database management would be preferred
Minimum Experience	Minimum 5 years' experience of managing databases, hardware and software
Preferred / Additional Experience	Experience of working on MS Access and NAV would be preferred

Job Title	Area Manager		
Job Summary	The position is accountable for achieving sales revenue goals in the districts / region under purview of the Area Office. This includes monitoring and supervising all sales and non-sales activities, timely distribution of products, collections and managing the human resources as well for the area		
Department	Field Operations		
Location	Area Offices	Reports To	Director - Field Operations
Level / Grade		Reported By	Field Officer Area Admin and Finance Officer
Key Responsibilities	Activities		
Sales Strategy	<ul style="list-style-type: none"> • Work closely with the Director, Field Operations to ensure a consistent and clear understanding of the sales strategy, developing action plans and defining targets for sales force • Assist in annual sales forecast for the area by finalizing an estimate of sales in his geography with the help of Field Officers and submitting the same to the Director, Field Operations • Monitor of sales achieved vs. sales targets, identifying weak areas and addressing queries regarding any issue faced by sales team • Ensure that new markets and territories are explored and the reach of the products of the company is increased 		
Customer and Market Intelligence	<ul style="list-style-type: none"> • Develop a deep understanding of customer needs, preferences and behaviors through customer relationships, sales management feedback, participating in Social Behavior, Change and Communication (SBCC) activities, undergoing training programs and sales processes in the area • Understand the market trends, insights on competitors, competitor analysis on a regular basis • Proactively provide key information and customer and market intelligence back to the business 		
Sales Execution	<ul style="list-style-type: none"> • Ensure that the sales strategy and plan is executed • Manage sales staff to ensure sales objectives and targets are achieved • Ensure that the non-sales targets and activities to be conducted are accomplished • Ensure that the targets are met in opening of new non-traditional and traditional outlets and the promotional material is being used properly • Monitor all the sales staff through field officer and address any existing gaps • Ensure that the collections are made in time and the proper credit control is maintained • Ensure that the distribution is appropriate and there is no shortage of goods anywhere in the distribution channel 		

	<ul style="list-style-type: none"> • Keep a control on the expenses of the area and ensure that they are within the pre-defined budget • Perform regular administrative tasks with the help of the Area Admin & Finance Manager
Sales Performance	<ul style="list-style-type: none"> • Review and assess on a regular basis the sales performance to ensure that the sales strategy and direction is effective in delivering on business requirements • Assess individual performance in the area through the field officers, identify new business opportunities and address specific areas that have continuously not achieved targets
MIS and Reporting	<ul style="list-style-type: none"> • Send a monthly report on the sales achieved, collections made, non-sales and promotional activities conducted and expenses incurred of the area to the MD and all the Directors.
Additional Responsibilities	<ul style="list-style-type: none"> • Perform any other activity assigned by the Director, Field Operations or as required by the business
Key People Responsibilities	
<ul style="list-style-type: none"> • Identify high and low performing staff in the area • Work closely with each direct reportee i.e. the field officer to ensure achievement of targets • Ensure appropriate training and development of the frontline sales people by coordinating with - Manager – Training and Marketing Team. • Be a part of team meetings to discuss best practices, areas of improvement, customer preference, market intelligence etc. to enhance overall performance • Undertake Performance appraisals of direct reportees and strengthen their performance through constructive feedback 	
Key Performance Indicators	
1	Percentage of total sales achieved
2	Percentage of collections made
3	Percentage of total non-sales (SBCC) and promotional activities conducted
4	Compliance to the budget (In percentage terms)
5	Minimum expiry of products (In percentage terms of overall goods)
5	Timely submission of repots and providing information to the concerned authorities
6	Timely handling of issues and grievances of employees in area office
Primary Interface - External	
Source	Purpose
Wholesalers and Retailers	Promotion of the products and for timely collections
End Customers and Potential Customers	Promotion of products and creating awareness about the product
Primary Interface - Internal	
Source	Purpose
Field Officers	Daily update on sales and non-sales activities conducted in

	various area
Sales Promoter & RFR	Supervision through the Field Officers and assisting in case of any issues faced
Area Field and Admin Officer	Supervision of all the finance and administration related activities and assisting in case of any issues
Director, Field Operations	Updating the Director, Field Operations on the daily progress of all the activities in the area and taking assistance in case of any issues
Qualification and Experience	
Minimum Qualification	Bachelor in Business Administration (BBA) or equivalent degree
Preferred / Additional Qualification	MBA in Sales and Marketing would be preferred. Graduation in Pharmacy would be preferred
Minimum Experience	8 years' experience in supervising sales of a similar sized territory
Preferred / Additional Experience	Experience of handling similar products would be preferred
Incumbent's Signature	
Supervisor's Signature	

Job Title	Area Officer, Administration & Finance		
Job Summary	The position is responsible for carrying out all the administrative and financial activities at the area office. This includes ensuring compliance to all the personnel, administrative and financial policies, handling and maintaining records and databases and preparation of reports.		
Department	Field Sales / Operations		
Location	Area Offices	Reports To	Area Manager
Level / Grade		Reported By	Support staff and Drivers
Key Responsibilities	Activities		
Financial Responsibilities	<ul style="list-style-type: none"> • Implement the credit policy of the company in the field by ensuring that all the field sales employees are aware of the policy and all the payments are collected from employees, retailers, wholesalers and distributors in the stipulated time • Monitor the revenue and collection status and ensure that the revenue collected is deposited in time • Prepare the Journals, Payment Vouchers and Cheques • Reconciliation of bank statements on a monthly basis to keep a consolidated record • Settle advances and expenses of employees and for outside parties and timely report any non-settlement • Ensure that invoices raised against the concerned area distributor are acknowledged by the distributor upon receipt of the products and duly stamped on invoices. • Enter necessary data into current system (NAV) and keep a backup of that data 		
Administrative Responsibilities	<ul style="list-style-type: none"> • Prepare monthly attendance and leave report of area and field employees and send to the headquarters • Ensure that the company's fixed assets, stocks, and all kinds of assets are secured, their records are up-to-date and information is provided to the Area Manager and Head Office as and when required. • With the instruction of Area Manager update assets, stocks and promotional materials of the concerned area office and field offices on time to time to ensure that assets, products and promotional materials are properly maintained and recorded • Ensure that records on mileage, fuel, repair and maintenance of vehicles are updated and uploaded into the system and the report sent to Head Office 		
Reports & MIS	<ul style="list-style-type: none"> • Prepare and submit the sales achieved by the area on a monthly basis and send the same to the headquarter after the approval of the Area Manager • Prepare and submit a monthly expenses report and send it to the headquarters after the approval of the Area Manager • Prepare a report of the collections done on a monthly basis and share it with the concerned authorities • Prepare and submit the stock report of all the warehoused 		

	<ul style="list-style-type: none"> under the area and send it to the concerned parties Timely upload all the data regarding usage of vehicles, expenses, advance etc. into the system Prepare and submit vehicle report on monthly basis.
Additional Responsibilities	<ul style="list-style-type: none"> Any other duty that may be required by the business or assigned by the Area Manager
Key People Responsibilities	
	<ul style="list-style-type: none"> Communicate and coordinate with all the employees of the area office and assist them
Key Performance Indicators	
1	Efficiency in Data management and financial reporting
2	Timely submission of reports and providing information to the concerned authorities
3	Timely settlement of advances and collection of credits
4	Compliance to the credit policy (Number of issues related to non-compliance)
5	Efficiency in preparing the monthly sales and bank reconciliation statements
Primary Interface - External	
Source	Purpose
Wholesalers and Distributors	Collection of payments to be done through the field sales force
Banks	Reconciliation of Accounts and deposit or withdrawal of money from the revenue or operating accounts
Primary Interface - Internal	
Source	Purpose
Area Manager	Daily reporting and communicating any issues faced in the daily job
Field Officer, Sales Promoter, RFR	Take information regarding sales, collections, advances, vehicle usage etc. on a regular basis
Concerned Authority at Head Office	Sending required information or reports as and when required
Qualification and Experience	
Minimum Qualification	Graduate
Preferred / Additional Qualification	Post Graduate
Minimum Experience	3 years' experience of handling a similar profile
Preferred / Additional Experience	Experience in similar geography or area would be preferred

Job Title	Field Officer		
Job Summary	The role is responsible for increasing sales and creating demand of products through promotions and conducting activities in a definite geographical area. The role is also responsible for supervising all the Sales Promoter and Rural Field Manager under him and ensuring that they are performing their tasks well		
Department	Field Operations		
Location	Designated geography under a specified Area Office	Reports To	Area Manager
Level / Grade		Reported By	Sales Promoter and Rural Field Representative (RFR)
Key Responsibilities	Activities		
Sales Plan	<ul style="list-style-type: none"> • Prepare a monthly sales plan for the defines geography by consulting with Area Manager and decide targets for Sales Promoter and RFR • Ensure the achievement of monthly, quarterly and yearly sales volume & targets pertaining to TO's and NTO's through Sales Promoter and RFRs and visiting the field 		
Distributor Appointment and Relation	<ul style="list-style-type: none"> • Analyze and evaluate distributor's performance by visiting the distributor and monitoring the sales and stock, • Recommend with facilitate with the help of sales promoter and RFR the implementation of special sales / promotion activities for increasing sales for distributor • Ensure adequate linkage between the distributors and wholesalers / retail outlets • Ensure that order placements from and to the distributor are timely taken and communicated to concerned authority. • Ensure minimum expiry of products by properly utilizing the sales distribution channel 		
Increasing Market Penetration	<ul style="list-style-type: none"> • Encourage the sales promoters and RFRs to develop medical and non-medical wholesalers to ensure that the supply of company's products is regularly maintained • Ensure that the distribution channel is effective enough to deliver products • Communicate, liaise, and negotiate internally and externally using appropriate methods to facilitate maximum outreach and sales with development of sustainable relationships • Supply of goods and continuous monitoring of certified Sangini outlets 		
Facilitate Behavior Change & Communication activities for the community	<ul style="list-style-type: none"> • Ensure continued engagement with the local NGOs, International NGOs, BCC partners, clubs, women groups, self-help groups and create awareness on the benefits of CRS' products • Monitor and supervise orientation and awareness camps, group 		

	<p>meetings and training sessions to the rural population and Most At Risk Population (MARP) and educate them</p> <ul style="list-style-type: none"> • Monitor and facilitate all the Social Behavior, Change and Communication (SBCC) Activities through customized SBCC promotion material for the rural masses and MARP • Co-ordinate with the training department conducting various training and BCC activities
Facilitate Marketing & Promotional Activities	<ul style="list-style-type: none"> • Ensure visibility of products is maintained at the distributors and retailers through Sales Promoter and RFR • Ensure the implementation of all schemes and promotional activities • Interact and meet with doctors and medical practitioners in the local areas with a view to increase their awareness about CRS' products
MIS & Reporting	<ul style="list-style-type: none"> • Submission of monthly, quarterly and annual sales data to the Area Manager • Submit monthly, quarterly and annual report of the activities conducted to Area Manager • Receive detailed weekly status on progress of sales efforts by Sales Promoter and RFR in the region • Share distributor's sales and stocks report with Area Manager • Submit a monthly report on the expenses incurred by him/her and the team • Submit monthly report on certified Sangini outlets monitoring
Sales Analysis	<ul style="list-style-type: none"> • Monitor products and overall sales achieved in the assigned area • Regularly analyze contribution of key distributors / outlets to CRS
Invoicing & Collections	<ul style="list-style-type: none"> • Timely collection of sales revenue and depositing the same in the concerned bank accounts • Comply with CRS distribution policy to ensure minimum credit risk and ensure that there are no defaults on payment • Report any delays in payment to the Area Manager
Market Knowledge	<ul style="list-style-type: none"> • Be updated on the latest happenings and trends in the market, competitor strategies and the perception of CRS' products in the market • Be updated on the business / working of the key distributors and outlets • Understand customer needs, preferences and behaviors through customer relationships feedback and ensure that the information is provided back to the business • Maintain supply chain and store as per logistics manual
Additional Responsibilities	<ul style="list-style-type: none"> • Ensure that the supply of goods is proper and the goods are reaching in time to the wholesaler and distributors • Any additional responsibility as that may be assigned by the

	supervisor
Key People Responsibilities	
<ul style="list-style-type: none"> • Motivate and mobilize local groups or NGOs by spreading awareness and educate them so that they promote the use of company’s products • Identify high and low performing sales people • Work closely with each direct reportee i.e. sales promoter and RFR to ensure achievement of targets • Ensure appropriate training and development of the frontline sales people by coordinating with Officer – Training and Manager - Training through the Area Manager • Be a part of team meetings to discuss best practices, areas of improvement, customer preference, market intelligence etc. to enhance overall performance • Undertake Performance appraisals of direct reportees and strengthen their performance through constructive feedback 	
Key Performance Indicators	
1	Percentage of sales target achieved
2	Percentage of collections made
3	Percentage of non-sales (SBCC) and promotional activities conducted
4	Number of NTOs opened/resupplied within the region
5	Number of NTOs at Hot-Zones opened/resupplied within the region
6	Minimum expiry of products (In percentage terms of overall goods)
Primary Interface - External	
Source	Purpose
Local NGOs and communities, women help groups and rural population	Conduct awareness and orientation camps, trainings and usage of company’s products
Doctors and Practitioners	Spread awareness of the product of the companies and encourage them to promote products of the companies
Wholesalers and suppliers	Ensure distribution of products, sales record and collections. Maintain relationships, increasing sales and thereby revenue for CRS
TO & NTO	Promotion the company’s products to encourage them to sell the same and ensuring a steady supply of the same
Primary Interface - Internal	
Source	Purpose
Area Manager	Providing updates on sales and non-sales activities conducted in various areas
Sales Promoter & RFR	Daily supervision and assisting in case of any issues faced
Area Field and Admin Officer	Exchange of all all the finance and administration related information and assisting in case of any issues

Marketing	Coordinate for marketing activities and initiatives for the Key Accounts
Qualification and Experience	
Minimum Qualification	Graduate
Preferred / Additional Qualification	Degree/ diploma in pharmacy would be preferred
Minimum Experience	5 years' experience in selling products in the local geography
Preferred / Additional Experience	Knowledge, familiarity and experience of selling similar family planning / health products would be preferred Experience of working with local community groups
Incumbent's Signature	
Supervisor's Signature	

Job Title	Sales Promoter		
Job Summary	<p>The position is accountable for generating demand for family planning and health products by promoting and ensuring supply in the definite geographical area.</p> <p>The role will work towards maximizing the reach of CRS products (increasing market share and achieving specific sales revenue goals assigned for the region) through coordinating with distributors, coverage of traditional (TOs) and Non Traditional Outlets (NTOs), distribution and re-supply, supporting and conducting promotional activities.</p>		
Department	Field Operations		
Location	Designated geography under the respective Area Office	Reports To	Field Officer
Level / Grade		Reported By	None
Key Responsibilities	Activities		
Sales Plan	<ul style="list-style-type: none"> Achieve monthly, quarterly and yearly sales volume & targets pertaining to TO's and NTO's assigned by the Area Manager (based on the overall organization sales target plan) by generating primary as well as secondary sales in the assigned area Prepare monthly sales plan in consultation with the Field Officer Opening and maintaining of NTOs and Traditional Outlets in hot zones to serve Most At Risk Population (MARPs) 		
Business Development and Product Availability	<ul style="list-style-type: none"> Recommend and facilitate implementation of special sales / promotion activities for increasing sales for distributor, thereby increasing primary sales Ensure adequate linkage between the distributors and wholesalers / retail outlets 		
Increasing Market Penetration	<ul style="list-style-type: none"> Explore and expand market of NTOs and TOs in remote and hilly areas Develop medical and non-medical wholesalers who ensure that the supply of company's products is regularly maintained, with special emphasis on opening non-traditional outlets along major highways and urban areas Identify base sources of drug and grocery suppliers to hill and mountain areas with whom CRS can tie up to ensure products reach the specified areas 		
Facilitate Behavior Change & Communication activities for the community	<ul style="list-style-type: none"> Conduct orientation and awareness camps, group meetings and training sessions to the MARPs and educate them Undertake all the Social Behavior, Change and Communication (SBCC) Activities through customized BCC promotion material for MARPs 		
Promotional Activities	<ul style="list-style-type: none"> Identify key products and outlets/other locations for visibility marketing activities 		

	<ul style="list-style-type: none"> • Ensure placement of merchandising materials with necessary visibility and attractiveness at all outlets
MIS & Reporting	<ul style="list-style-type: none"> • Submission of monthly, quarterly and annual sales data to the Field Officer • Submit monthly report of the activities conducted to Field Officer
Collections	<ul style="list-style-type: none"> • Timely collection of sales revenue and depositing the same in the concerned bank accounts
Additional Responsibilities	<ul style="list-style-type: none"> • Any additional responsibility as that may be assigned by the supervisor

Key People Responsibilities

- Be elaborate and patient while interacting with people from the local community while introducing them to CRS products
- Motivate and mobilize local groups or NGOs by spreading awareness and educate them so that they promote the use of company’s products

Key Performance Indicators

1	Number of NTOs opened
2	Number of Traditional outlets opened
3	Number of promotional activities conducted
4	Number of trainings conducted
5	Percentage of Total Sales achieved
6	Percentage collections done

Primary Interface – External

Source	Purpose
Local NGOs and communities, women help groups and rural population	Conduct awareness and orientation camps, trainings and usage of company’s products
TO & NTO	Promotion the company’s products to encourage them to sell the same and ensuring a steady supply of the same

Primary Interface – Internal

Source	Purpose
Field Officer	Daily Reporting and assistance required if any
Area Finance & Admin Officer	Advances, expenses, invoicing and collections status

Qualification and Experience

Minimum Qualification	Graduate
Preferred / Additional Qualification	Degree/ diploma in pharmacy would be preferred
Minimum Experience	3 years’ experience in selling products in the local geography

Preferred / Additional Experience	Knowledge, familiarity and experience of selling similar family planning / health products would be preferred Experience of working with local community groups
Incumbent's Signature	
Supervisor's Signature	

Job Title	Rural Field Representative		
Job Summary	The position is responsible for promoting and ensuring supply of products in remote and hilly areas. This includes creation of Non Traditional Outlets (NTOs), distribution and re-supply and promotional activities		
Department	Field Sales / Operations		
Location	Multiple Location	Reports To	Field Officer
Level / Grade		Reported By	None
Key Responsibilities		Activities	
Increasing the market penetration		<ul style="list-style-type: none"> Opening of NTOs and Traditional Outlets in remote and hilly areas Act as a link between the organization and wholesalers to ensure continuous supply of goods. Supply of goods and monitor the progress of certified Sangini outlets Ensure that the targets set are achieved and take assistance of Field Officer whenever needed 	
Promotional Activities		<ul style="list-style-type: none"> Mobilize the local NGOs, clubs, women groups, self-help groups and jointly work towards creating awareness about healthcare in general and company's products Conduct orientation and awareness camps, group meetings and training sessions to the rural population and educate them 	
Reports & MIS		<ul style="list-style-type: none"> Submission of monthly, quarterly and annual sales data to the Field Officer Submit monthly report of the activities conducted to Field Officer 	
Additional Responsibilities		<ul style="list-style-type: none"> Timely collection of sales revenue and depositing the same in the concerned bank accounts Any other activity as that may be required for the business as assigned by the supervisor 	
Key People Responsibilities			
<ul style="list-style-type: none"> Be elaborate and patient while interacting with people from the rural areas to train them or explain them of company's products Motivate and mobilize local groups or NGOs and spread awareness of company's products through them 			
Key Performance Indicators			
1	Number of NTOs opened		
2	Number of Traditional outlets opened		
3	Number of promotional activities conducted		
4	Number of trainings conducted		
5	Total Sales achieved		

6	Percentage collections done
Primary Interface - External	
Source	Purpose
Local NGOs and communities, women help groups and rural population	Conducting awareness and orientation camps, trainings and usage of company's products
Wholesalers and suppliers	Ensuring distribution of products, sales record and collections
Primary Interface - Internal	
Source	Purpose
Field Officer	Daily Reporting and assistance required if any
Qualification and Experience	
Minimum Qualification	Intermediate
Preferred / Additional Qualification	Any diploma in degree in Pharmacy would be preferred
Minimum Experience	1 years' experience in selling products in the local geography
Preferred / Additional Experience	Experience of selling similar kind of products would be preferred

