



## *Roles and Responsibilities of Karyakartha*



**Note:** - The intent of this document is only to provide guidelines. With the consensus of the Karyakarta team, roles and responsibilities can be adapted to suit the local needs.

## ***Introduction***

Sangh's work is essentially teamwork. The team works like a family. They meet regularly and the decisions are taken collectively. To address all aspects of Sangh's work, each Karyakarta is assigned a specific responsibility, which will be his main focus. Every Karyakarta should periodically discuss with a senior Karyakarta about his work, role and experiences.

### ***Three dimensions of Sangh's work:***

For Sangh's work to be effective, 3 basic components have to be addressed.

**1. *Karyakram (Program):*** A good quality, enthusiastic, enjoyable and educational program in the Shakha is a key factor in bringing new people to Shakha, retaining them in the Shakha and developing them as Karyakartas.

**2. *Karyakarta (worker):*** A Karyakarta is defined as an active Swayamsevak with some specific responsibilities assigned to him. He devotes more time and has a clear understanding of Sangh's mission, objectives and activities. Conducting effective Shakha programs requires a team of committed and capable Karyakartas. The purpose of the Shakha Karyakram is to create such Karyakartas. Think about this: "In Sangh, work is not the work, the worker is the work."

**3. *Karya Paddhati (Organizational Culture):*** Regular baitaks at all levels, regular Abhyas Vargas for Karyakartas, collective decision making, and other guidelines of 'how we work', constitute the Karya Paddhati. In brief, this can be described as the 'organizational DNA' that decides the characteristic of Sangh work and this is what sustains Sangh work.

### ***Shakha Karyakartas and Pravasi Karyakartas:***

Roles and responsibilities can be described under two types of Karyakartas:

**1. *Shakha Karyakartas:*** Those who have responsibility for one Shakha. E.g: Shakha Mukhya Shikshak, Gat nayak, Shakha Karyavah, etc.

**2. *Pravasi Karyakartas:*** Those who have responsibilities for more than one Shakha. E.g: Nagar Karayvah, Nagar Sanghchalak, Vibhag baudhik pramukh, Sambhag Shareerik Pramukh, etc.

All the Karyakartas should try to create new Karyakartas to replace them, so that they are available to shoulder more responsibilities as the organization demands.

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A few responsibilities exist only at Shakha level and a few only at Nagar/Vibhag/Sambhag/National level. Some of the responsibilities exist at both the levels.

### **Following responsibilities exist only at Shakha level:**

### ***Shakha Mukhya Shikshak***

- Plans, conducts and guides the whole of the Shakha activities (from the start to finish).
- Ensures disciplined, friendly and enjoyable atmosphere in the Shakha
- Ensures all equipment (Dhwaj, whistle, games equipment, etc) is present.
- Ensures Shakha health and safety protocols are maintained.
- Organizes abhyas vargs (for developing Swayamsevaks into Karyakartas).
- Ensures Shakha takes place regularly, on time and with a spirit of collective living and working

### ***Shikshak***

- Plans and conducts Gana (group) activities of the Shakha (such as exercises, games, recital of Prarthanaa, Geet, storytelling, Amrut Vachan, etc.)
- Conducts games, shareerik and other group activity in an exciting and joyful atmosphere while encouraging strenuous pursuit of skilled activity.
- Maintains discipline and friendly atmosphere in the group.
- Specific Shikshak responsibilities can be given. E.g: Bal Shikshak, Kishor Shikshak, Sevika Shikshika, etc.

### ***Gat Nayak (Leader of a Group)***

- Leads a Gat (group that is formed according to age, area or profession) that operates outside of the Shakha period.
- Sampark: Visits the homes of Swayamsevaks in his Gat regularly and maintains good and intimate relations with Swayamsevaks and their families.
- Gives exposure to Sangh's work to the families of Swayamsevaks through regular Baitaks (at their homes), gat activity with families (i.e. picnics, outings).
- Recruitment of new Swayamsevaks is the responsibility of all Shakha Karyakartas but especially gatnayaks.

### ***Other Responsibilities at Shakha level:***

To ensure that every active Swayamsevak in the Shakha has some responsibility, various other responsibilities can be assigned. E.g:

- Dhwaj Pramukh: Ensures that the Dhwaj is brought to every Shakha on time.
- Geet pramukh: Leads Gan-geet in Shakhās and train other singers in the Shakha.
- Library pramukh: Maintains the Shakha library.
- Database pramukh: Maintains an up-to-date database.

**Following responsibilities exist only at Nagar/Vibhag/Sambhag/National level**

***Sanghchalak***

- Head of the family, Friend, Philosopher and guide to Swayamsevaks and Karyakartas.
- He is the public interface for the organization in that area. Cultivates relationships with other Hindu organizations and prominent community leaders.
- Encourages and oversees the progress of Shakhas and Swayamsevaks.

