

EXAMPLES OF EMPLOYEE POSITIONS AND RELATED SPM DUTIES

| POSITION | SPM DUTIES |
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| Loan officer | <ul style="list-style-type: none"> • Recruit clients who fit with the institution’s target criteria • Undertake a loan appraisal for all loans • Understand and help resolve repayment problems for clients who have willingness but not capacity to repay a loan • Collect information on clients’ living conditions • Respond to client complaints |
| Internal auditor | <ul style="list-style-type: none"> • Verify quality of social performance data collected by loan officers • Investigate potential violations of the institution’s Code of Conduct by employees • Check for successful resolution of client complaints |
| Information Technology (IT) manager | <ul style="list-style-type: none"> • Make upgrades to the MIS to allow storage of social performance data • Produce reports that combine social and financial performance data • Provide a technology platform for the institution to receive client complaints |
| Human Resource manager | <ul style="list-style-type: none"> • Monitor adherence to the institutional Code of Conduct. • Align human resources policies and processes (such as recruitment, performance appraisal, promotions, etc.) with SPM practices. • Monitor the employee grievances redressal mechanism. • Produce regular reports on employee management, including staff exits, staff satisfaction, employee grievances, etc. • Periodically refine the staff incentive schemes to ensure balance of social and financial performance criteria and any unintended consequences. • Conduct surveys to understand the occupational hazards and safety issues for employees. |