Job Title	Manager - HR		
Job Summary	<p>The role is responsible for providing strategic support to the Director - HR in terms of manpower planning, resource allocation, recruitment, talent development and human resource operations within CRS.</p> <p>This role will also be responsible for fostering a positive and open relationship between employees and the organization, assisting CRS employees with issues pertaining to general employee relations, HR policies and procedures across various stages of the employees' association with CRS and maintaining employee records.</p>		
Department	Human Resources		
Location	Head Office - Kathmandu	Reports To	Director - HR
Level / Grade		Reported By	
Key Responsibilities	Activities		
Strategic HR Management	<ul style="list-style-type: none"> Assist in reviewing the overall role and objectives of the HR department in line with the commercial and business objectives of CRS Ensure that HR systems are developed or introduced to ensure the effective delivery of HR services Support in the implementation of a suitable performance management process to evaluate and drive employee performance Help in setting up effective compensation and benefits policies to establish competitive standards and ensure compliance with legal requirements Arrange to provide salary and benefit budgets/ cost reports to department managers when requested Ensure an ongoing review of current HR policies and procedures to ensure that they deliver clear and simple processes in line with organizational objectives Assist the Director in formulating the HR budgets and analyzing reports etc. 		
HR Compliance	<ul style="list-style-type: none"> Ensure all staff has legally binding employment contracts, legally compliant employment policies and employee handbooks Ensure maintenance of appropriate employment records for all employees Provide advice to function/division heads and line managers on all employment related issues and provide hands-on support when required e.g. advice on disciplinary matters Ensure CRS meets its health and safety and other legal obligations towards its employees 		
Talent Management	<ul style="list-style-type: none"> Work closely with the Director in ensuring employees are appropriately trained in administering the performance management process including goal setting, coaching and feedback and performance appraisal Ensure objective administration of the performance appraisal 		

	<p>process and accuracy in feedback collation</p> <ul style="list-style-type: none"> • Ensure tracking of performance management and present reports on a regular basis to the management • Assist in the implementation of suitable processes for employee training, coaching and development • Ensure all new employees go through a new employee orientation program to foster positive attitude towards the organizational objectives • Work with the senior management to ensure that effective procedures are in place for communicating CRS’ strategy, values, objectives and priorities, key developments, news and the organizational performance to all employees on timely basis
<p>Employee Rewards Management</p>	<ul style="list-style-type: none"> • Ensure competitive standards and policies are defined for administering employees’ salaries and benefits, leave policies, employee grievances, working hours etc. • Address any employee concerns over Compensation and Benefits • Ensure timely disbursement of incentives and salary increments at the end of the year and assign HR officer to coordinate the same with finance • Provide salary and benefit budget/cost reports to function/division heads when requested • Develop and propose reward and recognition plans for the employees, seek approvals and communicate the same across CRS • Undertake compensation benchmarking from time to time to ensure CRS adheres to the best compensation and benefits practices within the region, maintain internal and external equity and to retain talent within CRS
<p>Human Resource Operations</p>	<ul style="list-style-type: none"> • Conduct exit interviews of employees at the time of separation • Ensure that all necessary employee documentation is forwarded to the finance department for final settlement • Oversee the termination process along with the Director - HR and ensure termination letters are approved and issued to the concerned employees • Manage and oversee any disciplinary issues within the organization; disciplinary notices to be issued to employees and follow up with employee managers on change in employee behavior • Conduct investigations and make recommendations regarding issues of staff misconduct and policy infractions • Oversee and ensure that HR processes like handling employee grievances, approval on leave applications, resignations, transfers, termination, processing of end of service benefits at the time of retirement or resignation etc. are well managed by the HR officer and the assistant • Ensure the employee payroll is updated with new joiners, promoted employees and attritions in the organization

	<ul style="list-style-type: none"> • Manage and oversee the preparation and maintenance of HRMS, MIS reports and related correspondence
People Management	<ul style="list-style-type: none"> • Develop talent within the team by providing consistent direction and support to achieve stretch targets and take leadership positions • Retain and engage the talent employed and build a collaborative and high performance team • Enhance team productivity through skills development through coaching and training/ learning initiatives • Ensure objective periodic administration of the performance appraisal process followed by monitoring of feedback implementation for the team
Additional Responsibilities	<ul style="list-style-type: none"> • Perform any other responsibility as required by the business or as assigned by the Managing Director and Director - HR • Ensure compliance with all the government norms and rules for all the activities undertaken by the HR department
Key People Responsibilities	
	<ul style="list-style-type: none"> • Ensure effective resource planning for the HR department both in terms of physical assets and human resources • Allocate, monitor and evaluate the performance of team members to ensure achievement of assigned goals
Key Performance Indicators	
1	Design and monitoring of systems to support business needs, such as training & development, performance management, reference checks, etc
2	Attract and retain quality talent to support business imperatives
3	Ensure institutionalization of appropriate and competitive reward systems
4	Identify future leadership (succession planning)
5	Ensure alignment of employee costs to business plan projections
Primary Interface – External	
Source	Purpose
Recruitment partners	For relationship management to fulfill the organization’s recruitment requirements
Consultants and professional service providers	For providing expertise for specific interventions
Various embassies/ Govt. Authorities	For passport and immigration legalities for new hires
Primary Interface – Internal	
Source	Purpose
Director – HR	For seeking approvals for issuing employee communications and for guidance in dealing difficult situations For performance appraisal

	For regular updation and approvals
CRS Staff	To assist and respond to staff requirements and requests
Qualification and Experience	
Minimum Qualification	Post Graduate / MBA in Human Resource Management
Preferred / Additional Qualification	
Minimum Experience	8 to 10 years' experience in Human Resource Management
Preferred / Additional Experience	<ul style="list-style-type: none"> • Knowledge of HR processes/policies and awareness of the local applicable law and legal compliance
Incumbent's Signature	
Supervisor's Signature	

Job Title	Manager - Administration		
Job Summary	The job is responsible for efficient administration of all the activities of the organization. This includes the functioning of the local procurement process, administration of physical and human resources and closely assisting the Director – Administration & Logistics in the overall smooth functioning of the Administration Department		
Department	Administration & Logistics		
Location	Head Office - Kathmandu	Reports To	Director - Administration & Logistics
Level / Grade		Reported By	Officer – Administration, Head Driver
Key Responsibilities	Activities		
Planning and Budgeting	<ul style="list-style-type: none"> • Prepare the annual and monthly budget of all the Administration related activities of the organization with the help of Officer - Administration • Discuss the budget with the Director – Administration and Logistics and finalize it based on the feedback received 		
Procurement Process	<ul style="list-style-type: none"> • Act as a lead for the entire procurement process of the organization • Interact with suppliers or vendors for the quotations and supply of repackaging material, printing material, office supplies etc. • Ensure that the entire procurement process is streamlined and compliant with the organization’s procurement policy. 		
Personnel Administration	<ul style="list-style-type: none"> • Ensure that records of each of the employees are properly maintained, timely updated and preserved • Supervise the overall leave records of the organization and ensure that the monthly log of attendance and leave records is submitted to the Finance Department and other concerned authorities • Ensure that the overall attendance and working hours policy of the organization is being adhered to by each of the employees 		
Maintaining documentation for Insurance	<ul style="list-style-type: none"> • Manage entire Insurance related matters like Personnel Accident, Medical Aid insurance of the staff, Vehicle Insurance, and Commodities, Equipment insurance and renew them as and when required • Interact with the insurance provider and furnish with the relevant documents and information for processing the claims and related matters • Assist the employees by providing them the correct and timely information regarding the claims process and any other area related to the insurance of any kind 		
Legal and Statutory Compliance	<ul style="list-style-type: none"> • Liaison with the concerned departments of the Government of Nepal and Health Officials for issues related to taxation, product registration and specification, administrative and legal matters • Oversee the preparation and submission of agreement and legal 		

	documents concerning the procurement of commodities, physical assets or services by the company
Office Administration	<ul style="list-style-type: none"> • Supervise the overall office administration including the office communication, e.g. official memo, notice, correspondence, circular, telephone, fax, etc. concerning implementation of programs and policies • Ensure the overall safety, security, cleanliness and maintenance of office premise • Act as the head of security personnel and ensure the safety of the office premises, equipment and company assets • Oversee the running and functioning of all the company vehicles including the running log, maintenance and fuel consumption • Ensure that the duty sheet for all the drivers is prepared every month and that all the drivers are complying to it.
Additional Responsibilities	<ul style="list-style-type: none"> • Any other responsibility as may be assigned by the supervisor
Key People Responsibilities	
	<ul style="list-style-type: none"> • Conduct performance appraisals of the direct reportees • Communicate regularly and motivate the employees so that they perform their task well. • Address issues faced by employees in the Administration Department • Facilitate in recruitment activity for staff in the Administration Department, if required
Key Performance Indicators	
1	Efficiency in designing and adhering to departmental budgets
2	Efficiency in maintaining the overall office infrastructure, building premises, fixed assets and company vehicles
3	Efficiency in maintaining the overall documentation and paperwork
4	Efficient vendor management
Primary Interface - External	
Source	Purpose
Vendors and Suppliers	Negotiations on the contract to be provided
Government agencies	Ensuring statutory and legal compliances and related documentation and paperwork
Primary Interface - Internal	
Source	Purpose
Director - Administration	Daily reporting and taking assistance for any issue as and when required
Head Driver	All the matters related to the usage, running and maintenance of vehicles
Officer - Administration	Overall functioning of the Administration Department and address all the queries face by the subordinate
Other CRS employees	For all the matters that are related to office and personnel

	administration which cannot be addressed by Officer - Administration
Qualification and Experience	
Minimum Qualification	Diploma or Bachelor's degree
Preferred / Additional Qualification	Post Graduate
Minimum Experience	8 years of handling a similar position
Preferred / Additional Experience	Experience of administrative activities in a company of similar size would be preferred
Incumbent's Signature	
Supervisor's Signature	

Job Title	Manager – Business Development		
Job Summary	<p>The position is accountable for focusing efforts towards positioning CRS as an attractive and preferred choice of partner for donors operating in the health domain. The role promotes business development through brand building and communication.</p> <p>The role will work towards design and implementation of a comprehensive business development strategy for the organization, identification of strategic partners, development and maintenance of strong partnerships in order to enhance revenues and profitability on a sustained basis as well as identification of new opportunities for business development on an ongoing basis to ensure business growth for the organization. This role also aims at achieving business development revenue goals assigned for the region.</p>		
Department	Business Development		
Location	Head Office, Kathmandu	Reports To	
Level / Grade		Reported By	
Key Responsibilities	Activities		
Customer Relationships	<ul style="list-style-type: none"> • Develop new business relationships, generate and negotiate new income for the organization so as to achieve annual business development targets • Represent CRS in interactions with potential clients/ business partners • Generate leads for potential business partners, evaluate them for the benefit of CRS, and make recommendations for entering into business partnerships • Maintain harmonious relationships with all business partners to ensure continuous growth of business • Ensure partner complaints are handled sensitively and resolved in a timely manner • Ensure a high level of partner satisfaction in all interactions with CRS 		
Financial	<ul style="list-style-type: none"> • Generate sustainable revenues and profits for CRS on an ongoing basis through business deals entered into with partners • Provide ROI analysis on business development initiatives • Adhere to allocated budget for business development related activities • Be accountable for expenses authorized from the budget 		
Process	<ul style="list-style-type: none"> • Develop, implement and monitor a comprehensive partnership strategy for CRS • Develop and maintain contractual agreements with selected partners 		
Increasing Market Penetration	<ul style="list-style-type: none"> • Explore and expand market of NTOs and TOs in remote and hilly areas • Identify base sources of drug and grocery suppliers to hill and mountain areas with whom CRS can tie up to ensure products 		

	<ul style="list-style-type: none"> reach the specified areas Communicate, liaise, and negotiate internally and externally using appropriate methods to facilitate maximum outreach and sales with development of sustainable relationships
Behavior Change & Communication activities for the community	<ul style="list-style-type: none"> Work with the local NGOs, International NGOs, BCC partners, clubs, women groups, self-help groups towards creating awareness about family planning and healthcare in general and CRS' products Undertake all the Behavioral, Change and Communication (BCC) Activities through customized BCC promotion material for the rural masses
Marketing & Promotional Activities	<ul style="list-style-type: none"> Oversee identification of key products and outlets/ other locations for visibility and marketing activities Facilitate planning and implementation of all schemes and promotional activities
Market Knowledge	<ul style="list-style-type: none"> Oversee data collection and analysis on the market activities, trends and strategies pertaining to related products by similar / other organizations to understand the changing pattern of competition and people's preference towards CRS products Keep abreast with the business / working of the key distributors and outlets
Additional Responsibilities	<ul style="list-style-type: none"> Foster a culture of open communication, achievement orientation and a dedication towards serving the customers better Maintain an up-to-date knowledge base of industry trends, strategic developments through involvement in industry networks and forums Any additional responsibility as that may be assigned by the supervisor
Key People Responsibilities	
<ul style="list-style-type: none"> Ensure effective resource planning for the business development function both in terms of physical assets and human resources Allocate, monitor and evaluate the performance of team members to ensure achievement of assigned goals Monitor and measure effectiveness of branding and communication activities through design of relevant performance indicators 	
Key Performance Indicators	
1	Achievement of targeted revenue and profitability figures
2	Growth in revenues through partnerships over a pre-determined period
3	Operating expenses variance from stipulated budget
4	Percentage of partner complaints resolved
5	Total Business Development targets achieved versus the target assigned on a monthly, quarterly and annual basis

6	Partner satisfaction score
Primary Interface – External	
Source	Purpose
Business Partners	To develop and maintain long-term relationships with partners to achieve organizational revenue and profitability targets
TO & NTO	Promoting the company’s products to encourage them to sell the same and ensuring a steady supply of the same
Primary Interface – Internal	
Source	Purpose
Marketing	Coordinate for marketing activities and initiatives for the Key Accounts
HR	People Policies and practices
Qualification and Experience	
Minimum Qualification	Post Graduate/ MBA
Preferred / Additional Qualification	Degree/ diploma in pharmacy would be preferred
Minimum Experience	8 to 10 years’ experience in Business Development initiatives
Preferred / Additional Experience	

Job Title	Manager – Supply Chain and Logistics		
Job Summary	The role is responsible for supervising and coordinating production, purchasing, warehousing, distribution of goods, financial forecasting services or activities to limit costs and improve accuracy, customer service or safety in order to ensure achievement of departmental and corporate objectives. The position is also responsible for examining existing procedures or opportunities for streamlining activities to meet product distribution needs as well as direct the movement, storage, or processing of inventory.		
Department	Supply Chain and Logistics		
Location	Head Office - Kathmandu	Reports To	
Level / Grade		Reported By	
Key Responsibilities	Activities		
Supply Chain Process Management	<ul style="list-style-type: none"> • Confer with supply chain planners to forecast demand or create supply plans that ensure availability of materials or products • Monitor forecasts to identify changes or to determine their effect on supply chain activities • Define performance metrics for measurement, comparison, or evaluation of supply chain factors, such as product cost or quality • Analyze inventories to determine how to increase inventory turns, reduce waste, or optimize customer service • Develop procedures for coordination of supply chain management with other functional areas, such as sales, marketing, finance, production, or quality assurance • Negotiate prices and terms with suppliers, vendors, or freight forwarders • Meet with suppliers to discuss performance metrics, to provide performance feedback, or to discuss production forecasts or changes • Implement new or improved supply chain processes • Design or implement supply chains that support business strategies adapted to changing market conditions, new business opportunities, or cost reduction strategies • Manage activities related to strategic or tactical purchasing, material requirements planning, inventory control, warehousing, or receiving 		
Logistics Management	<ul style="list-style-type: none"> • Supervise effective conduct of repackaging activities at the warehouses including overseeing the issuance of raw material (products) and repackaging material to the repackaging agency retained with CRS • Resolve problems concerning logistics systems, imports or exports, or customer issues • Collaborate with other departments to integrate logistics with CRS business systems or processes, such as customer sales, order management, accounting, or shipping • Ensure maintenance of metrics, reports, process documentation, customer service logs, or training or safety 		

	<p>records</p> <ul style="list-style-type: none"> • Manage inbound or outbound logistics operations of CRS, such as transportation or warehouse activities, safety performance, or logistics quality management • Direct or coordinate comprehensive logistical or reverse logistical functions for product life cycles, including acquisition, distribution, internal allocation, delivery, recycling, reuse, or final disposal of resources • Negotiate with suppliers or customers to improve supply chain efficiency or sustainability • Direct distribution center operation to ensure achievement of cost, productivity, accuracy, or timeliness objectives • Analyze the financial impact of proposed logistics changes, such as routing, shipping modes, product volumes or mixes, or carriers • Prepare the inventory and reconciliation report on a monthly basis • Ensure timely issuance of promotional materials to the area offices and for the field by Officer – Logistics, after providing due approvals • Maintain the store of products, promotional and other materials • Supervise the work activities performed by Officer – Logistics
<p>Budgeting</p>	<ul style="list-style-type: none"> • Prepare budget for the Supply Chain and Logistics function and ensure adherence to budget figures and cost containment • Monitor and report all marketing spend and return to ensure effective budget management • Ensure that annual and semi-annual reports on the activities conducted and budgetary compliance of the Supply Chain and Logistics department are set to the concerned authorities
<p>Additional Responsibilities</p>	<ul style="list-style-type: none"> • Perform any other responsibility as required by the business or as assigned by the senior management team • Ensure compliance with all the government norms and rules for all the activities undertaken by the Supply Chain and Logistics department
<p>Vendor Management</p>	<ul style="list-style-type: none"> • Oversee the process of verification of the vendor bills regarding promotional material and packaging material for their timely payment • Ensure effective vendor management by the officers within the department
<p>Key People Responsibilities</p>	
<ul style="list-style-type: none"> • Ensure effective resource planning for the Supply Chain and Logistics department both in terms of physical assets and human resources • Allocate, monitor and evaluate the performance of team members to ensure achievement of assigned goals • Oversee and monitor all the support staff engaged in supply chain process management activities, repackaging and logistics and ensure that they motivated, encouraged and work efficiently on a daily basis 	
<p>Key Performance Indicators</p>	

1	Efficiency in designing and adhering to departmental and overall budgets
2	Compliance to the limits set in the Supply Chain and Logistics department budget
3	Timely completion of the performance cycle
4	Efficiency in maintaining the overall documentation and paperwork regarding statutory compliances
5	Efficiency in Vendor Management
Primary Interface – External	
Source	Purpose
Vendors and Suppliers	Negotiations on the contract to be provided
Government agencies	Ensuring statutory and legal compliances and related documentation and paperwork
Primary Interface – Internal	
Source	Purpose
Directors or Department Heads	Addressing employees issues and providing related supply chain and logistics related advisory
Managing Director	Providing periodic updates on the functioning of the organization and taking assistance when required
Qualification and Experience	
Minimum Qualification	Post Graduate
Preferred / Additional Qualification	
Minimum Experience	8 to 10 years’ experience of handling supply chain and logistics management activities
Preferred / Additional Experience	

Job Title	Manager – Monitoring & Evaluation		
Job Summary	<p>The role will be responsible for the monitoring the various projects / programs being implemented by CRS, either through self-funding or through funding support / grants received from any donor organization(s).</p> <p>The role will monitor the activities under various projects that result in the achievement of its intended outputs in a cost effective and timely manner; in line with the overall strategic vision of the program.</p>		
Department	Monitoring & Evaluation		
Location	Head Office - Kathmandu	Reports To	Managing Director
Level / Grade		Reported By	
Key Responsibilities	Activities		
Overall Strategy & Monitoring for the function	<ul style="list-style-type: none"> • Develop and strengthen monitoring, inspection and evaluation procedures within the organization for various projects by developing M&E systems • Monitor all project activities, expenditures and progress towards achieving the project output. Monitor the budget and safeguard against project funds and assets misuse • Provide inputs in developing monitoring and impact indicators for the various projects being implemented by CRS • Monitor and evaluate overall progress on achievement of results and the sustainability of project's results • Provide relevant training / information to the project implementation team on the M&E tools and support them in their implementation • See that all ad hoc evaluation studies needed to gain timely and relevant insights into emerging areas of concern are undertaken and ensure data is shared with all concerned involved in decision making • Make all efforts to engage key stakeholders in important external evaluations to ensure an understanding of locally perceived impacts and problems. 		
Develop Monitoring & Evaluation workplan	<ul style="list-style-type: none"> • Develop indicators and a monitoring strategy for the project(s) / programs being implemented by CRS <ul style="list-style-type: none"> ○ Develop detailed understanding of program(s) goals and objectives and how these are to be achieved ○ Design a work plan for documenting project activities, evaluation parameters, and mechanism for tracking progress toward project goals and objectives; in line with the targets set by the various stakeholders ○ Develop and select program monitoring and evaluation indicators, and data collection methodologies for tracking these indicators on an on-going basis 		
Assessment of the Monitoring & Evaluation Workplan	<ul style="list-style-type: none"> • Ensure timely collection & analysis of the required data in relation to the project activities • Prepare monthly/quarterly/annual reports on project progress and monitor the project activities on a regular basis, developing 		