***Shareerik Pramukh***

- Plans, prepares and conducts regular Abhyas varg in all the Shakhas in his domain.
- Plans for the growth of all Mukhya Shikshaks. .
- During the pravass, pays attention to the quality of Shareerik programs in the Shakha and provides the feedback to the Mukhya Shikshak and Karyavah of the Shakha.
- Identifies the potential of upcoming Karyakartas, who have the talent and inclination in Shareerik Vibhag.
- Plans to create a Ghosh gana by conducting special Ghosh varg.
- Provides the resources for Shakha Karyakartas to improve the Shareerik program quality. E.g: List of games, new games in every varg, etc.
- Coordinates the Shareerik pradarshan items in the utsavs which will have Shareerik as the primary focus. E.g: Vijay dashami utsav.
- Does regular pravass and visits all the Shakhas in his Karya-kshetra.

**Following responsibilities exist at all levels.**

***Karyavah:***

***Shakha Karyavah***

- Executive role: Oversees to fruition, action on all decisions taken by Karyakarta team through delegation, persuasion and encouragement.
- Ensures the smooth running of Shakha and all the programs.
- Conducts Karyakarta Baitaks.
- Guides the other Shakha Karyakartas to ensure that each one of them is successful in their assigned roles.
- Fosters close relations with Karyakartas, Swayamsevaks and their families.
- Constantly thinks about how to make Shakha more enjoyable, attractive and educational.

- Guides Swayamsevaks in transitioning from being a Swayamsevak to a Karyakarta.
- Becomes a liaison person between the Shakha and vibhag karyakarini mandal.
- Identifies the talents of Swayamsevaks, who can be assigned various projects taken up by HSS.

### ***Nagar/Vibhag/Sambhag/National Karyavah***

- Every Karyavah will have his team to work with. E.g:
  - Vibhag Karyavah's team consists of all the Vibhag level Karyakartas and all the Shakha Mukhya Shikshaks and Karyavahs.
  - Sambhag Karyavah's team consists of all the Sambhag level Karyakartas and all the Vibhag Karyavahs.
  - National Karyavah's team consists of all the Karyakartas at national level and all the Sambhag Karyavahs.
- Conducts regular baitak with his team.
- Guides other Karyakartas in the team (Shareerik, Baudhik, Sewa, Sampark, etc.) to ensure that each one of them is successful in their assigned roles.
- Plans for the development of all the Karyakartas in his team.
- Emphasizes on the Karya Paddhati during the pravas. E.g: regular baitaks, abhyas vargs, Sampark, aatmeeyata among Karyakartas, collective decision making, etc.
- Identifies upcoming Karyakartas and assigns responsibilities for them in consultation with the local Karyakartas.
- Plans and coordinates the pravas yojana of his team. E.g: Sambhag Karyavah will plan the pravas yojana of the Sambhag team and communicate to all the Vibhag Karyavahs.
- Vistar (Expansion): Works with the other Karyakartas to start Shakhas in new places.
- Coordinates with other Sangh inspired organizations.

### ***Sah-Karyavah:***

- The Sah Karyavah and Karyavah share the responsibilities listed under Karyavah, depending on their inclination and ability.
- Typically, the Sah Karyavah focuses exclusively on direct Shakha related work and the Karyavah will pay attention to coordinating with other organizations. However, this is not a rigid rule and can be decided on with mutual consensus.

### ***Nidhi and Vyavastha Pramukh***

- Looks after financial accounts of the Shakha
- Prepares Swayamsevaks, throughout the year, with a clear understanding of Guru- Dakshina,
- through personal interaction.

- Follows up with the Ganga-jali system (Monthly contribution towards Guru Dakshina).
- Ensures that Guru Puja Utsav is planned and conducted according to the requirements of Kendra, giving it due importance, performing it with humility and providing spiritual inspiration to all present.
- Keeps track of all the purchases of Sangh equipment (Ghosh, PA system, banners, books, etc.).
- Keeps track of expenses and reimbursements for all events such as Utsavs, Shibirs, Sangh Shiksha Varg, etc.

### ***Sampark Pramukh***

- Develops relations with the public (e.g. community organizations, youth groups, police, media, city, state and federal officials, interfaith groups, etc).
- Projects the correct image of Sangh in the public.
- Represents Sangh/Shakha at various public meetings.
- Enlarges the network of Sangh well wishers and brings them closer to Sangh.
- Develops promotional literature.
- Invites dignitaries and prominent persons to Shakhas and Sangh functions.
- Identifies Karyakartas for various projects of HSS outside the Shakha.

### ***Sewa Pramukh***

- Plans programs to develop the spirit of Sewa among Swayamsevaks.
- Plans and conducts activities such as fundraising and giving time for serving the needy in the community.
- Collaborates with other community service groups in the area.