	<p>and maintaining the MIS of the project under purview</p> <ul style="list-style-type: none"> • Prepare Issues Log and Risk Log for the project • Provide feedback on project strategies and activities. Suggest strategies to the Project Management for improving the efficiency and effectiveness of the project by identifying bottlenecks in completing project activities and developing plans to minimize or eliminate such bottlenecks
Interaction with key stakeholders	<ul style="list-style-type: none"> • Develop close working relationships with all project participants and primary stakeholders –internal stakeholders, donor organizations, private sector and NGOs – all parties required to establish a shared vision of the project and achieve objectives. • Establish and maintain good working relations with the relevant government ministries, as well as other higher-level stakeholder groups • Ensure easy access to M&E reports and data and make sure these are timely distributed to the concerned stakeholders • Support external interactions in ways that foster a joint learning process that identifies how the project could be improved further to achieve impact.
Reporting	<ul style="list-style-type: none"> • Submit required MIS reports (monthly, quarterly, half-yearly and annual progress) on all project activities and progress – including indications of planned actions and financial statements – on time and to the relevant bodies, with assistance from M&E staff and required teams
Additional Responsibilities	<ul style="list-style-type: none"> • Perform any other responsibility as required by the business or as assigned by the Managing Director
Key People Responsibilities	
<ul style="list-style-type: none"> • • 	
Primary Interface – External	
Source	Purpose
Primary Interface – Internal	
Source	Purpose
Project implementation team members within CRS	<ul style="list-style-type: none"> • Coordinate for timely reporting on project metrics • Encourage employees to report data on fieldwork, highlighting problems and possible solutions plus lessons learned
Qualification and Experience	
Minimum Qualification	<ul style="list-style-type: none"> • Bachelors degree, preferably in Business Administration,

	Economics. Statistics
Preferred / Additional Qualification	<ul style="list-style-type: none"> • Masters Degree, preferably in Business Administration, Economics. Statistics
Minimum Experience	<ul style="list-style-type: none"> • At least 5 years of experience in the design and implementation of M&E/MIS in development projects implemented by national/international NGOs • Experience in designing tools and strategies for data collection, analysis and production of reports • Knowledge or relevant / any specific software for M&E data analysis, and MIS
Preferred / Additional Experience	<ul style="list-style-type: none"> • In-depth knowledge on MIS, M&E and development issues • Excellent communication skills (written and oral), with sensitivity to and responsiveness to all partners, including donors and project staff
Incumbent's Signature	
Supervisor's Signature	

4. Competency Framework for Nepal CRS Company

4.1 Introduction to competencies

The word ‘competency’ can mean different things in different contexts but in the realm of the management discipline, the word competency is often used interchangeably with talent, capability and critical attributes that lead to success in a particular role.

Of late issues such as organizational competence and core competency have emerged to allow for better strategic human resource management. They link an organization’s essential values and business to an individual’s i.e., those factors that give an organization a competitive advantage and shared purpose in achieving corporate goals.

Competencies are a set of observable and measurable behaviors comprised of knowledge, skills, and abilities that are indicative of performance for a particular role, job family, or function.

These are enduring qualities that are transferable across tasks and work settings and are aligned with key strategic objectives and values that help foster an organization’s success.

In today's environment, there is a growing recognition that well-integrated talent management programs equip an organization to accomplish its business objectives. Effective use of a competency model provides the foundation for an integrated approach to talent management, improving an organization’s ability to make talent decisions and driving a positive financial impact. When aligned with the business strategy, a competency model helps an organization develop essential employee skills, increase productivity, and support the development of high potentials and leaders.

Competencies identify critical behaviors that lead to successful performance and help employees understand what they need to do, in order to succeed in their jobs and careers. In a nutshell, competencies can be defined as measurable attributes that distinguish outstanding performers from others in a defined job context.

4.2 Competency Framework for Nepal CRS Company

Nepal CRS Company is committed towards providing better and affordable healthcare facilities and methods of contraception to people all across Nepal. To achieve this objective, CRS has to add and enhance people capabilities to the existing workforce and hire better talent going forward. The competency framework sets out how CRS wants its employees to work.

The framework outlines organization wide competencies which are applicable to all employees across the organization, irrespective of the department / function they are working for. Additionally, there are some department / function specific competencies which have been identified for CRS.

- Organizational competencies** reflect in essence the Values, Mission and Vision of the organization and also reflect the broad competencies that all roles should address. These are the competencies that are critical to the continual efficiency of the organization and are considered essential for all employees regardless of the level or function. They are generic competencies pertaining to the culture as well as the need of the organization. Linked with the Mission of the organization, these competencies are indicative of the organization strategy, its market and customers, the challenges that the organization will face. It also enables the organization to align their expectations (as a set of people) and work culture and style to the larger strategic and business need. While the structures and supporting processes facilitate preferred behavior, individual behavior patterns are ultimately responsible for making structures succeed or fail. The organization competencies aim to synchronize and align the individual’s role expectations with that of the organization.
- Role Specific Competencies** These are non-technical job-specific knowledge and skills required to deliver exceptional service in a particular function. “Functional competencies” are job-specific competencies that drive proven high-performance, quality results for a given position.

For each competency, there is a definition / description of what it means in practice and some examples of effective and ineffective behaviors at all levels. The competencies are intended to be discrete and cumulative, with each level building on the levels below i.e. a person demonstrating a competency at level 3 should be demonstrating levels 1 and 2 as a matter of course. These indicators of behaviour are not designed to be comprehensive, but provide a clear sense of and greater understanding and consistency about what is expected from employees at CRS.

Each competency can be demonstrated at five levels as depicted below.

Exhibit 6: Proficiency Levels for the competencies

Proficiency Level	Descr
5	<p>Leader</p> <p>Recognized by others as a role model in the competency throughout the organization/industry. Most sought after and recommends appropriate strategic direction for the competency area based on current standards and best practices</p> <p>Applies the competency in an environment of change requiring exceptional levels of conceptual thinking</p>
4	<p>Advanced</p> <p>Applies the competency to handle non-routine problems and situations. Has a long-term perspective. Is an expert in the demonstration of the competency and can coach others on the same</p>
3	<p>Practitioner</p> <p>Applies the competency in considerably consistently in difficult situations</p> <p>Generally requires little or no guidance</p>
2	<p>Learner</p> <p>Demonstrates an understanding of the competency along with various tools and techniques that can be used in a competency area to support the delivery. Requires some guidance or supervision</p>
1	<p>Novice</p> <p>Awareness of the competency present, however demonstration of the competency through actions is minimal</p>

Exhibit 7: Competency Framework for Nepal CRS Company

Organization Competencies for Nepal CRS Company						
Community Service Orientation	Personal Effectiveness	Developing Collaborative Relationships	People Development	Communication	Achieving Results	
Role Competencies for Nepal CRS Company						
	Field Operations	Marketing & BCC / Program Training	Procurement & supply Chain	Finance	HR	Administration
Product Knowledge						
Influencing Others						
Innovation						
Planning						
Operation Excellence						
Analytical Aptitude						
Team Work & Interpersonal Aptitude						
Cross Functional Integration						

The detailed definition of the competencies along with proficiency levels is detailed in the following pages of this section.

Organization Competency Framework for Nepal CRS Company

COMMUNITY SERVICE ORIENTATION				
Shows empathy towards people. Has a drive towards serving the community. Is passionate about the cause for which Nepal CRS is working. Is able to patiently listen to people. Is able to suggest solutions and offer help to the people who are in need. Is selflessly driven to help the people and works towards providing better healthcare to people of Nepal. Is ready to walk the extra mile to help rural masses so that they can have access to better facilities.				
Key Elements / Behaviors:				
<ul style="list-style-type: none"> • Understanding and spreading Nepal CRS’s values • Drive to serve people • Understanding of the community and their needs 				
Proficiency Scale				
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<ul style="list-style-type: none"> • Is unaware of Nepal CRS’ values, beliefs, culture and does not act in alignment of the same • Displays no inherent drive to serve the community and is only looking towards maximizing personal gains • Has no interest in the community that CRS is serving and doesn't take interest to learn about the cause or serve them 	<ul style="list-style-type: none"> • Demonstrates an understanding of Nepal CRS’ values, beliefs and culture and acts in its accordance only in select situations • Is slightly sensitized towards the community at large but acts on most occasions towards personal gains • Is not aware of the community and people that Nepal CRS serves but shows interest in learning more about them 	<ul style="list-style-type: none"> • Internalizes, upholds and reinforces the values, beliefs of CRS. Demonstrates the ability to learn more about the values of the organization and strives to align himself/herself towards it. • Displays a drive towards serving the community and is empathetic towards the need of the people • Has a good understanding of the vulnerable community and is able to gauge the needs and issues that they face 	<ul style="list-style-type: none"> • Promotes a positive image of CRS and always acts in alignment to the stated culture and values even when challenged or in stressful situations. • Is completely selfless in his approach towards serving those in need and goes out of the way to serve them • Has a deep understanding of the urban as well rural community and is able to guide efforts of the organization so that they are able to serve the community in the best possible manner 	<ul style="list-style-type: none"> • Promotes principle centered leadership. Encourages and guides others to act in alignment to CRS’ culture and values and develops strategies for overcoming even the most challenging cultural differences to achieve common goals. • Is capable of bringing about a change in others and influence them to serve the community. Is highly passionate for the cause and has unmatched flair and understanding for the cause. • Knows the demographics and social patterns of Nepal like no other and devises strategies and social campaigns that provide maximum benefits to people and help in their upliftment

PERSONAL EFFECTIVENESS

Is able to handle and conduct himself in the best manner possible. Is level headed and stable and is not hassled by tricky and unplanned situations. Always on the lookout for an opportunity to learn and grow. Is punctual and disciplined and has a high regard for timeliness for both self and others. Is understanding of the constraints at work and is able to adapt to them. Shows empathy towards others.

Key Elements / Behaviors:

- Managing Self Effectiveness
- Emotional Control and Stability
- Carrying out unforeseen work

Proficiency Scale

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<ul style="list-style-type: none"> • Demonstrates limited inclination towards participation in activities for self-improvement • Demonstrates pessimism when faced with failure; Is unable to work under pressure and tends to feel highly stressed thereby letting his/her emotions affect the work output. • Demands deliverables from other functions without consideration of their constraints • Exhibits limited ability to deal with unforeseen work requirements 	<ul style="list-style-type: none"> • Participates in activities for self-improvement. • Is aware of the need to continuously learn and improve own skills • Strives to show a positive attitude but requires the support and guidance of a superior to help/him tide over the debacles and disappointments in the way of goal achievement. • Understands the constraints other functions work in, but is unable to factor these into his/her plans • Plans own work and ensures timely completion of allocated work 	<ul style="list-style-type: none"> • Tends to maintain effective work behavior in the face of high work pressure; ensures emotions do not affect the work output and uses failure as a learning mechanism. • Empathizes with other teams and the constraints that they face and plans workarounds to ensure dependencies are fruitful. Looks up to and learns from role models within the organization who have experience of collaborating with others for work • Deals with unforeseen work and that of team members and ensures timely and high quality deliverables from the team 	<ul style="list-style-type: none"> • Tends to bounce back from disappointments. Learns from failures, works through the high pressure and stressful situations to deliver a superior output with desired quality. • Understands dependencies of other teams, their constraints, and helps other teams overcome these constraints. Gives guidance to others to show empathy towards fellow • Demonstrates the ability to manage timely completion of unforeseen work for self and team by arranging for the right resources and delegating responsibilities 	<ul style="list-style-type: none"> • Coaches members to help them develop a positive attitude despite failure and develops mechanisms that minimize stressors present in the work environment. • Promotes the need for empathy within the organization. Acts as a role model for considering the needs and constraints of other departments and helping them to work together in synergy • Ensures effective and timely execution of unforeseen work by designing the right organization structure & processes and delegating responsibilities by taking long-term needs into consideration

DEVELOPING COLLABORATIVE RELATIONSHIPS

Builds productive working relationships. Cooperates and collaborates with colleagues. Treats others with respect. Resolves conflicts among team members. Balances individual and team goals.

Key Elements / Behaviors:

- Initiating relationships
- Working in groups
- Respect for others
- Conflict Resolution
- Assisting others

Proficiency Scale

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<ul style="list-style-type: none"> • Relationships are strained by lack of interest in and respect for colleagues • Not someone who can work in groups; often disrupts team process, jeopardizing progress toward common goals. • Exhibits behaviors that negatively impact the morale and accomplishments of those round him/her • Often avoids conflict; not prepared or willing to resolve conflict. • Unwilling to work outside comfort zone to support others. 	<ul style="list-style-type: none"> • Has difficulty building strong, mutually beneficial working relationships • Has difficulty collaborating with others; often prefers to work independently. • Sometimes displays behaviors inconsistent with workplace courtesy and respect. • Unable to resolve or constructively manage conflicts. • Resistant to new challenges; seems disinterested in building skills and knowledge. 	<ul style="list-style-type: none"> • Builds and maintains effective working relationships. • Works effectively and cooperatively with others. • Treats others with respect; encourages and appreciates individual contributions. • Works effectively with others to resolve conflict. • Demonstrates flexibility and willingness to step out of comfort zone to support team and goals. 	<ul style="list-style-type: none"> • Successfully builds productive, mutually beneficial relationships to solve problems and achieve common goals. • Highly collaborative; seeks new alliances to expand sphere of influence and enhance quality of work. • Promotes, supports, and influences a culture of respect and civility among team members. • Manages conflict competently and efficiently; when possible, looks for and proposes middle ground solutions. • Always willing to try something new; balances individual and team goals. 	<ul style="list-style-type: none"> • Leads colleagues to inspired cooperation and collaboration • Models cooperation and teamwork; creates opportunities for self and others to improve working relationships and work outcomes. • Is respectful and welcoming; Inspires collaboration by bridging gaps among diverse individuals and units. • Skillfully and proactively addresses conflict; seeks and achieves ‘win-win’ resolutions. • Consistently goes beyond direct responsibilities to achieve department goals; welcomes new challenges.

PEOPLE DEVELOPMENT				
Committed to coaching people by offering frequent and constructive feedback; enabling subordinate to grow within the organization and improve performance; shares own knowledge, expertise and handhold to improve people's performance. This also involves appreciating people's efforts for their contribution at work.				
Key Elements / Behaviors:				
<ul style="list-style-type: none"> • Inspiring Others • Coaching Others 				
Proficiency Scale				
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<ul style="list-style-type: none"> • Supports others to help them learn about all aspects of the job, recognizing the learning styles of the team members and guide them to achieve individual targets • Clarifies expected behaviors, knowledge, and level of proficiency by seeking and giving information and checking for understanding 	<ul style="list-style-type: none"> • Shares learning experiences and encourages individuals to take responsibility for their own learning and development. • Supervises day-to-day work and provides assistance and „hands on“ help when required under a motivated and positive environment • Checks for understanding, gives timely, appropriate feedback on performance to strengthen specific knowledge/skill areas needed to accomplish a task or solve a problem 	<ul style="list-style-type: none"> • Demonstrates the ability to understand the needs of the team members by listening, actively create challenging opportunities to learn; • Adapts management style to suit the situation. Brings team conflicts into the open, resolving them quickly and effectively • Provides instruction, positive models, and opportunities for observation in order to help others develop skills; encourages questions to ensure understanding 	<ul style="list-style-type: none"> • Celebrates team success ensuring team receives due recognition, creates an environment where people can learn from mistakes in a supportive environment • Inspires a strong desire to succeed in others and also involves team in decision making • Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports) 	<ul style="list-style-type: none"> • Leads by example by creating a vision for people development, guides, takes ownership for the development of the team and generating enthusiasm and commitment • Fosters skill development within team members to perform current and future roles effectively • Demonstrates an astute understanding of the other person's views by asking the right questions at the right time and supports others when required • Invites feedback from team members and works on one's own feedback

COMMUNICATION

Delivers all communication with clarity, impact and passion and tailored to the audience. Commands attention and interest through the use of powerful media, analogies or humor. Makes complex ideas simple. Adapts/modifies his/her communication to address the need. Effectively creates win-win alliances & encourages others to use a range of appropriate influencing techniques. Builds a culture of openness and transparency in communication. Is looked up to as a representative of the organization in leading successful negotiations. Develops creative and effective solutions to problems by using solid conflict management.

- Key Elements / Behaviors:**
- Connects consistently with Diverse Audience
 - Creates and Impact

Proficiency Scale

1	2	3	4	5
<ul style="list-style-type: none"> • Presents information in a muddled, unclear or jargonized way. Talks over others and is unable to communicate coherently. Develops written/oral communication that is confusing and void of critical messages. Demonstrates an unwillingness to listen to others. Withholds ideas and conceals information. • Has no appreciation of the impact of his/her communication on others. Is unable to hold the interest of the audience for long. 	<ul style="list-style-type: none"> • Demonstrates basic communication skills. Is able to communicate basic ideas in a fairly clear and structured manner. Pays attention when other are communicating, but seldom asks questions to clarify his/her understanding. Writes fairly well but requires editing to suit the interest of target readers. Shares information partially. • Uses scripts and set approaches to create an impact on others. Holds the interest of the audience when speaking on known topics 	<ul style="list-style-type: none"> • Delivers ideas and concepts with confidence. Makes effective and adequate usage of data while communicating. Writes clearly with good substance and accuracy. Listens attentively to others. Asks questions and probes meaningfully to gain a holistic understanding of what has been communicated. Shares information openly. • Perceives subconscious messages and applies lessons from the past to create the desired impact on the audience. Obtains undivided attention from the audience. Takes tips from others on improving impact of communications and articulating messages better. 	<ul style="list-style-type: none"> • Delivers difficult ideas and concepts with confidence. Is able to simplify complex ideas for ease and understanding of others. Handles complex on-the-spot questions with ease. Listens without bias to understand the perspectives of others. • Has the vision to anticipate the impact of ones communication on others. Uses varied communication systems and strategies to create the desired impact across groups; both internally and externally. 	<ul style="list-style-type: none"> • Shows finesse when interacting and serves as a role model for effective communication. Is consistently recognized as an eloquent speaker. • Uses intercultural / multicultural knowledge and skills to increase the impact of ones communication on others

ACHIEVING RESULTS

Is highly focused on achieving results and has a drive towards achieving the same. Is able to overcome hurdles and resistance that he/she faces at work. Is able to identify critical factors that are important for achieving results in most effective manner. Knows the job at hand to be done well and able to manage resources towards it in the most effective manner.

- Key Elements / Behaviors:**
- Drive towards achieving results
 - Overcoming resistance
 - Achieving results with limited resources

Proficiency Scale

1	2	3	4	5
<ul style="list-style-type: none"> • Has a laid-back attitude and tends to be blocked by resistance and inertia 	<ul style="list-style-type: none"> • Is focused on achieving results and can overcome resistance when supported and encouraged to do so 	<ul style="list-style-type: none"> • Has a ‘make it happen’ attitude that overcomes resistance and inertia. • Does not get demotivated when things do not work according to plan 	<ul style="list-style-type: none"> • Demonstrates passion for the job and very high levels of energy, urgency and drive for results; spearheads and creates enthusiasm for learning new aspects of not only in one's own field of expertise but also in other areas where CRS works. • Focuses on critical success factors and drives self to deliver consistently high levels of performance 	<ul style="list-style-type: none"> • Has a strong sense of purpose and personal drive to achieve results; with his/her passion, creates a culture which thrives on urgency and strong drive to achieve new benchmarks of performance. • Helps CRS to maintain constant focus on current performance and future goals regardless of circumstances in executing various projects

Role Competency Framework for Nepal CRS Company

PRODUCT KNOWLEDGE				
<p>Understands the full details of the products and services offered by the company and is able to educate the customers of the same. Follows the industry and market trends in the healthcare sector and able to adapt to the changing needs. Has a deep understanding of the technical aspects of the products and services that are being offered by competitor firms in the market.</p>				
<p>Key Elements / Behaviors:</p> <ul style="list-style-type: none"> • Market and Industry Knowledge • Product Usage and Benefits • Understanding of competition 				
Proficiency Scale				
1	2	3	4	5
<ul style="list-style-type: none"> • Is unaware and does not consciously track the market trends or sense the industry dynamics • Is not fully aware of the full benefits and usage of the product and does not show intent in learning the same • Is not aware of the technical details and specifications of the products offered by competitors 	<ul style="list-style-type: none"> • Displays a limited understanding of the business environment and is able to marginally sense the global industry dynamics and changing market trends • Has a fair understanding of the advantages and benefits that Nepal CRS' products offer • Understands the competitor market to some extent 	<ul style="list-style-type: none"> • Has a good understanding of the business environment and is able to use his / her keen judgment in sensing global market opportunities and trends • Has a good understanding of the products and is able to educate the customers of the same • Has a firm grip of the competition prevailing in the market and the services and products offered by competitors 	<ul style="list-style-type: none"> • Continuously tracks the changes in market/ industry globally and customer needs and anticipates medium-term trends managing the dynamic business cycles. • Is able to educate others on the usage of products and point out the advantages it carries over other products • Understands the market competition real well and is able to foresee how to position the CRS' products over others 	<ul style="list-style-type: none"> • Proactively tracks the diverse variables related to global market/ industry dynamics and customer profiles that may not be apparent to others and could impact the future at a global and national level/ anticipates long term trends • Is a technical expert in terms of the usage and benefits of products and is also able to understand customer insights and what exactly CRS needs to do in future • Apart from understanding what the competition is offering in the market, he/she is able to also correctly predict the trends in terms of competition being offered in future

INFLUENCING OTHERS

Displays maturity in discussions and is able to hold the attention of the audience. Is able to adapt to situations and change influencing strategy based on the need of the audience. Is able to connect with a wide variety of audience. Talks with impact and is able to bring out the maximum for both the parties from a situation.

- Key Elements / Behaviors:**
- Ability to influence
 - Creating win-win situations

Proficiency Scale

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<ul style="list-style-type: none"> • Has limited ability to use different influential styles/ strategies • Demonstrates limited ability to convince difficult stakeholders within the organization or externally • Demonstrates little awareness of the diverse settlement strategies. Shows less inclination to create a win-win situation 	<ul style="list-style-type: none"> • Has moderate ability in customizing his/her influencing style based on the target audience • Demonstrates an awareness of the varied settlement strategies but applies them out of context. Shows enthusiasm to generate a win-win, but does not proactively work towards that direction 	<ul style="list-style-type: none"> • Changes one’s influencing style to match the need of the audience and dialogue at a deeper level. • Uses innovative methods to influence others, to get resources as well as desired output • Is able to sell ideas to others effectively and convince others to view things from own perspective. Challenges others' ideas in a non-threatening and effective manner. Develops trust amongst various parties involved in order to achieve a win-win. Is equipped with solid and irrefutable proofs to defeat any negative criticism 	<ul style="list-style-type: none"> • Goes above what is required and uses innovative negotiation techniques to create buy in for the organization’s propositions. • Strives to build a strong network and leverages the same in difficult negotiations. • Has the ability to convince difficult stakeholders within the organization or externally in most cases • Conducts SWOT analysis of the situation and identifies loop holes which could be used while entering into a negotiating situation. Takes creative, bold or radical steps to achieve a buy-in. Builds and strengthens support bases 	<ul style="list-style-type: none"> • Is viewed as a trusted advisor due to his/her influential image, network and respect garnered over time • Uses a combination of personal conviction and passion to create a winning case. • Is a role model who is chosen to represent CRS in difficult situations due to his/her successful track record • Uses multicultural knowledge and skills to increase effectiveness when conducting discussions within and outside the organization.

INNOVATION

Establishes improved ways of working by developing novel ideas to bring about significant improvements. Takes the lead in making significant innovative shifts in processes in line with the vision. Challenges inefficient systems and processes for performance enhancement. Shows openness to others questioning his/her decisions. Thrives on ambiguity and demonstrates a very calm demeanor in uncertain environments. Demonstrates the ability to adapt ones approach as situations change. Demonstrates persistence and does not get bogged down by failure to bring about the necessary transformation. Demonstrates curiosity to look beyond the boundaries to identify opportunities for business ideas. Fosters a culture that thrives on innovation.

Key Elements / Behaviors:

- Thinks out of the box
- Fosters a culture of Innovation
- Operates Amidst Ambiguity

Proficiency Scale

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<ul style="list-style-type: none"> • Has very stereotypical thoughts and finds it difficult to come up with new ideas or novel ways of working. Does not take the initiative and misses opportunities to enhance or bring about transformation through ones ideas. • Shows lack of interest and does not support and encourage members to develop new ideas and approaches • Tends to be uncomfortable with uncertainty and has very low tolerance for ambiguity 	<ul style="list-style-type: none"> • Understands the need and importance of developing novel ideas, but is unable to proactively develop ideas or solutions in Nepal CRS’ context. Is not able to convert his/her free flowing thoughts into constructive ideas. • Supports the creative ideas proposed by others but does not engage in encouraging members to develop ideas on a continual basis • Is tolerant of ambiguous situations but needs to be supported by ample information and specific guidelines in order to move ahead 	<ul style="list-style-type: none"> • Thinks out of the box. Establishes improved ways of working by developing novel ideas to bring about significant improvements. Effectively applies existing practices or processes to new work situations • Helps members understand the importance of developing ideas and supports them in challenging assumptions and changing the status quo • Looks at ambiguity as an learning ground. Works comfortably in an environment where definite information and direction is not available. 	<ul style="list-style-type: none"> • Takes the lead in making significant innovative shifts in processes. Integrates and synthesizes relevant concepts into new solutions for which there is no previous experience. • Maintains a spirit that breaks down barriers to promote new and creative ways to meet goals. Encourages idea generation and creativity of others. • Thrives on ambiguity and demonstrates a very calm demeanor in uncertain environments. Is a visible anchor for others in times of ambiguity 	<ul style="list-style-type: none"> • Comes up with radical ideas to meet the objectives of Nepal CRS’. • Models behaviors that brings out the creativity of others and guides them to generate innovative and viable new ideas. Fosters a culture that thrives on innovation and encourages members to take “smart” risks. • Accepts the dynamics of the situation (internal and external) in which Nepal CRS operates. Establishes key processes that enable Nepal CRS to remain responsive to changing needs.

PLANNING				
<p>Understands and communicates goals and plans to achieve them. Mobilizes resources to achieve shared vision and goals. Aligns knowledge and talent with program goals. Develops and implements metrics to measure results. Anticipates and solves problems</p>				
<p>Key Elements / Behaviors:</p> <ul style="list-style-type: none"> • Effectiveness in Planning • Utilization of Resources • Measuring Result • Tackling issues and problems 				
Proficiency Scale				
1	2	3	4	5
<ul style="list-style-type: none"> • Does not follow an orderly method of setting objectives, scoping out difficulties, detailing work, or planning for task completion. • Is not able to integrate multiple activities and resources into a cohesive, actionable project. • Unwilling/unable to create or track metrics. • Ignores small problems until they become significant, jeopardizing deadlines and effective utilization of resources 	<ul style="list-style-type: none"> • Does not have a clear picture of goals; lacks perspective to pull elements into a strategic view; plans often lack substance and specificity. • Has difficulty identifying and aligning resources to achieve desired outcomes • Has difficulty defining and implementing appropriate metrics to measure success • Identifies problems but does not effectively address them. 	<ul style="list-style-type: none"> • Creates effective plans: defines purpose and outcomes; breaks complex tasks into process steps, prioritizes activities, itemizes resources and estimates costs. • Aligns program goals with talent and resources needed to achieve them. • Conducts evaluations to measure success and determine how processes may be changed to improve quality and/or efficiency. • Addresses problems in process or resourcing quickly and effectively 	<ul style="list-style-type: none"> • Plans with goals in mind; plans clearly identify roles, responsibilities and timeframes. • Maximizes resource utilization, by matching people/materials with program goals. • Implements metrics that effectively and efficiently measure results; recommends improvements based on results. • Anticipates and adjusts for problems and roadblocks; resolves problems in early stages. 	<ul style="list-style-type: none"> • Creates innovative, ambitious plans which align with goals and serve as reliable roadmaps to desired outcomes. • Effectively influences, informs, and mobilizes resources—staff, stakeholders, technical experts—to achieve shared vision, mission, and goals. • Develops and implements reliable, effective metrics to measure outcomes; identifies and recommends changes to improve efficiency and effectiveness. • Proactively anticipates analyzes and solves problems and motivates others to do the same.

OPERATIONAL EXCELLENCE

Adheres to processes and provides leadership through the depth of knowledge in a domain and process. Is able to point out deviation from processes. Is highly conscious about providing a qualitative output. Instills processes that will enhance the quality of services and products. Shares best practices with other departments for eliminating inefficiencies within systems and continuously seeks improvements. Feels personally responsible for each output and gives his maximum to ensure that the best comes out in each output.

- Key Elements / Behaviors:**
- Adherence to Process
 - Demonstrates Quality Consciousness
 - Suggests process improvements
 - Attention to Detail

Proficiency Scale

1	2	3	4	5
<ul style="list-style-type: none"> • Does not adhere to processes • Is not passionate about quality; not able to identify what quality means; does not know how to deliver quality at work; often compromises on quality. Concentration breaks frequently. Doesn't check before delivering the output • Is not inclined to make improvements in processes. • Gets distracted very easily. Is inattentive and tends to miss out on the details on a regular basis. 	<ul style="list-style-type: none"> • Usually tries to align himself to the processes, but at times may overlook them if they are stringent or monotonous • Partially delivers quality outputs at work; Skips quality check under time pressure. Overlooks minor considerations that may be prove crucial in the long-term • Verbalizes support for continuous improvements. Strives to improve processes only when faced with road blocks or challenging situations • Strives to review documents appropriately, but at times tends to miss out on critical details which may have repercussions 	<ul style="list-style-type: none"> • Comes across as a compliance oriented individual and adheres to all the processes • Follows and delivers quality outputs consistently at work. Checks the work before handing over. • Proactively identifies situations/processes which require improvement. Clarifies and articulates the pros and cons of both current state and desired state when undertaking process improvements • Pays complete attention when doing a task. Maps the accuracy of information and work product to provide accurate and consistent work. 	<ul style="list-style-type: none"> • Explains the importance of process adherence to team members. Ensures the provision of in-built checks and balances for adherence to processes • Has insights, understands the purpose of quality; makes improvements in his work to improve quality • Encourages teams and individuals to analyze present processes, systems and policies and suggest areas needing change. • Drives accountability in others with regard to being attentive to details. Pays attention to those details which may have been missed out by others 	<ul style="list-style-type: none"> • Provides leadership through the depth of knowledge in a domain. Acts as a role model for the subordinates portraying exemplary behaviors and full compliance with processes • Rewards and recognizes members who own and implement process improvements. Creates processes within the organization to continuously enhance customer value and reduce redundancies • Drives the message of an error free output within the organization. Instills processes to reduce the errors in services and deliverables

DETAIL ORIENTATION

Has an eye for detail and pays complete attention while at work. Doesn't miss on the finer aspects of work or data and has the tendency to go full detail of the work being done. Is on the lookout for newer things and ambiguous situation don't discourage or upset him. Shows precision and accuracy in his work

- Key Elements / Behaviors:**
- Attention to Detail
 - Dealing with Ambiguity

Proficiency Scale

1	2	3	4	5
<ul style="list-style-type: none"> • Gets distracted very easily. Is inattentive and tends to miss out on the details on a regular basis. Demonstrates a careless attitude • Demonstrates discomfort with ambiguity and shows resistance towards risk taking to challenge status quo 	<ul style="list-style-type: none"> • Is aware of the importance of paying attention to details. Strives to review documents appropriately, but at times tends to miss out on critical details which may have repercussions • Is tolerant of ambiguous situations but needs to be supported by ample information and specific guidelines in order to take risks 	<ul style="list-style-type: none"> • Pays complete attention when doing a task. Maps the accuracy of information to provide accurate and consistent work. Takes necessary actions to produce work that requires little or no checking • Enjoys taking risks where complete information is not available, makes effort to create logical inferences from the data available 	<ul style="list-style-type: none"> • Expresses concern that things be done right, thoroughly, and/or precisely. Drives accountability in others with regard to being attentive to details. Pays attention to those details which may have been missed out by others • Thrives on ambiguity and initiates actions to turn unexpected challenges into positive opportunities for the organization; Anticipates challenges which call for risk taking behavior. • Continuously seeks newer opportunities and challenges in the business environment 	<ul style="list-style-type: none"> • Drives the message of an error free output within the organization. Instills processes to reduce the errors in services and deliverables • Shifts strategic focus and activities quickly and is ready to take risks even in changing organizational priorities; coaches members to take risks to fit fluid circumstances. Demonstrates resilience and influences the key decision makers by leading initiatives to change organizational processes to support the business strategy in the face of changing needs.

ANALYTICAL APTITUDE

It is the ability to analyze data and understand patterns to understand the inter-relationships and draw implications and inferences from these. Ability to understand complex information by breaking and correlating with other data/information or tracing the implications of a situation in a step-by-step way. Includes organizing in a systematic way; making systematic comparisons of different features or aspects.

Key Elements / Behaviors:

- Breaks down large pieces of work into smaller, simplified and more manageable parts
- Sees connections, patterns or trends in the information
- Weighs the costs, benefits, risks, and chances for success, in making a decision
- Solution oriented

Proficiency Scale

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<ul style="list-style-type: none"> • Is unable to establish cause and effect relationships from reports and data • Fails to understand the importance in analyzing problem and data to depth through detailed analysis. • Is not able to process and present logical conclusions from the data provided 	<ul style="list-style-type: none"> • Needs guidance from superiors for using several analytical techniques to study problems and to identify right solution before he adopts the implementation of the solution and derives logical conclusions • Uses assumptions and opinions for evaluating options and is unable to link the smaller steps towards the final desired outcome 	<ul style="list-style-type: none"> • Analyses complex situations, breaking each into its constituent parts and studying it • Identifies a set of parameters, features, or considerations to take into account, while analyzing a situation or making a decision • Can see links for an activity to the broader objective beyond the immediate repercussions • Integrates information from diverse sources, often involving large amounts of information 	<ul style="list-style-type: none"> • Thinks ahead in deciding on best course of action, anticipating likely outcomes • Recognizes the potential consequences or implications of situations, decisions, actions or ideas • Reformulates or restates the problem in different ways to look at it from different angles • Generates many alternate solutions for a problem and makes systematic comparisons between them based on overall objective • Identifies multiple relationships and disconnects in processes in order to identify options and reach conclusions 	<ul style="list-style-type: none"> • Adopts a systems perspective, assessing vast amounts of diverse information on the varied systems and sub-systems that comprise and affect the work • Thinks beyond the organization and into the future, balancing multiple perspectives when setting direction or reaching conclusions • Proactively communicates analyzed information to the management to facilitate them to take decisions/corrective actions

CROSS FUNCTIONAL INTEGRATION

Connects with employees of other teams on a regular basis. Collaborates with employees across the organization to successfully finish tasks at hand. Is able to successfully negotiate and influence others to create a win-win situation for everyone.

- Key Elements / Behaviors:**
- Initiating interactions within and across teams
 - Getting work done from other teams

Proficiency Scale

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<ul style="list-style-type: none"> • Is confined to one's own team and does not make efforts to connect with functions across • Is not able to identify the best resources that can be deployed on a task as he has no awareness of the resources available in other teams 	<ul style="list-style-type: none"> • Makes effort to connect with teams and participate in team activities. Listens to others and collaborates with team members for successful implementation of tasks • While he/she is able to connect with other teams, he is not able to fully identify the resources to get the task at hand done 	<ul style="list-style-type: none"> • Understand the roles of various functions and how they contribute to the organizations. Works towards collaborating with teams. Makes effective plans to involve team members from cross functions to work towards organizational goals • Is able to identify the best resources across teams and get the task at hand done appropriately 	<ul style="list-style-type: none"> • Anticipates the changing needs of the organization and functions, works towards managing their needs to bring about mutual outcomes by creating plans and ensuring that teams are working in collaboration. • Is able to guide others and assist them while coordination across teams and is fully aware of the resources available within the organization 	<ul style="list-style-type: none"> • Establishes regular mechanisms to ensure that teams across various functions are collaborating and integrating to achieve collective goals. Able to handle cross functional conflicts in a calm and effective manner creating a win-win situation for all members involved in it • Knows the strength and weaknesses of employees and teams and is able predict which team or resource will be able to do the work most effectively

5. HR Policies for Nepal CRS Company

As part of the engagement, Deloitte has designed Human Resource Policy document for Nepal CRS Company. The policy manual will serve as a ready reference document outlining the HR policies and processes that are applicable for all the employees of the Nepal CRS Company and enable effective management of the HR function. The manual aims to:

- Define policies, procedures and responsibilities governing the HR function and impacting the employee lifecycle in the organization.
- Provide a transparent framework and a common understanding on employee policies.
- Support Nepal CRS Company in implementing its HR policies consistently, smoothly and without ambiguity.

The key policies covered as part of the manual are:

1. Talent Acquisition : Recruitment & Selection Policy
2. On Boarding – Orientation & Induction
3. Probation & Confirmation Policy
4. While at Work
5. Working Hours & Attendance Policy
6. Visiting Cards Policy
7. IT Security
8. Performance Management
9. Leaves & Holiday
10. Travel Policy
11. Employee Transfer / Relocation Policy
12. Code of Conduct Policy
13. Grievance Handling Policy
14. Employee Separation Policy

The HR Policy Manual, encompassing the Recruitment management guidelines and performance management guidelines are provided as a separate document, along with the relevant forms and formats. An HR policy Tracker has also been designed to track the key changes / modifications suggested in the various existing service rules of Nepal CRS Company.

6. Succession Planning Guidelines

6.1 Introduction

Organizations of all forms and sizes face similar kinds of challenges when it comes to people issues - availability of right talent, retention, development of employees, employee moral etc. are one of many issues that organizations face. One of the key issues is the development of talent to have a constant pipeline of talent that can take up senior and critical roles in future.

Over the years, development activities and initiatives undertaken by the non-profit sector and organizations supporting a social mission are taken keeping in view the deficiencies and problems faced in the society. A large number of such organizations, while being small in size, seek to address some of the most challenging tasks in the society, creating a tremendous need for leadership within these organizations.

What is needed is an inward developed innovative and visionary approach that can help the purpose of creating greater social value consistent with their missions and facilitate the change that is supported by larger funding / donor organizations. Central to achieving their social missions is the human assets and human resource capacity development initiatives through various mechanisms and organized on going learning to improve productivity of employees to help achieve organization goals effectively and efficiently. Institutional development and sustainability of a mission is possible when there is adequate human resource capacities with the right mix of positivity, commitment, vision and action that will facilitate a viable development. Organizations that are working towards a social mission / community service and are to ensure self-sustainability may not be able to support leadership development and succession planning especially due to their small size and limitations on funding for capacity development and budgetary constraints. However, increased expectations in growth for these organizations and the impact that they create has led to increased demands upon leadership. The leaders of tomorrow will be attracted to organizations that have the capacity to succeed, and that provide a stimulating, rewarding and flexible job environment where people can thrive and advance in their careers. An organization that gives ongoing attention to talent-focused succession planning and employee development initiatives can be more nimble and flexible, having the skills and capacity at hand to meet whatever challenges may arise, critical to ensure the viability of an organization. Keeping in view the above factors, effective employee development and succession management initiatives and practices become key requirements that help achieve an organization's long term strategy and goals. It is no longer adequate to focus on replacing people in key positions as they become vacant, rather it is critical to proactively focus on developing and building skills and the talent pipeline to ensure continuity and competitiveness.