### ***Bal Pramukh:***

- Plans and coordinates special programs for children. E.g: Hindu heritage camps, Bal Sangam, etc.
- Works with Karyavahs to develop Bal Shikshaks and helps them with resources to make Bal programs interesting in the Shakha.
- Promotes Balagokulam magazine in the Shakhas.
- Encourages active participation of children in contributing to the Balagokulam magazine.

### ***Kishor/Yuva Pramukh:***

- Works with Karyavahs to develop Kishor Shikshaks and helps them with resources to make Kishor programs interesting in the Shakha.
- Plans and coordinates special programs for the youth. E.g: Yuva Sangam.
- Works with the local chapters of the Hindu Students Council. Encourages joint youth camps

- with HSC and HSS, and gets HSC students to come and talk to the Kishor Gana in the Shakha.
- During the pravas to Shakhas, pays special attention to the Kishor and Yuva in the Shakha. Identifies their talents and works with the Karyavah to develop them into Karyakartas.
- If the number of Kishor in each Shakha is small, coordinates a special Kishor Sanghik at Nagar/Vibhag level at some frequency.
- Wherever possible, works with university students to start Shakha on campuses.

### ***Baudhik Pramukh***

- **Shakha Baudhik Pramukh plans, prepares and conducts educational and intellectual activities** in the Shakha (e.g. talks, discourses, recitals of Prarthanaa and Geet, short plays, quiz etc.)
- At Nagar/Vibhag/Sambhag/National level, baudhik pramukh provides Baudhik Yojana and other resources to assist Baudhik activities in Shakha. . During the Pravas, pays attention to the quality of baudhik programs and provides feedback to Karyavah.
- Develops programs to enhance ideological clarity and to strengthen the conviction in Sangh work among all the Karyakartas. . During Karyakarta Vargs, plans the baudhik related items.
- Interacts with pro-Hindu thinkers in the community and brings them to Shakha as speakers and to educate them about Sangh.
- Assists in the baudhik vibhag during Sangh Shiksha Vargs.

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## **PRAVASI KARYAKARTA**

### **What is Pravasi ?**

Pravasi is a pre-planned visit to a Shakha by a Pravasi Karyakarta. Details of Pravasi will be informed to local Karyakartas well ahead of time, so that the pravasi will be more productive.

### **Why Pravasi ?**

- Sangh's work is essentially that of cementing hearts and minds. To achieve this, there is no substitute for meeting in person and spending time informally with Karyakartas.
- The Pravasi Karyakarta will be in direct contact with Shakha Karyakartas and have first-hand knowledge of ground realities in each Shakha.

- Pravasi keeps both Pravasi Karyakartas and Shakha Karyakartas motivated to give more and more time to Sangh's work. Through this exercise, we can reduce the chances of a Karyakarta becoming inactive due to lack of motivation.
- It helps in the qualitative development of Karyakartas. Pravasi Karyakartas can see the working style of Shakha Karyakartas and guide them.
- It helps to knit all the Shakhas in a common thread (Ek Sootrataa), so that the Shakhas do not grow as separate Islands. Plans made by the National/Sambhag/Vibhag teams will percolate down to all the Shakhas and input from Shakhas reach upwards.
- Many times, Shakha Karyakartas will be caught up with programs and emphasis on Karya Paddhati will be low. Pravasi Karyakartas can emphasize on Karya Paddhati aspect.
- It helps Pravasi Karyakartas to identify the strengths of every Karyakarta, so that appropriate responsibilities can be given.
- Providing many role models: In the absence of Pravasi Karyakartas, new Swayamsevaks in a Shakha will model themselves after one or two Karyakartas. Their understanding of Sangh will also be limited. Pravasi Karyakartas present many role models and different aspects of a Sangh Karyakarta.

### **How to make Pravasi effective?**

- Pre-planned and pre-informed: Pravasi should be planned at least a month ahead of time and communicated to Shakha Karyakartas.
- Shakha Karyakartas should make use of the pravasi during the Shakha by asking them to conduct one of the program (Shareerik or baudhik) in the Shakha.
- Visit the home of at least one Swayamsevak after or before the Shakha and visit different Karyakartas in each Pravasi.
- Pay attention to your specific role. E.g: Baudhik pramukh on the quality of baudhik programs in Shakha.
- If there are any misunderstandings among Karyakartas, facilitate to bridge the gap.
- The mind-set of a Pravasi Karyakarta with Shakha Karyakartas should be that of a co-worker and not that of a boss or Supervisor. Pravasi Karyakartas should be more in the listening mode.
- Plans made by local Karyakartas should not be disrupted or overruled at the last minute. All inputs to be provided beforehand.
- The conduct of Pravasi Karyakartas must be simple and should not burden others



- Pravasi Karyakartas must go in Ganvesh to the Shakha and not be late to Shakha or baitaks.
- It is important to adhere to the planned pravas.