The objective of this section is therefore to present specific guidelines, processes and templates for succession management in CRS.

6.2 Succession Planning & Succession Management – Definition

There are two aspects in developing talent and preparing a succession pipeline at any organization.

Succession Planning is a process through which workforce and resourcing requirements are identified and planned for based on the current and future business requirements. The business strategy guides the number of positions and people required currently and in the near future in order to achieve stated objectives. It is an approach where an organization picks out and identifies people who can take up bigger roles in future based on the current performance and potential of existing employees.

Further, **Succession Management** is a systematic and deliberate effort / process through which internal capability and skills are anticipated and developed and a talent pipeline is built across management levels and critical roles to ensure business continuity, performance and competitiveness. The overall objective is to ensure business continuity now and in the future through adequate supply of leadership, managerial, technical and professional talent skills, especially in core and critical roles in the organization. This process not only focuses on identifying talent, it also develops and grooms them so that the organization never faces a shortage of talent and a constant pool of employees is always ready to take up bigger responsibilities.

Over the years succession management has evolved beyond planning to ensure that there is vital pipeline of skills and talent with development and building of internal capability becoming integral to the process.

6.3 Succession Management for Nepal CRS Company

Nepal CRS Company needs to look at succession management for its core and critical positions. i.e. groups that generate a significant share of current or future value for the organization and their stakeholders. While this will not only ensure a steady flow of talent, it may serve other purposes like organization continuity, higher retention level, increased utilization of employee skills. As CRS looks at moving towards a sustainable business model where it either becomes a preferred partner for donor organizations or is able to operate independently on its own, having a well-defined succession management process will serve the following purpose:

- To enable achievement of strategic objectives through:
 - Ensuring a continuous supply (short-term & long term) of competent talent in key leadership and specialist roles
 - Enabling leaders to perform at appropriate levels
 - Ensuring development & learning experiences address competencies (skills, knowledge and values) for different levels
- Enable employees to meet their own career aspirations through appropriate and flexible career passages given their competencies, performance levels, potential, values and interest.

6.3.1 Short Term approach

As Nepal CRS Company progresses towards looking at succession management in a more structured approach, the initial few steps in this direction would have to be measured and well thought off. While the organization has to ensure that it does not become overly cautious while implementing the policies, it also has to avoid being over ambitious as the systems and more importantly the people will need to be trained to handle the sudden transition. It is suggested that Nepal CRS Company takes a calculated approach towards having a succession plan which allows it to slowly adapt to the processes and ensure smooth transition.

The following initiatives can be considered to promote employee development and succession management initiatives in the short term.

- At its core, CRS should undertake and align any existing and new employee development / training initiatives with the strategic vision and objectives. The employee skills should be nurtured with several ends in mind, the most important being pursuing CRS's mission and service goals as effectively as possible; and helping developing current talent pool by distributing managerial and leadership responsibilities among a number of employees to facilitate potential successors emerging internally from the organization.
- In the current context, certain positions at CRS have been lying vacant due to which other positions may need take up additional work and increasingly be involved operational requirements of the vacant position. Keeping in view the strategy for the organization, CRS could identify the critical of the key vacant positions, for which the organization could start identifying incumbents – from the current talent pool or through external sources. Identification of a potential candidate internally, will be based on assessment of the past performance, achievements and the potential of the employee in taking up the new role with higher and increased responsibilities. CRS could form a committee / team to assess the fitment of such candidates internally, based on the seniority of the position being filled.

In the short term, the process is more of aligning any existing or planned training and employee development initiatives to the overall strategy and ensuring filling of key critical approved positions, rather than long term succession management.

It may be stated that the process mentioned above is only a temporary solution for addressing the immediate priorities of the organization and should not be looked at as a permanent solution to building a talent pool at CRS.

6.3.2 Long Term approach

From a long term perspective, it is recommended that Nepal CRS Company should undertake planned initiatives that will facilitate employee development and growth aligned to the organization's objectives. The process has to be institutionalized in the long run so that there is a constant churn of talent to take up future roles.

For Succession Management to be entrenched it must be part of the critical management processes – strategy and business / operational planning, budget planning, performance reviews, talent reviews and succession planning.

The key steps in succession planning are detailed below:

6.3.2.1 Succession Management Preparation

Planning for succession and associated employee development is the first step in the whole succession management process. The main objective is to identify workforce / resourcing requirements based on business strategy. This phase involves the following key steps:

6.3.2.1.1 Understand Business Strategy & Vision: This is the first step towards having a structured approach for Succession Management and lays the foundation for a shared understanding of the organization objectives going forward

- Understand long term vision, strategy & objectives, organization needs, challenges, planned changes, any potential radical shifts in business needs & possible future people challenges
- Understand potential cultural dynamics that might impact the program's success

6.3.2.1.2 Identify Key Position & Organization Capabilities: While employee development initiatives can be focussed to the larger employee population within the organization keeping in view their performance, potential and development needs; succession management is focussed primarily to the critical positions in an organization.

- Update the organization structure keeping in view the organization objectives and accordingly identifying core and critical skill groups (i.e. groups that generate a significant share of current or future value for the organization and its stakeholders); along with the number of incumbents required in a unique identified position going forward. This is important as the current and future resourcing requirements in an organization must be determined based on and aligned to the strategic objectives
- Identification and validation of competencies and skills required in the various positions identified for succession
- Analysis of workforce demographics and statistics (e.g., age, salary, tenure, turnover rate, bench strength, external candidate supply) to identify talent strengths, weaknesses, opportunities, and threats within the identified positions .
- Key stakeholders in the organization accountable for the succession management process may also define and determine levels within at which successors should be identified (e.g., if successors at the manager level should be considered for a Director level position; successors at the Director level should be considered for a position of Managing Director). A part of the process will also include creating the Bench Strength Targets i.e. how many successors does the organization wants to have in pipeline for each position

6.3.2.1.3 Creation of Success Profiles for the Positions identified:

Once the positions have been identified for which succession planning needs to be done, the next step is to create potential 'success profiles' for each of these key positions. The purpose of creating 'Success profiles' is to outline the key attributes that an individual would need to exhibit to be successful in a particular role. This form is created for each role within the organization for which successors are being identified. Information collected in the success profile will be leveraged when linking prospective successors with particular roles.

This can be done by interacting with the identified position holders to understand the role, review existing job descriptions & scorecard metrics to understand the knowledge, skills, abilities that successors will need to successfully perform in key positions. Further focused group discussion can be held to understand what distinguishes outstanding performance from acceptable performance in key positions; and the types of job experiences one would need to have in order to hold these key positions.

The important step here is to correctly identify the employees who give inputs for creating such profiles. The position holder, immediate supervisor or the department head can be consulted for taking the inputs. One of the most important aspects in creating the success profile is to take a long term view of the position going forward, not just what the job entails in the current context but what is expected from the position in the short term period of 2 – 3 years, aligned to furthering the organization interest.

6.3.2.2 Talent Pool Identification & Assessment

The focus of succession management is succession pools. In identifying succession pools, talent pools must be identified first.

After identifying the positions for which succession planning is to be done, a talent pool of prospective employees who can potentially take up the positions are identified and validated. Position holders, Reporting Managers or Department Heads can give the nominations of possible employees who are his/her subordinates and may have a potential to take up bigger roles in future. The HR Department needs to consolidate the list of possible employees and validate the same with the senior management. The list prepared of the potential employees needs to be an exhaustive one and should include all the possible employees who have displayed potential to take up future leadership roles in the organization.

6.3.2.2.1 Criteria for identifying talent pools:

Central to identification of talent is the concept of potential. In the context of Succession Management, potential should be seen as the existence of the ability to handle future assignments or ability to operate at the next level. Talent and Succession pools will be identified based on a combination of characteristics that do not change much (e.g. learning agility) and those that develop across time as the person learns to deal with new situations (e.g. business acumen). Therefore Learning Agility and Job Competencies (for the levels above current role) are the fundamental considerations for reliable and valid talent identification. However, these characteristics alone are unlikely to capture the potential that exists within the organization. Succession potential will also need to take in to consideration employees' current performance as well as work and organization values.

High Potential and High Professionals

There are two types of employees with potential and this is critical to understand in order for Succession Management to be implemented effectively. The two types of potential are:

- Hi-Potential (Hi Po): Individuals that are excelling in their performance and have the potential to become leaders at functional, departmental, location level
- Hi-Professional (Hi Pro): Individuals who are excelling in their performance. These individuals might not have the potential to become leaders at functional, departmental and portfolio/divisional or executive level

The table below provides more illustrative details of the two types of potential. Included in the table are characteristics of individuals demonstrating such potential.

Exhibit 7 – High Potential and High Professionals

Hi Potential	High Professional
<ul style="list-style-type: none"> • Consistently high performers • Their performance and accomplishments demonstrates their potential to play a greater role in the organisation in the future • Display a close match with the identified leadership competencies • Display a leadership style that supports the values/behaviours of the organisation • Innovators and initiators (self starters) of positive change in the organisation - “early adopters” • Results oriented - have personal drive and presence and can adapt to get things done • Flexible and tend to move faster through organisations than their peers • Hungry for learning, experiences and challenges and willing to take risks • Adapt and “learn” to perform better in a variety of first time situations • Learn and develop best through on- the- job challenges • Mentally agile and curious. They find root-cause solutions amidst complexity and ambiguity • High levels of energy and tenacity • Found at all levels in the organisation • At greater risk of being head-hunted and leaving if frustrated or under-utilised 	<ul style="list-style-type: none"> • Have a history of good to high performance • Show potential for mastery of their current role or perhaps growth to a larger or more complex role at the same level • Unlikely to move to a different level in the near future • Stable, reliable, knowledgeable • Extensive technical and functional knowledge and skills expertise • Extensive industry and business knowledge and experience • Good networks and relationships which are difficult to replace • Display appropriate leadership behaviours • Manager will be disappointed if the person leaves, but will be able to replace them • Often long tenure within the organization • Loyal to the business and live the values • Capacity for coping with large scale organisational change, but require support and full engagement • More stable, conservative and strive for improvement and personal growth at a manageable pace • Choose to value and invest in work life balance (e.g. family and other personal interests) • Learn best through structured learning processes • Have the capacity to make good coaches and mentors • Have resilience and tenacity • More cautious about taking risk • Greater need for information and validation

Exhibit 8 – Guidelines for Judging Potential of employees – Illustrative

Turn Potential	Growth Potential	Mastery Potential
<ul style="list-style-type: none"> Exhibits leadership and technical skills that are expected at the next highest organisational level Actively works at building new skills and abilities Aspires to higher level challenges and opportunities Demonstrates “fire in the belly”, passion, initiative, ambition Has a business perspective beyond current organisational level Is orientated toward total business results, not just on the success of own area 	<ul style="list-style-type: none"> Exhibits leadership and technical skills that are high for current organisational level Adds new skills when the job calls for it Aspires to greater challenges but primarily at the same organisational level Is motivated to do more than is expected Has a business perspective beyond current position Is focused on the success of own area and that of the team 	<ul style="list-style-type: none"> Exhibits leadership and technical skills that are acceptable for current organisational level Demonstrates little effort to build new skills but keeps current skills sharp Aspires to stay with the company, as opposed to assuming bigger challenges Is motivated to what is needed in current job Understands the job Is focused primarily on technical issues Fulfills a coaching/mentoring role to develop capability

Talent and Succession pools can be selected based on four key criteria - **performance, values, learning agility and competencies**, as depicted in the figure below:

Exhibit 9 – Criteria for identifying talent & succession pools



Values: Individuals need to demonstrate organization values as they move up or progress laterally in the organization. In order to fulfill leadership and management responsibilities, employees must role model work values and appropriate leadership behaviours before being that will enable the future leaders to deliver results through bringing out the best in people.

Performance Criteria: Performance management scores is a critical success factor in the identification of talent. As a criterion for talent identification, it will focus on the following:

- Track record in delivering results across key performance areas
- Performance ratings in the past two years must be considered to establish consistency in performance

- Employees must achieve performance standards of the current level before being put into succession pool and some of the performance standards at the next level
- Previous track record in performing in new situations must be considered in identifying succession pools.

A sample guide for measuring the performance criteria of employees is provided in Exhibit – 10 below.

Exhibit 10 – Scale for judging employee performance for Succession Management purposes – Illustrative

1 Floor	2 Kick - In	3 Norm	4 Stretch	5 Ceiling
Needs significant improvement. Clearly misses quantitative target by a material amount such that it poses a problem for the organisation. Far from meeting expectation	Needs some improvement, meets some expectations. For a single quantitative objective this would mean clearly missing the target, but being close enough that the performance required some recognition. Room for improvement.	Consistently good and exceeds some targets and expectations. For a single quantitative objective this would mean actually achieving target, but not exceeding it to any degree	Exceed some set performance targets but not at qualifying for a 5 rating	Outstanding, one of the best in this area, exceeds all expectations, exceeds all targets set. For a single quantitative objective this would mean clearly (obvious to all) exceeding the target materially. Starting to achieve targets for the next level of complexity

Learning Agility: This is the ability of the individual to learn quickly in new environments, to continuously improve their knowledge and adapt easily to new challenges. This is largely indicated by ability to demonstrate the following

- Handle ambiguity and complexity at different levels,
- Adapt to change
- Handle complex people management issues and the
- Deliver results in tough situations.

Competencies: Competencies include behavioural and technical/functional capabilities that individuals must demonstrate in order to be successful in their current and future roles. To ensure organization continuity, succession pools should be identified based on competencies for the next levels of leadership.

6.3.2.2.2 Talent and Succession Pools Selection Process:

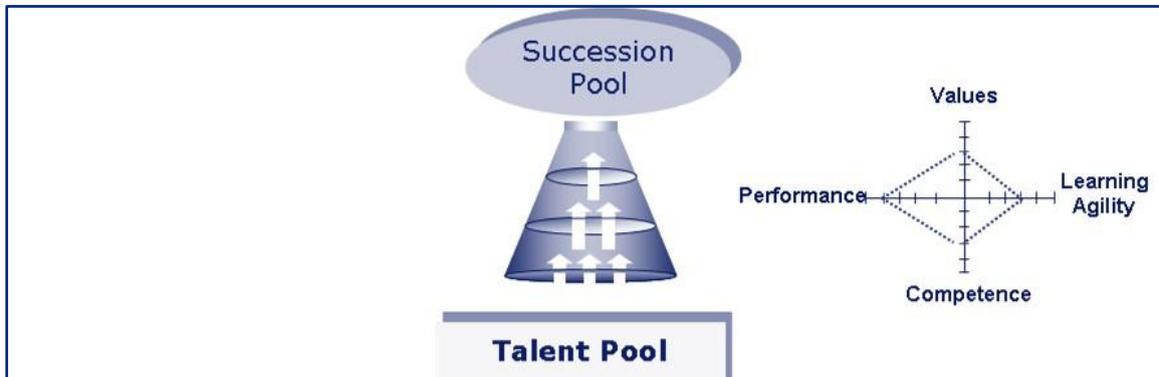
Functional / Department Heads are responsible for identifying and selecting talent and succession pools with the help of HR. Some of the critical aspects to note regarding the identification of Talent and Succession pools are:

- Talent pools consist of both Hi-Potential (HiPo’s) and Hi-Professional (HiPro’s)
- Hi-Po’s are usually automatically included in the Succession Pools

- Succession Pools will be selected from Talent Pools based on learning agility and potential to operate at the next levels. As a result, not all people who are in Talent Pools will be in Succession Pools

The exhibit below illustrates the process of identifying talent and succession pools.

Exhibit 11– Talent and Succession pool Selection Process



6.3.2.2.3 Talent Assessment:

- Assistance from an external agency can be taken for conducting assessment centers that will help assess learning agility, values and competencies standards required for the position(s) under consideration for succession.
- This is done by aligning the competency framework designed for the Nepal CRS Company to the organizational strategies and vision and designing various interventions such as multi rater feedback, case studies, behavioral event interviews, role plays, situation analysis, case lets, business games, simulation exercises, psychometric tests etc. and the relevant evaluation sheets to assess employees.
- It is suggested that these activities be conducted by an external agency that specializes in assessments and can give an accurate picture of the potential of the candidates to take up future leadership roles, using certified tools and also by providing trained and experienced assessors who can accurately judge individuals in an unbiased way and present a customized report for each individual employee participating in the exercise.
- **Individual Development Reports** are prepared by the external assessors based on observations for all participants and collectively drawing out the prominent behaviors observed. This is presented in the form of a report that will include a feedback for each participant, capturing their strengths, and development areas, potential for succession by using detailed evidence-based feedback. The exercise will provide Nepal CRS Company a detailed assessment of talent pool within the organization. The output will be in the form of individual reports or observations on each participant. This can be used to discuss a position by position talent supply, gaps, readiness and retention risk. The results will also give a clear indication on employees who could be possibly considered as successors and eliminating employees who are not on track, underperforming, or who may not be the best fit for the position under consideration.

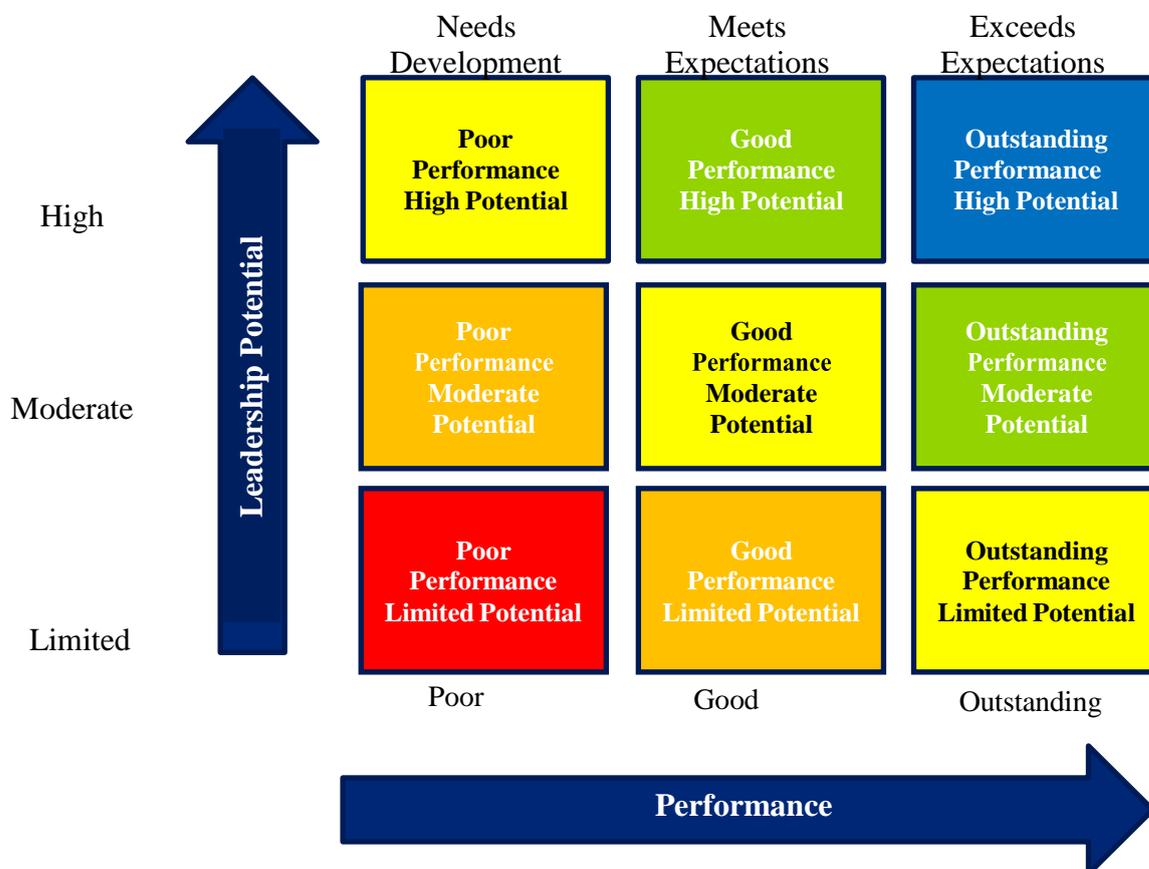
6.3.2.2.4 Talent Mapping:

Based on the process and criteria outlined above, post the talent assessments, employees will be mapped using a 9 box matrix to identify development needs and promotability. The typical considerations in order for the process to be credible and effective used by most organizations are:

- Individuals need to have been with the organization for at least six months
- Mapping will be based on assessment of both potential and performance

The results of the entire assessment center in the form of the individual development reports can be plotted on a 9 box performance potential grid which depicts the future potential and performance of an individual. An employee can fall in any of the 9 grids based on the scores and assessment done and that will determine the performance and future leadership potential of the employee.

Exhibit 12 – Nine Box Potential and Performance Matrix for mapping Talent



<p>Outstanding Performance / High Potential:</p>	<p>The employee is developing faster than the demands of his or her current position. Individual has been given additional assignments and has shown high level of commitment and achieved significant results as well. The individual is also keen on broadening his/her skill set and take on greater scope of responsibility. Such an employee is an asset to have in the organization and it is important to have a clear career path for such employees through a proper succession management for them. They outshine their peers on performance and are eager to take up more responsibilities.</p>
<p>Outstanding Performance / Moderate Potential:</p>	<p>The employee performs well in his/her current job, makes valuable contributions and consistently demonstrates the competencies required. The employee is keen to take up additional responsibilities and increase his / her scope of work in the near future. However, there may be some areas that need to be fine-tuned further before the next leap is made by the employee.</p>
<p>Outstanding Performance / Limited Potential:</p>	<p>The employee is performing well in his / her current job but needs to develop further in the current role. He / she may have all the required skills to perform the current job but has not exhibited leadership potential to take up more significant roles. Employees in this category are excellent performers at work but may not be the best candidates to take up leadership roles either because they are not equipped with the adequate skills or are themselves reluctant to take up more responsibility.</p>
<p>Good Performance / High Potential:</p>	<p>Employee is performing as expected from his job is constantly meeting his performance expectations. He/ She is a steady performer and a valued contributor to the team and has also shown keenness to take up bigger roles and more responsibilities. The employee demonstrates a capacity for advancement frequently seeks out new tasks, projects and other opportunities for growth.</p>
<p>Good Performance / Moderate Potential:</p>	<p>The employee is currently meeting expectations on the job related aspects but may or may not be willing or able to advance. While currently he / she may not be able or ready take on additional responsibility, the opportunity for the same can be explored in future. The employee may not display a lot of strategic intent or thinking and express limited interest in expanded opportunities but there is potential for the same in the future.</p>
<p>Good Performance / Limited Potential:</p>	<p>The employee is currently meeting the expectations of his current job. He/ She is a steady performer and performs his particular job well and the way it is expected out of him / her but does not show any intent or capability or both to take up more significant roles in future. Hence if the role is changed a lot the employee may not be able to match the expectations as it may exceed his / her current capabilities.</p>
<p>Poor Performance / High Potential:</p>	<p>The employee is not able to perform up to the expectations in his / her current job but is constantly seeking opportunities to improve and grow. This can either be because he is new in his current role or he may be a better fit in a role different from what he is right now which is more appropriate to his skill set.</p>
<p>Poor Performance / Moderate Potential:</p>	<p>An employee has difficulties is keeping up to the performance standards expected from him. While there are glimpses of him being an active participant and learner it may be a case where he / she has lost pace with the changes in the organization.</p>
<p>Poor Performance / Limited Potential</p>	<p>An employee has not been able to meet the performance standards in his current role and has a long way to go meet expectations in his current role. There are questions on his / her ability to succeed in the current role in the long term. Consequently, he / she is not very willing to take up additional responsibility in the future</p>

6.3.2.2.5 Individual feedback to employees and Career Development Discussions: Individual participant development report will be communicated to each employee to share the observations, strengths, and focus areas and clarify any doubt that the employee has. This report will serve as the benchmark for all the development needs of an individual before he / she takes up a potentially more significant role.

One-on-one discussions with all employees are conducted at the end of assessments to

- Share outcome from the assessments
- Discuss development needs and goals
- Career aspirations
- Deployment possibilities

6.3.2.3 Talent Development & Deployment

At the core of Succession Management is the accelerated development of Succession pools. Talent mapping at the end of the previous stage leads to identification of a pool of employees – succession pool, who could be developed over a period of time to take on further responsibilities. Some key principles considered in managing development and deployment of succession pools is

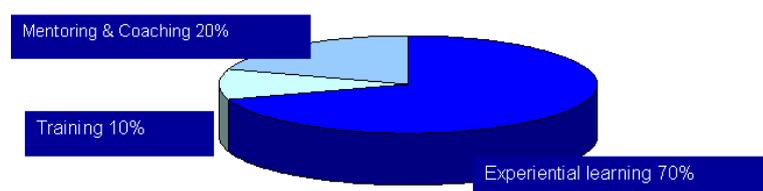
- All employees identified to be part of succession pool must be provided equal opportunities with regards to development.
- It is critical to accelerate the development of Succession pools to build internal capability and ensure that there is adequate bench-strength at different management and leadership levels.
- The type of development that an individual is undertaking should be matched with potential to ensure maximum benefit. If the individuals are too stretched this might lead to failure and vice versa.
- Individual employees that are undertaking development still have a responsibility to perform at acceptable levels

Deployment is a process through which individuals in the Succession Pools are put in specific roles or in specific environments and be provided with specific developmental opportunities over a period of time to accelerate development. Deployment of succession pools may be implemented in various ways however to be effective it must take into consideration employee’s needs and business realities.

Accelerated Development Strategies for Successor Pool identified:

A combination of development strategies should be used to enable development of employees identified as part of successor pool, who over a period of time could be deployed based on performance. These include on the job experiential learning, formal classroom training courses and mentoring and coaching.

Exhibit 13 – Illustrative mix of developmental opportunities



- Training Courses
 - Formal classroom training is least beneficial in ensuring learning and skills transfer. However, this type of learning is critical for transitional learning i.e. when managers transition from one managerial level to the other. This type of training will address knowledge gaps and enable employees to increase breadth of knowledge to be able to effectively operate at different levels of management
 - Formal training courses customised to CRS context can be implemented in combination with on-the- job application / action learning.
- On-the-Job Experiential Learning
 - This type of learning is the most effective in ensuring transfer of skills and learning. Examples of on the job learning experiences are Job Rotation/ lateral moves, Strategic projects, Action learning project, Stretch assignments, International projects, Acting positions, Shadow roles
 - Selection of any interventions should be guided by the type of competency to be developed as each intervention will work differently for different competencies.
- Coaching and Mentoring
 - Employees identified as Succession pools should ideally be provided with a formal mentor or a coach to enable their development.
 - Mentoring process should focus on developing and transferring skills and knowledge based on a specific developmental needs. Succession pool members at all levels should be provided with internal mentors to support their development. The mentor does not have to be the direct superior but must be an achiever in the area in which they are mentoring
 - The focus of coaching process should be to eliminate derailers and develop behaviours and mindsets that will enable succession pools members to respond effectively in their new roles. Coaches must be provided to senior management Succession pools members and should be external to the organisation

It is critical to match developmental needs with opportunities provided by certain roles before deploying employees. This will ensure maximum development exposure. The following criteria should be considered in matching individuals to deployment opportunities:

- Readiness levels
- Willingness
- Availability of roles with appropriate developmental opportunities
- Availability of replacement after deployment

Employees deployed in projects and specific roles should be provided adequate support and mentoring to minimize failure. Where employees are deployed in totally different roles, these should be done in alignment to other processes and policies i.e. promotion, transfer, recruitment and secondment policies.

6.4 Conclusion

Succession Management will enable CRS to achieve its strategic objective by focusing on building internal capability and ensuring a continuous supply of talent and strategic skills, especially for its critical positions.

Moving towards an effective succession management program is a journey for any organization. Considering the current HR maturity of Nepal CRS Company, this journey has just begun. The succession management program if implemented and communicated effectively can ensure steady and continuous progress.

7. Employee Engagement Guidelines

In a labor market that is driven increasingly by knowledge and service skills, employee engagement becomes even more critical to business success. Earlier productivity was built around mechanical systems, individuals' engagement levels were almost a secondary issue. However, in today's economy (and even more so in the future), in order to be successful, most organizations require talented and engaged workforce. More and more organizations are waking up to the fact that engaged employees outperform organizations with less engaged employees, sometimes, by a considerable margin.

Sustaining a productive and committed workforce has become increasingly critical to achieving high performance, organizations that fail to take an active approach in recognizing and rectifying low employee engagement face the danger of low employee morale, low productivity, a culture of negativity and unhappiness and loss of key talent.

This section details out an explanation of employee engagement, typical employee issues faced by Non-profit organizations and guidelines for Nepal CRS Company to undertake Employee Engagement which will form the basis various Human Resource interventions.

7.1 Employee Engagement Defined

Engagement is defined as “the extent to which people enjoy and believe in what they do and feel valued for doing it.”

Employee engagement can be termed as a concept that is generally viewed as managing discretionary effort, that is, when employees have choices, they will act in a way that furthers their organization's interests. It is the extent that an individual employee believes in the mission, purpose and values of an organization and demonstrates that commitment through his actions as an employee and his attitude towards the stakeholders.

Employee engagement is high when an employee reflects a natural enthusiasm for the organization, its employees and the products or services provided. When an employee is engaged, that employee is typically more satisfied, more productive, and less likely to leave the employer to seek new employment outside of the organization.

Exhibit 14: Employee Engagement Framework



An “engaged employee tends to put forth extra discretionary effort at work and the likelihood of him / her being loyal and staying with the organization for a longer duration is higher. Engaged employees are proven to be better performers and they put in extra efforts to get the job done. They show a strong level of commitment towards the organization and are more motivated and optimistic about their work goals. Engaged employees exhibit the following behaviors or qualities:

- Reliability & Dependability, willing to go the extra mile to complete their work , strive to meet challenging goal; fully dedicated to completing projects
- Higher self-motivation
- Confidence to express new ideas
- Higher productivity
- Belief in the organization - look for new ways to contribute to the success of the team and the organization.
- Higher levels of customer approval and service quality
- Organizational loyalty; less employee turnover and lower absenteeism
- Speak positively about role, work and organization to others
- Integrate the organization mission with their own and recognize how their work contributes to organizational success
- Respectful and helpful towards colleagues

Employers with engaged employees tend to experience low employee turnover and more impressive business outcomes. To increase levels of employee engagement and improve or maintain higher employee commitment organizations focus on:

- Increasing communication, particularly related to change and uncertainty
- Decreasing retention concerns
- Enhancing their ability to attract key talent
- Leveraging the impact of employee engagement on business strategy and results

7.2 Typical employee and employee engagement challenges in Non Profit Organizations

In today's context of Non-profit organizations (NPOs), there is a need to develop the employees for the effective service delivery of the organizations mission.

These organizations work primarily through their employees who are either spirited with voluntarism or encouraged to make careers in such organizations. Non-profit organizations would be unable to achieve their social missions without their human assets. Like for-profit organizations, they must be strategic in their approaches to compensation, recruiting, performance management, competence building, and organizational structure in order to effectively manage these assets. However, these issues can present unique challenges to non-profit organizations due to their resource constraints and the demands of their social missions.

Some of the key employee and employee engagement related issues facing these organizations are as mentioned below:

1. Compensation Plans

There are three compensation factors all organizations should consider when determining how to reward their employees: the total level of compensation, the shape of the compensation curve (i.e. the relation of total compensation to performance), and the composition of the compensation package.

There are limited resources to pay salaries due to which financial incentives alone may not be sufficient to comprise an attractive compensation package. Fortunately, some employees derive significant “psychic income” from working for an organization that addresses a social issue they are passionate about. However, determining the level of psychic income employees will receive is difficult as the value an employee derives varies significantly by individual. The level of psychic income received depends on a multitude of factors including the employee’s level of commitment to the cause and/or organization and the work environment. As a result, estimating the value and explicitly managing the delivery of expected psychic income to employees can be extremely challenging for a NPO.

Non-profit organizations cannot use salary as a differentiating factor from its peers and competitors. Limited funds and defined funds from donor organizations limit overpaying to employees, while at the same time, offering significantly below-benchmark salaries make attracting and retaining talented employees much more difficult, leaving the organization less well equipped to achieve its mission.

The shape of the compensation curve i.e. the relation of total compensation to performance, can be challenging for non-profit organizations given the difficulties that these organizations may have with performance measurement and management. Some organizations base their compensation levels purely on seniority, and do not factor in performance. As a result, employees have little incentive to increase their performance because they are compensated based only on the length of time they remain at the organization. Over time, this arrangement can result in vastly different pay rates for individuals doing similar jobs, frustrating newer employees and incentivizing senior employees to stay and continue to perform at sub-optimal levels.

There are several issues around composition of pay packages i.e., the relative mix of monetary and non-monetary rewards an organization provides its employees that are unique to the non-profit sector. For example, introducing rewards such as bonuses based on individual performance to an organization with a collaborative culture may negatively impact the culture by encouraging competition and individual versus group achievement. These organizations must be careful to match the composition of its compensation with its culture to avoid such tensions.

2. Talent Acquisition

These organizations face unique recruiting challenges that for-profit companies do not. Many of these organizations rely heavily on temporary resources such as advisors, consultants, and volunteers in order to augment their management and staff. Focused and thoughtful recruitment of temporary “employees” is essential because, although these employees often do not require a salary, they do require significant time investment from the organization. To make these resource relationships as effective as possible, a NPO must determine the types of skills it needs temporary resources to provide, the level of involvement required of the individuals, and the costs associated with ensuring the temporary resource can add value. When evaluating a potential temporary resource, the organization should consider the level of personality and value alignment between the individual and the organization, and his/her expectations regarding work content and role.

An additional recruiting issue facing NPOs is that it can be difficult to evaluate an individual’s fit and potential in the non-profit sector when the prospective candidate comes from the private sector and/or has little experience with non-profit sector. Due to fundamental differences between the sectors, a person successful in a for-profit company may not realize the same level of performance in a non-profit organization, at least in the short-term while he adjusts. As a result, it can be difficult for a NPO to determine what a potential employee from the for-profit sector can actually contribute to its activities and requires careful thought and consideration about how to make it work.

3. Performance Management

Many organizations have developed cultures that are less confrontational and more collaborative than those found in for-profit companies, so they may tend to avoid critical feedback. While this may temporarily avoid unpleasant situations, a lack of feedback can allow poor or mediocre performance to continue and force competent employees to take up the slack. Taken further, if an employee’s performance is so substandard that it warrants dismissal, the non-confrontational and collaborative culture can delay the recruitment of a more suitable individual.

Managing employee performance in non-profit organizations can also be challenging since measuring employee performance is often difficult. Measuring organizational performance against their missions is a complicated enough endeavor for many such organizations and it can be even more difficult to measure the contribution of the individual to the success of the organization. Due to the difficulty of developing objective performance measures, performance measurement can sometimes degenerate into a subjective and emotional evaluation of simply how the employee performs his or her work, not what they get done.

4. Career paths (or lack thereof)

Many organizations struggle with planning and managing career paths for their employees. Such organizations have the tendency to view the hiring process as an exercise of matching a candidate's current skill set to a particular organizational role, rather than viewing the new hire as a long-term asset who can develop to take on other roles within the organization. Little thought is usually devoted to skill development, and/or cross-training across roles.

As a result, employees can feel “pigeon-holed” into roles without opportunities for personal growth. This can lead to employee burnout and, eventually, turnover. If an employee does leave the organization, the lack of cross-training often means the organization then leaves a skill gap it cannot fill internally; it must recruit another employee with the relevant skill set and start anew.

5. Employee burnout

Although employees of non-profit organizations usually enter the sector with high levels of commitment and idealism, they often eventually experience “burnout” in their jobs. Although employee burnout occurs in the for-profit sector as well, its drivers can be exacerbated in the non-profit sector, including:

- Besides some of the reasons such as low pay and lack of career path mentioned above.
- Difficulty of seeing impact: Some people work for these organizations because they want to make a difference in society. However, the difficulty of measuring the impact an organization and an individual employee has on a social problem can be very difficult so employees may tire of waiting to see the fruits of their efforts.
- Disconnect between commitment level and actual work: Due to the limited resource situation in most non-profit organizations, employees often must fill in wherever help is needed. This can include menial tasks that, in for-profit organizations, would be performed by less-skilled administrative staff. As a result, NPO employees may feel their skills are not utilized fully and that their efforts result in little impact on the social mission of the organization.

6. Turnover

Each of the causes of employee burnout listed above is a contributor to employee turnover as well. In order to minimize expensive recruiting and training processes caused by turnover, the organizations must be conscious of these factors and work to reduce their impact on employees.

Culture in some organizations is so strongly collaborative and inclusive that they resist firing people, even when prompted by budget requirements or negative employee performance. A

feeling that “there is a place for everyone” in the organization may short-circuit the natural turnover process of the organization by attempting to retain all employees as long as possible, even if it is not in the long-term best interest of the organization.

Another challenge related to turnover is common to many growing organizations (non-profit or for-profit): turnover at inflection points of organizational development. As an organization grows and develops, the management and staff may not have the skills required to lead the organization through its new stage of development. Therefore, if an organization is conscious of its changing requirements, it can seek to replace employees with others who have the required skills, thus spurring turnover at each stage. Alternatively, if employees sense that the organization has passed a growth point after which they do not want to participate, they will often leave the organization.

In both cases, the turnover is healthy and necessary. However, like other growing organizations, non-profit organizations may have difficulty recognizing the points at which it must revamp its skill base and prompt this turnover.

7.3 Correlating the typical employee challenges in Non –Profits with CRS

The existing structure of CRS represents the current focus of the organization which is primarily to provide affordable contraceptive products to all strata of the society across the country (including remote locations). This is reflected through a centrally monitored and regionally coordinated sales team spread across remote locations of the organization. With the move towards being sustainable and ensuring revenues from sales are ploughed back in the organization to further the cause / social mission, CRS can be to some extent considered beyond a usual Non – profit organization.

Having spent significant time with CRS we find that the organization has a unique mix of challenges of a typical NPO as well as that of for-profit organizations.

- **Compensation Plans** - During discussions with employees it was repeatedly mentioned that several years ago CRS was considered to be a good organization to work for that had a competitive compensation structure which attracted and retained good talent. Over the years however limited and inadequate revisions to the salary structure has eroded this belief and it appears now that this is one of the primary reason for employee disgruntlement.
- **Talent Acquisition** – There is inadequate focus on talent acquisition strategies which may affect the talent pool for the future, thereby limiting the range of experiences that could be tapped into. The human resource planning does not capture the future needs of the organization for sustainability and there is no standardization in the sourcing process. In order to become a preferred employer, CRS needs to focus on developing a standard and efficient talent acquisition process. The human resource planning needs to be linked to the business strategy of the organization and must be undertaken annually to ascertain the need of the organization, both in terms of number of resources needed and skills required.
- **Performance Management** – Currently, there are two parallel systems for appraising employees’ performance at CRS which defined targets only for the field operations / sales

team. A need to make the system quantitative, aligned to organizations objectives and transparent was felt. Going forward a strong performance management system can go a long way in identifying critical talent pool to reward, promote and incentivize to build a strong and competent workforce.

- **Career Paths** – Capacity building at CRS will have to be looked at in a holistic manner wherein talent acquisition, management and development are integrated processes rather than working in isolation.
- **Employee Burnout** – This is not something that has emerged as an issue at CRS. Employees generally feel connected to mission of the organization but there is an expressed need for a performance driven culture to support growth and self -sustainability. There is a need to ensure optimal utilization of employee skills to ensure higher contribution in not just their day – to – day routine operational tasks but also help drive the overall goals of CRS.
- **Turnover** - During interactions with employees it emerged that there is a strong sense of belonging towards the organization. This was reinforced by employees who have spent a considerable time in in the organization. The employee turnover / attrition has not been an issue for CRS, with a large number of employees having spent considerable years within the organization. While this may be good, it is also important to induct fresh talent from outside for certain specific skillsets.

7.4 Employee Engagement for Nepal CRS Company

Organizations aspire to have an engaged workforce as it has multiple benefits and can fuel continuous and sustained growth for the organization.

It is important for Nepal CRS Company to make efforts to have an engaged workforce in the long term as it will ensure that people stay with the organization for a longer duration. To achieve a sustainable and steady growth in the future it is imperative for the organization to have a committed workforce that fuels this growth and strives to work towards the mission of the organization.

Methodology for measuring Employee Engagement

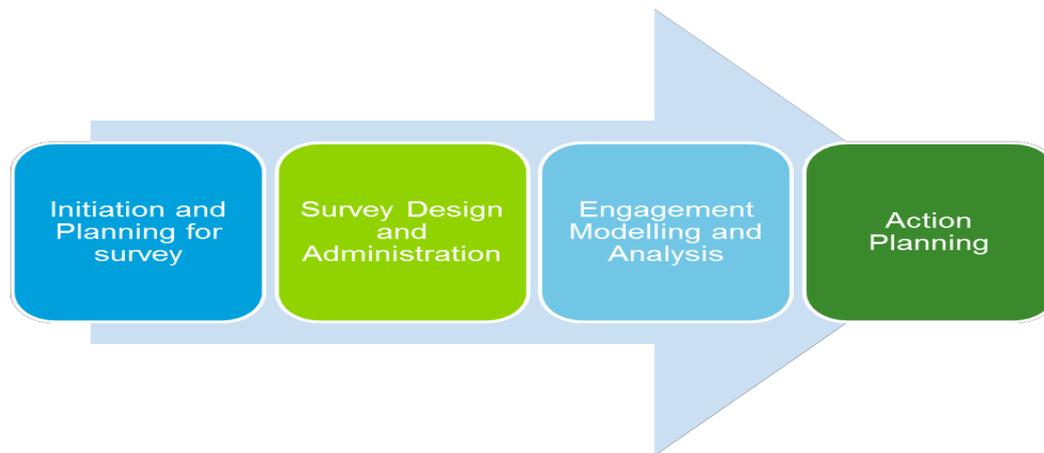
While there is more than one way of measuring employee engagement, the most trusted and accepted are engagement surveys that give a picture of how engaged employees are in an organization.

The employee engagement survey and the analysis of its results can be done either by the HR Department of an organization or by an external agency. However, it is recommended that Nepal CRS Company hires an external agency to conduct this survey due to the following reasons:

- External agencies bring with them past experience of designing, conducting and analyzing the data received from engagement surveys
- It negates possibilities of personal bias and ensures that the process is fair and the results are authentic.
- When driven by an external agency, the survey receives honest and fair responses which may not be the case when the process is driven by the HR of the organization.
- Employees are assured of anonymity and there is a greater sense of trust in the process when a neutral external agency is conducting the process.

While we recognize there may be many ways to adapt the approach, a typical employee engagement assessment process is structured around the following key steps:

Exhibit 15: Key steps for measuring employee engagement scores



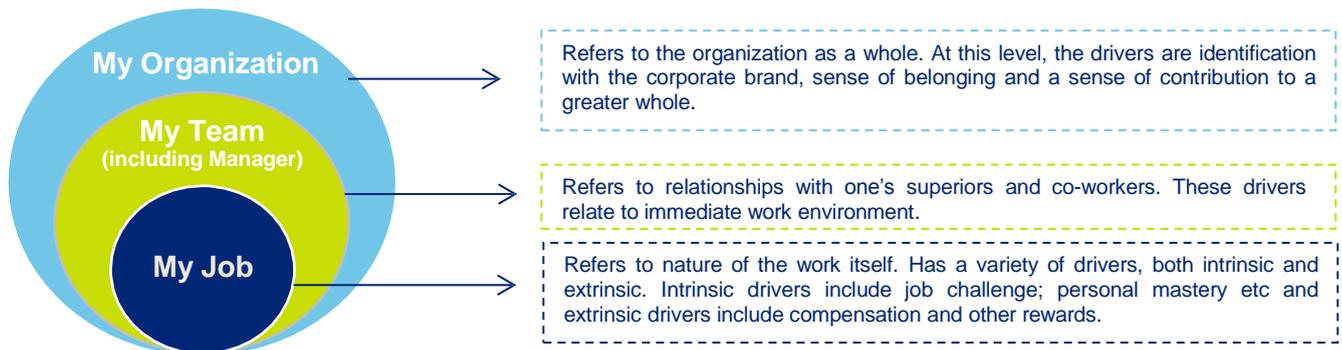
7.4.1. Initiation and Planning for Survey

Planning for an employee engagement survey begins with **understanding Drivers of Engagement.** Engagement drivers refer to the environmental precursors (predictors) of engagement and are levers that can be used to successfully engage employees to increase productivity and decrease turnover.

Exhibit 16: Typical Drivers of engagement in an organization

Dual Dimension Impact	Organizational Culture	Innovation, Flexibility, Customer Focus,
	Day-to-Day Work	Connect job with the business strategy as well
	Manager Characteristics	Facilitates employee commitment to the job,
Single Dimension Impact	Compensation Plans	Financial rewards and incentives such as base
	Benefit Plans	Retirement and work-life balance incentives
	Senior Leadership Team	Motivates employee commitment from
	Learning & Development	Career counseling, training, and promotion

Most successful organizations use a combination of engagement levers to drive engagement. All engagement levers/drivers are loaded further onto three important dimensions which impacts employee engagement:



The objective at this stage is to understand key aspects about the organization that will help identify the employee engagement attributes specific to Nepal CRS Company. Some of the key aspects to keep in perspective are:

- Vision, mission and goals of the organization along with any major initiatives taken / planned by the management or donor / funding organizations
- Current organization set up / structure
- High level understanding of the maturity of the organization, people, processes and systems
- Employee demographics keeping in perspective the functional areas, location, age group, gender, tenure within CRS etc.

This data is usually gathered through meetings and interaction with top management (Managing Director and Head of Departments), HR Department and sample of employees; by the external agency to gather employee perception and understand the enablers, drivers, critical factors, parameters, metrics and indicators for employee engagement in the context of Nepal CRS Company.

- Interaction with the Top Management Team helps gain the leadership team’s perspective of plan and objectives going forward, the prevailing culture, climate and employee engagement attributes.
- Interaction with HR Team helps gather details on employee demographics; identify the key HR processes and policies and other operations that have a bearing on the employees; understand the 'pulse' of the organization by probing members of HR on the employee engagement factors and gather informal feedback on it and also understand details of any similar, related initiative undertaken in the recent past

Based on the data gathered from the interactions conducted in previous step, the external agency will arrive at the final list of Engagement Drivers which will help measure the employee engagement at CRS.

Exhibit 17: Illustrative list of Engagement Drivers

Senior Leadership	Business Vision and Mission	Perceived Organizational Support	Performance Management
Compensation and Benefits	Rewards and Recognition	Decision Making	Communication
Career Management	Roles and Responsibilities	Succession management	Learning and Development
Relationship with Manager	Work Life Balance	Working Conditions and Work Systems	Team Work and Interpersonal Relations

7.4.2 Survey Design & Administration

Survey Design:

The objective of this step is design and / or customization of the Employee Engagement Survey Questionnaire based on the identified engagement attributes and keeping in perspective the context of CRS.

1. Basis the data gathered from the interactions, the final list of Engagement Drivers to be assessed is arrives at. These drivers are a combination of the elements that an external agency would have obtained through the context study as well some crucial drivers based on the external agency’s prior experience and expertise.
2. Each identified engagement driver has a set of statements/questions which will measure the driver in its entirety.
3. The statements are unambiguous in nature so as to elicit the desired response from the participants.
4. Usually a five point scale as mentioned below is used to measure each statement. The scale reads as follows:
 - Strongly Agree
 - Agree
 - Neither Agree nor Disagree / Neutral
 - Disagree
 - Strongly Disagree
5. The survey may also include some open-ended questions in order to obtain qualitative responses from the participants and will serve the purpose of validation of the quantitative responses

6. In order to maintain confidentiality and ensure maximum participation from employees, the engagement questionnaires do not ask for employees to share their names, but rather seek information on the demographic profile (such as department, location, age group, tenure, gender, etc), so that the responses can be aggregated and analyzed accordingly.
7. Thus, the survey's overall design will aim to provide the integration of strategy, engagement and implementation that is critical to CRS's overall organization performance. It will assess employee attitude in order to provide a realistic measure of engagement. The Survey Questionnaire includes questions to assess engagement levels for employees in the organization and also aims to focus on the cultural aspect of the organization.
8. Prior to roll out, the external organizations usually validate the questionnaire with an identified team at CRS for the same

Survey Roll Out: This phase marks the launch of the main survey amidst appropriate communication and branding of the initiative.

9. Surveys can be rolled out in one or more languages, such as Nepali & English; and the translation is usually done by expert translators to ensure the survey questions and its literal meaning is intact.
10. Surveys can be administered both online and offline, keeping in view the accessibility to internet and familiarity and comfort level of employees:
 - a. **Online Administration:** To ensure confidentiality the external agency will host a website for the online survey. The link for taking up the survey along with the password is sent to all the employees.

The survey process is hosted through technology, with the ability to track survey completion in real time and access preliminary results, which are available almost immediately. The entire process is hosted on a reliable, secure platform that provides powerful access and reporting features while maintaining employee confidentiality.

On the survey "launch" day, an email will be sent from the ascertained email id to employees with a link to the online survey and instructions for completion.

All participating employees will be required to fill the Engagement Survey. For the Online survey, the external agency directly collects the data from the filled questionnaire online. Regular reminders via email are sent to the employees for the duration of the survey to ensure maximum responses are received.
 - b. **Offline / Paper-based Survey:** A paper-based version of the survey can be administered for employees without disclosing their name or any other details. Representatives from the external agency are usually present at the time of the survey administration. On receiving the pen and paper responses to the survey, the same are then entered in the "Response" template maintained by the external agency consolidating it with the responses received from the online survey. The compiled raw data in the database is cleansed for any incomplete responses.
11. Tracking of the responses received on a daily basis (for both online survey tool and the paper – pen questionnaire) is done by the external agency, during the weeks that the survey is live / rolled out and share the status with CRS team.

A sample employee engagement survey questionnaire has been provided as **Annexure – 2** to this document.

Communication Strategy during roll out of Employee Engagement Survey:

12. Employee Engagement initiative by any organization happens to be an important, yet a sensitive initiative and hence, adequate care needs to be taken before the launch and roll out of such an initiative. The external agency usually assists with the preparation of an appropriate communication plan for employees undertaking the survey so that they understand the purpose of the survey and the importance of their participation in the survey process.
13. The initiative may be branded using an appropriate brand name that is in sync with the CRS culture and helps share the message of the initiative with the employees at CRS.
14. The communication message to the CRS employees may be spread through appropriate posters, screen savers and emails to create awareness of the initiative, the expectations from the employees and the benefits from the engagement being undertaken.
15. An ongoing communication with employees is maintained throughout the survey roll-out process to encourage participation, as well as follow-up communication once the survey is completed

7.4.3 Data Analysis

1. The data collected from the survey is analysed to derive at the overall engagement level / score for employees at CRS.
2. The data is aggregated and analysed to reflect results regarding specific sub-components - engagement attributes / parameters that are included in Engagement Survey Questionnaire. This helps in understanding the specific aspects of each engagement attribute that are areas of high/ low employee engagement and therefore help in devising recommendations and way forward in a more systematic and directed manner.
3. The engagement scores are analysed keeping in view the employee demographics. Data is analysed to find correlations and identify areas of strength and weakness, trends and concern points by level, department, seniority and geography.
4. Regression analysis and a correlation analysis may be conducted to get a better picture of which of the parameters actually have greater impact on the engagement and satisfaction of the employees and which have a lesser impact.
5. This step of the exercise is very crucial as it gives detailed insights on the engagement levels of the organization. Different cuts can be made to analyse engagement levels and drivers across geographies and departments.
6. The key outcome of the survey is shared with the Senior Leadership and HR team and typically comprises the following aspects:
 - a. Overall Employee Engagement levels at CRS
 - i. Employee engagement score for each function / department
 - ii. Employee engagement score location wise - for each area office
 - iii. Employee engagement score across levels
 - iv. Employee engagement score over different dimensions of the employee categories
 - b. Linkage of the overall perception of the respondents with the engagement level
 - c. Correlation / interdependencies of various engagement attributes / parameters driving engagement at CRS
 - d. Importance of engagement attributes through regression analysis technique

- e. Indicative strength and weakness of CRS, as perceived by respondents
- f. Recommendations for enhancement of employee engagement
 - i. Areas for improvement
 - ii. areas of consolidation
 - iii. identification of Key Action Areas for CRS

A sample detailing of employee engagement scores has been provided as **Annexure – 3** to this document.

Exhibit 18: Key Analysis typically part of Employee Engagement Report

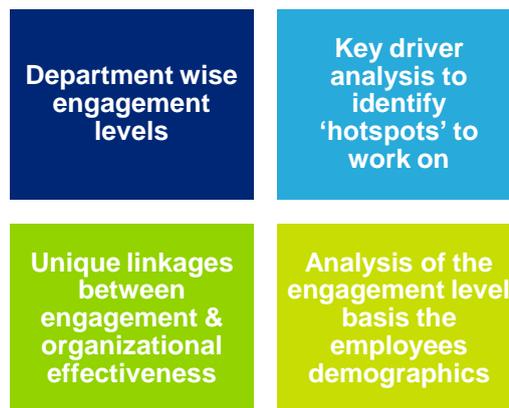


Exhibit 19: Illustrative analysis scores from an employee engagement survey

Overall Employee Engagement- Intention to Stay Scores



Organizational Over All Employee Engagement Intention to Stay %



Organizational Over All Employee Engagement Intention to Stay Average Score



Organizational Over All Employee Engagement Intention to Stay Standard Deviation



Overall Engagement: Intentions to Stay Scores

Overall Employee Engagement- Positivity (Satisfaction) Scores

Organizational Over All Employee Engagement Positivity %



Organizational Over All Employee Engagement Positivity Average Score



Organizational Over All Employee Engagement Positivity Standard Deviation



Overall Engagement: Positivity Scores

Overall Employee Engagement- Willingness to Strive Scores

Illustrative



Organizational Over All Employee Engagement Willingness to Strive %



Organizational Over All Employee Engagement Willingness to Strive Average Score



Organizational Over All Employee Engagement Willingness to Strive Standard Deviation



Overall Engagement: Willingness to Strive Scores

Exhibit 20: Illustrative action plan / key area identification post employee engagement survey

Dimension	Timeline (to be initiated within)	Immediate Steps	Future Steps
Learning & Development	0 – 3 months	<ul style="list-style-type: none"> Accommodate training requirements in the next year's budget Create a training calendar for the next year Select an external trainer as the current HR Department is not geared to handle the workload 	<ul style="list-style-type: none"> Assign responsibility for Learning & Development to a member of HR Arrange for KRA weightage to Learning & Development in individual scorecards Develop a separate Training & Development vertical in the HR department
HR Policies	0 – 3 months	<ul style="list-style-type: none"> Revisit HR Policy manual to detail out existing policies and eligibility criteria based on grades/levels Raise awareness of the policies that are currently available to the employees Differentiate between a policy manual and an employee handbook Distribute copies of Employee Handbook to all employees Conduct sessions on HR Policies and employee eligibility at HO & TRP 	<ul style="list-style-type: none"> Update policy manual based on real-time changes in the business scenario Consider including additional policies such as those suggested earlier
Rewards	0 – 3 months	<ul style="list-style-type: none"> Benchmark ECL against the market for compensation to ensure that compensation is at a competitive level Create formal recognition programs to give credit to performers Generate consensus at Senior Level about a differentiated Variable Pay plan 	<ul style="list-style-type: none"> Introduce a variable pay scheme linked to performance

Illustrative

Dimension	Timeline (to be initiated within)	Immediate Steps	Future Steps
HR Strategy	3 – 6 months	<ul style="list-style-type: none"> Accommodate for a separate HR Department in the annual budget next year 	<ul style="list-style-type: none"> HR to be a separate vertical reporting to the MD directly Suitable candidate to be hired to the post of VP/GM HR to lead the vertical
Talent Management	3 – 6 months	<ul style="list-style-type: none"> Identify Hi-Potential employees who should be focused on next year Introduce a differentiated plan to expose them to critical areas of work 	<ul style="list-style-type: none"> Conduct Development Centers to identify leadership capabilities of potential future leaders and Hi-Pos. Also conduct DCs for current and future leaders to identify their specific individual and group development needs
PMS	3 – 6 months	<ul style="list-style-type: none"> Introduce a basic Performance Management System that can be scaled up 	<ul style="list-style-type: none"> Identify KRAs on a yearly basis Organize team activities to discuss KRAs to arrive at a consensus on them Conduct sessions to cascade the KRAs down to the lowest levels in each department
Vision & Mission	3 – 6 months	<ul style="list-style-type: none"> Conduct a workshop between the two locations to increase teamwork 	<ul style="list-style-type: none"> Conduct workshop with all employees for joint vision & mission building to increase buy-in
Employee Communication	3 – 6 months	<ul style="list-style-type: none"> Quarterly communication by MD to all employees at HO and TRP regarding business performance and quarterly growth plans of the organization Increase brand visibility internally Strongly communicate the need for open channels of communication within/between departments 	<ul style="list-style-type: none"> Continue constant communication and visibility Conduct off-sites for teams to increase team work on a department as well as organization level

7.4.4 Action Planning

1. Post the reporting of the engagement scores, action planning workshops are organized with senior leaders for the following:
 - a. Decide on the course of action/change for improving the overall employee engagement level.
 - b. Formulate targeted intervention for specific drivers having strong positive and negative impact on the engagement level of the employees.
 - c. This workshop is usually facilitated by the external agency who presents on implications of the Employee Engagement Survey data, the drivers having a positive and negative impact on the engagement and help finalize the priorities for action.
2. Suitable interventions enumerating remedial actions required for bridging the engagement level gap against the bench-marks are deduced, and internal team members are identified who could lead the identified action areas.

7.5 Conclusion

True engagement goes beyond a concern of what aspects of the work affect employee success, expanding into what aspects of their work also affect the success of the organization. Engaged employees are affected and concerned about the success of the organization they work for.

Some of the key strategies that CRS could adopt to have a motivated and engaged workforce that will help achieve the mission are:

- Communication of the mission and strategy - For employees to truly embrace the overall goals that CRS is working for, they must know what the mission is and how the organization is performing toward meeting those goals. It is important for employees to understand the link between day-to-day activities and the big picture. Showing individuals how their actions contribute directly and indirectly to the success of the organization will create a sense of shared accomplishment and accountability
- Developing Core Values that define the internal fabric of the organization and commitments of every individual
- Developing employee talent – It is important to understand what employees are looking for in terms of short-term and long-term development. The organization needs to show intent to promote from within, and take an active interest in each employee’s development. This will involve skills planning (understanding what skills exist in the organization and which need to be developed, aligning these with the skills that individual employees are interested in developing); goal setting (understanding where an employee would like to be in 2-5 years and how the organization can support those goals); training and learning (providing the opportunity for employees to build upon their existing skills or learn new skills)
- Creating specific performance standards for each position – This will enable each employee to understand the job, why is it important and how the performance will be evaluated
- Providing opportunities for cross-functional work by rotating responsibilities
- Creating task force from employee group across levels / functions to analyze and make recommendations around a work challenge / issue
- Non-monetary rewards such as :
 - Thank you email to employees and direct supervisor outlining accomplishment of employees
 - Praise or mention in team meetings or announcements
 - Group sharing opportunities for recognition.

8 HR Dashboard / Data Management Guidelines

Valuable time and money is spent by organizations in ensuring that appropriate decisions are based upon solid, accurate data and information. Analysts typically spend 80% of their time retrieving and manipulating data and only 20% of their time using and analyzing the information for decision making. In order for any measure or analysis to have relevance to the organization it must provide insight into the state and direction of the organization in light of its strategic objectives. Therefore it is imperative that measures that are used to steer the organization are clearly tied to the strategy of the organization, the function or the business unit.

Whether an organization comprises just a few employees or a few thousand, its employees i.e. human asset is its most valuable resource. To manage them effectively, it is imperative to track all sorts of information from employee's demographics to salary history to their annual performance outcomes.

HR metrics are becoming more complex as organizations seek to define the strategic value of human capital. These metrics and KPIs used by an organization need to have relevance by being aligned with the organization's strategy so that such data is transformed into information that can assist management with decision making on a tactical and strategic level.

This document provides an outline for how HR department at CRS can maintain and monitor some key HR data, and share the key metrics as a dashboard that will support decision making in the best interest of the organization.

8.1 HR Data Management

The HR department in an organization processes and works on a lot of critical and sensitive information about the employees in an organization. The quantum of data in itself may also be large. The Data Management for an HR Department is the storage and processing of all the data of an organization and the employees ranging from the personal records to the data pertaining to the various HR processes such as recruitment, compensation, performance management, attrition, travel, transfers etc.

Most small organizations usually don't have a staff member dedicated to HR, assigning the responsibilities for the function to other staff such as Functional Heads and Administration Manager. More often than not, the task falls to a long-time employee, who is well-liked and knowledgeable about operations, but has no specific HR training, and tends to take on the tactical side of human resources, but not able to focus much on the strategic planning.

Usually, smaller organizations in the profit or non-profit sector do not prioritize HR since they want to focus on the key goals of the organization at large or are struggling for resources. However, studies have shown that HR tasks still take up a lot of staff time, especially at senior levels. With HR low on the scale of priorities, organizations tend to take a similar view of

software to manage human resources. In general, smaller organizations may need a cultural change to understand the benefit of technology to maintain and track this data.

To reduce the manual workload of these administrative activities, organizations electronically automate many of these processes by introducing specialized human resource management systems through internal or external Information Technology (IT) professionals to develop and maintain an integrated Human Resource Management System (HRMS). HRMS can reduce administrative time and improve efficiency by helping track and organize the human resources data. Some of the key areas under HR that are automated and tracked in most of the organizations are payroll, time and attendance, performance appraisal, benefits administration, recruitment management, performance appraisals, exit management, etc. There may be individual systems aimed at a particular area of human resources, or an integrated system that works seamlessly across the various sub functions of HR.

Smaller organizations, to start with, prefer to first induct a full-time HR person on board who can start organizing and maintaining basic data before the organization leaps into the decision for an automated Human Resource Management system that requires monetary investment.

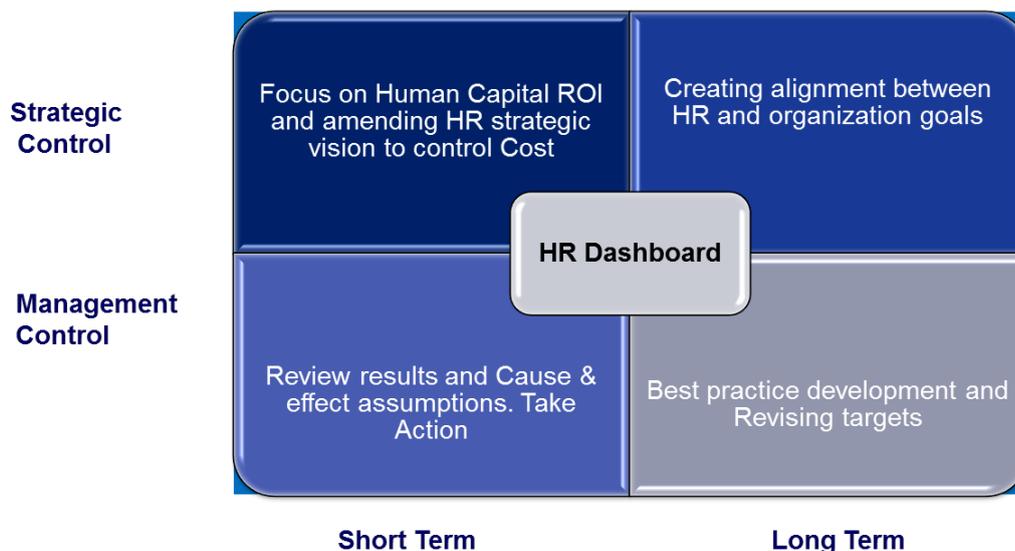
One of the most common methods in use to track the HR Data is through a “Dashboard”. Dashboards are strategic in nature, however they are graphically oriented and aim to provide a simplified, easy to read presentation of complex information. The aim of a dashboard is to provide a user friendly means of indicating progress towards (or away from) strategic goals or imperatives. Dashboards may offer a high degree of interactivity allowing the user to click through the presented data to gain greater detail, or alternative views on the presented data. The graphical interface simplifies critical real-time information so that one can see what is happening at a glance.

For the HR Department, it serves the following purpose:

- Helps focus on and understand the value created within HR and support to the core organization activities
- Provides a consolidated view of a standard set of metrics to the Senior Management
- Helps indicate the efficiency and effectiveness of the HR Department
- Standardized measures improve understanding of key trends
- Defined metrics and their tracking provide an on-going forum for communicating expectations and measuring effectiveness of the HR interventions in the company

Exhibit 21 below provides a glimpse of the advantages of an HR Dashboard and how it is useful for the HR department as well as the organization. It illustrates the fact in the short term as well as long term; an HR Data Management System can assist the organization in providing key inputs which can be utilized for managing resources better and also forming strategic decision for the future.

Exhibit 21: Benefits of an HR Dashboard



The HR Dashboard can be thought of as a scorecard providing a strategic view of progress and delivery against strategic HR goals. The intention is to provide the right information at the right time to allow for decision making. The information therefore has to be clear and actionable. Typically, a the dashboard displays graphic indicators that visually convey the overall success or failure of key performance indicators for the HR function, each of which ultimately represents an aspect of organizational performance.

Exhibit 22: Sample HR Dashboard



8.2 HR Dashboard for Nepal CRS Company

An HR Dashboard for CRS has been provided (Reference Excel File attached: HR Dashboard_Nepal CRS Company.xls). The data can be entered manually in the individual sheets and the summary sheet. The figures represented display the following information:

Figure 1: It represents the month wise Recruitment Cost of Nepal CRS Company. It gives the total cost of all the recruitments that have been made by organization on monthly basis.

Figure 2: The figure represents the annual recruitment cost incurred for each of the departments at Nepal CRS Company.

Figure 3: A split of cost by the source of recruitment is represented in this figure. This can assist in gauging which source of recruitment is the most cost effective.

Figure 4: Depending on the type and nature of issue faced by the employees, the figure highlights the different types of issue faced by the employees at Nepal CRS Company.

Figure 5: The figure highlights the efficiency of the organization and the departments in resolving the issues faced by the employees by highlighting the issue resolved against the issue raised by the employees

Figure 6: Based on the level at which the grievance or issue are resolved the figure gives a department wise split of the issues and by whom is it is resolved i.e. the reporting manager, HR Department or Managing Director.

Figure 7: The figure gives a department wise split of the performance ratings given to employee at the organization.

Figure 8: The figure highlights the High Potentials and employees undergoing Performance Improvement Plan (PIP) of various Departments.

Figure 9: The figure highlights the cause for separation, both voluntary and involuntary at Nepal CRS Company

Figure 10: The figure depicts the monthly attrition rate of the organization

Figure 11: A department wise split of the attrition rate of the organization is depicted in this figure.

While the above are a few indices and figures, over a period of time, as the organization matures and there data availability is sufficient, more information can be depicted on a dashboard so that it helps in making more strategic and informed decisions.

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Annexure – 2

Sample Employee Engagement Survey Questionnaire

Thank you for participating in this survey. **Answer all questions by placing a circle around the number that matches your opinion. If you do not have enough information, or feel a question doesn't apply to you, circle the number "0".** The results will be tabulated by an independent consulting firm and never broken down in a way that would identify individuals.

SECTION A: General Feelings about the Organization

Indicate the extent to which you agree or disagree with each statement (circle one number for each):	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Doesn't Apply
I feel a strong sense of belonging to my organization.	5	4	3	2	1	0
I would do whatever it takes to solve a customer's problem.	5	4	3	2	1	0
Too much of my life would be disrupted if I decided I wanted to leave my organization now.	5	4	3	2	1	0
I could get a job offer outside this organization very quickly.	5	4	3	2	1	0
The reason I prefer this organization to others is because of what it stands for, that is, its values.	5	4	3	2	1	0
When confronted with a problem or obstacle at work, my response is "there's got to be a way."	5	4	3	2	1	0
There are many positions available to me in the local job market.	5	4	3	2	1	0
For me, this is the best of all possible organizations for which to work.	5	4	3	2	1	0
It would be very hard for me leave this organization right now, even if I wanted to.	5	4	3	2	1	0
I am willing to change how I do my job if this will help the organization.	5	4	3	2	1	0
I plan to work for this organization for many more years (or until I retire).	5	4	3	2	1	0
I am proud to tell others that I am part of this organization.	5	4	3	2	1	0
I'm always focused on what needs to be done and not just what I've been assigned.	5	4	3	2	1	0

SECTION B: Image of the Organization

Indicate the extent to which you agree or disagree with each statement (circle one number for each):	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Doesn't Apply
My organization takes employee interests into account when making decisions.	5	4	3	2	1	0
This organization responds quickly to competitive opportunities.	5	4	3	2	1	0
This organization is focused on its shareholders.	5	4	3	2	1	0
This organization is doing everything it can to have a positive impact on the community.	5	4	3	2	1	0
This organization is committed to winning.	5	4	3	2	1	0
My organization appreciates and values its employees.	5	4	3	2	1	0
My organization cares about how its decisions affect customers.	5	4	3	2	1	0
This organization “goes the extra mile” in supporting community organizations.	5	4	3	2	1	0
My organization involves employees in decision-making.	5	4	3	2	1	0
Increasing the wealth of shareholders is a priority in this organization.	5	4	3	2	1	0
This is a customer-focused organization.	5	4	3	2	1	0
My organization empowers employees to make decisions on their own.	5	4	3	2	1	0

SECTION C: Ratings of the Organization

Please rate your organization in the following areas. Indicate whether the performance is excellent, very good, good, fair or poor. Circle one number in each row.

Top Management Leadership of the Organization		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Doesn't Apply
Overall rating of Top Management Leadership:		5	4	3	2	1	0
Specific ratings	Clearly explaining the thinking behind the organization's strategy.	5	4	3	2	1	0
	Empowering other people in the organization to make and carry-out decisions.	5	4	3	2	1	0
	Providing the resources you need to get the job done right.	5	4	3	2	1	0
	Top managers acting as a team.	5	4	3	2	1	0
	"Walking the talk" when it comes to being customer-focused.	5	4	3	2	1	0
	Keeping commitments to employees.	5	4	3	2	1	0
	Having sufficient information to know how the organization is doing.	5	4	3	2	1	0

Management of Change Within Your Organization		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Doesn't Apply
Overall rating of Change Management:		5	4	3	2	1	0
Specific ratings	Planning before making important changes.	5	4	3	2	1	0
	The organization being flexible and able to change.	5	4	3	2	1	0
	Conducting monitoring to ensure that changes produce the desired results.	5	4	3	2	1	0
	Giving you reasonable notice of changes that may affect you.	5	4	3	2	1	0
	When significant changes occur in your unit, giving you an opportunity to influence how they are implemented.	5	4	3	2	1	0

Employee Communications		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Doesn't Apply
Overall rating of Employee Communications:		5	4	3	2	1	0
Specific ratings	Explaining how the organization's vision, goals, and strategy apply to your work.	5	4	3	2	1	0
	Giving you the straight story on issues facing this organization.	5	4	3	2	1	0
	Informing you about developments affecting the organization before you read about them in the newspaper.	5	4	3	2	1	0
	Sharing information about the organization's results.	5	4	3	2	1	0
	Listening to people at your level.	5	4	3	2	1	0

Your Immediate Supervisor		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Doesn't
Overall rating of your Immediate Supervisor:		5	4	3	2	1	0
Specific ratings	Making good decisions in a timely fashion.	5	4	3	2	1	0
	Demonstrating his/her commitment to excellence.	5	4	3	2	1	0
	Being accessible to employees.	5	4	3	2	1	0
	Specifying which decisions you can make on your own and which require approval.	5	4	3	2	1	0
	Involving you in decisions that affect you.	5	4	3	2	1	0
	Coaching you on how to increase your contribution.	5	4	3	2	1	0
	Exhibiting good interpersonal skills.	5	4	3	2	1	0
	Expressing appreciation and thanks for the work you do.	5	4	3	2	1	0

Employee Growth & Development		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Doesn't Apply
Overall rating of the organization in facilitating Employee Growth & Development:		5	4	3	2	1	0
Specific ratings	Having an understanding of your needs, expectations, and career objectives.	5	4	3	2	1	0
	Establishing a development plan to address your skill gaps.	5	4	3	2	1	0
	Balancing workload with time for development and training.	5	4	3	2	1	0
	Providing development opportunities that enhance your professional growth.	5	4	3	2	1	0
	Assigning advisors to guide and direct new employees.	5	4	3	2	1	0

Training & Education (formal programs to increase your knowledge and skills)		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Doesn't Apply
Overall rating of the Training & Education your organization provides:		5	4	3	2	1	0
Specific ratings	Training relating to your specialization.	5	4	3	2	1	0
	Training on new products and services the organization is offering.	5	4	3	2	1	0
	Training in “people skills”, i.e., how to deal effectively with fellow employees.	5	4	3	2	1	0
	Tuition reimbursement for external education and training.	5	4	3	2	1	0

Employee Performance Evaluation		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Doesn't Apply
Overall rating of how Employee Performance is evaluated in your organization:		5	4	3	2	1	0
Specific ratings	Differentiating between superior, average, and poor performers when doing evaluations.	5	4	3	2	1	0
	Providing the right balance of constructive criticism and positive feedback.	5	4	3	2	1	0
	Providing feedback that is timely.	5	4	3	2	1	0
	Making promotions on the basis of skills/knowledge and not favoritism.	5	4	3	2	1	0

Recognition & Incentives (efforts to acknowledge employee performance and accomplishments)		Strongly Agree	Agree	Neither Agree Nor	Disagree	Strongly Disagree	Don't Know/
Overall rating in providing Recognition & Incentives for employee performance:		5	4	3	2	1	0
Specific ratings	Recognizing performance in ways that are meaningful to employees.	5	4	3	2	1	0
	Recognizing employee contributions regularly and consistently.	5	4	3	2	1	0
	Rewarding superior performance with bonuses or monetary incentives.	5	4	3	2	1	0
	Finding creative and flexible ways to reward performance, e.g., movie tickets, dinner, travel, time off, etc.	5	4	3	2	1	0

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Compensation and Benefits		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Doesn't Apply
Overall rating of Compensation & Benefits:		5	4	3	2	1	0
Specific ratings	Providing compensation that reflects your level of responsibility.	5	4	3	2	1	0
	Providing compensation that reflects your level of skill.	5	4	3	2	1	0
	Offering a competitive employee benefits plan.	5	4	3	2	1	0
	Having generous vacation and sick leave policies.	5	4	3	2	1	0
	Helping you ensure a comfortable retirement.	5	4	3	2	1	0

Work/Home Balance (supporting a balance between employees' work and home lives)		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Doesn't Apply
Overall rating of Work/Home Balance:		5	4	3	2	1	0
Specific ratings	Leaving you with adequate time for your personal and family life.	5	4	3	2	1	0
	Considering your need to balance multiple commitments (work, family, education, community, etc.) when making decisions that affect you.	5	4	3	2	1	0
	Having family friendly policies, e.g., maternity/paternity leave, eldercare, unpaid leaves of absence, etc.	5	4	3	2	1	0
	Offering "little conveniences" such as on-site childcare, health club facilities, concierge services, etc.	5	4	3	2	1	0

Workforce Management (hiring and staffing activities)		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Doesn't Apply
Overall rating of Workforce Management:		5	4	3	2	1	0
Specific ratings	Providing appropriate levels of staffing for your work group.	5	4	3	2	1	0
	Being able to attract good people.	5	4	3	2	1	0
	Developing and communicating clear job descriptions.	5	4	3	2	1	0
	Placing the right people in the right jobs.	5	4	3	2	1	0
	Giving you the true story on job security.	5	4	3	2	1	0

Teamwork/Team Management (making teamwork a norm within the organization)		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Doesn't Apply
Overall rating of Teamwork/Team Management:		5	4	3	2	1	0
Specific ratings	Creating teams with the right mix of talented people to accomplish team objectives.	5	4	3	2	1	0
	Giving teams a clear understanding of what they must accomplish.	5	4	3	2	1	0
	Evaluating employee performance, in part, on how well they work together in teams.	5	4	3	2	1	0

Management of Diversity (dealing with people of different backgrounds and characteristics)		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Doesn't Apply
Overall rating of your organization in terms of Managing Diversity:		5	4	3	2	1	0
Specific ratings	Providing advancement opportunities without regard to age, background, gender, ethnicity, lifestyle, or physical ability.	5	4	3	2	1	0
	Treating employees with respect regardless of their age, background, gender, etc.	5	4	3	2	1	0

Management seeking-out and utilizing the different backgrounds of all employees.	5	4	3	2	1	0
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Customer Relationship Management (efforts to serve customers effectively)		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Doesn't Apply
Overall rating of Customer Relationship Management:		5	4	3	2	1	0
Specific ratings	Responding quickly to changing customer needs.	5	4	3	2	1	0
	Giving employees the resources they require to meet customer needs.	5	4	3	2	1	0
	Helping employees understand the needs of different customer groups.	5	4	3	2	1	0
	Holding employees and managers responsible for customer satisfaction and loyalty.	5	4	3	2	1	0

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SECTION D: Other Comments

What is the one thing your organization should do to build stronger relationships with employees?

SECTION E: Classification

The following will be used to analyze responses by groups and will not be identified with you personally in any way.

A. Your current job status? **Please circle only one number below.**

Permanent.....	1	Trainee.....	3
Contractual	2	Other.....	4

B. Your current job level? **Please circle only one number below.**

Department Head or Above	1	Senior executive	3
Manager.....	2	Officer or below	4

C. How long have you been employed by your organization? **Please circle only one number below.**

Less than 2 years	1	11 – 15 years	4
2-5 years.....	2	16 – 25 years	5
6-10 years.....	3	More than 25 years	6

D. Which of the following categories includes your age? **Please circle only one number below.**

18 to 24.....	1	45 to 54.....	4
25 to 34.....	2	55 to 64.....	5
35 to 44.....	3	65 and over	6

E. What was the last completed educational degree of yours? **Please circle only one number below.**

Post Graduate and above	1	Intermediate	4
Graduate / Diploma	2	Below Intermediate.....	5

H. Your gender?

Male.....	1	Female.....	2
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Annexure – 2

Sample Employee Engagement Survey Scores Interpretation

The scores of an employee engagement survey under different heads reflect the commitment and loyalty that an employee displays. Although it is not a rule but the employee engagement scores on a scale of 1 to 5 can be interpreted in the following manner.

Score	Meaning
4.5 – 5 <i>(Fully Engaged)</i>	The employees having such a score are at the apex where the interests of the organization and an employee are aligned. They find great satisfaction in their work and contribute fully to the cause and success of the organization. They put in a lot of discretionary effort at work and are the least prone to leave the company. It is important for Nepal CRS Company to identify such segments of workforce and keep them in this bracket as they are a critical workforce segment for the organization
3.5 - 4.5 <i>(Moderately Engaged)</i>	These employees are amongst the one who are reasonably satisfied and involved in their jobs but have the potential to become fully engaged. These employees largely are the potential high performers and may show glimpses of their high performance thought not very consistently. While it is possible for such employees to become fully engaged, they may also be the ones who get lured away to competitor firms in search of the few aspects that are missing in their current job.
2.5 - 3.5 <i>(Neither Engaged nor Disengaged)</i>	Employees falling in this bracket are largely the ones who are yet to find their stride in the organization and how can they contribute to their capacity. It is important for the organization take initiatives to migrate such employees to the higher levels of engagement otherwise they may soon slip to lower levels of engagement which is not recommended.
1 - 2.5 <i>(Moderately Disengaged)</i>	Employees falling in this bracket are mostly disillusioned and potentially exhausted. They are not very much aligned to the goals of the company. They may be high performers but they are nowhere close to achieving their personal definition of success and satisfaction. Such employees may either leave the organization or may just sit back and work less hard than they can. In doing so they slip further to become employees who are disengaged and may even negatively affect others around them.
0 – 1 <i>(Disengaged)</i>	This set of employees are the most disconnected from organization priorities, always feel underutilized and are not getting what they need from their work and organization. They are not very optimistic about their hopes in the organization and can spread pessimism around themselves. If there is not much scope of them being raised to higher levels of engagement it is beneficial for both, the employee and the organization that they leave the organization.