

HR Policy

Human Resource Policy of CARD

(Service Rules of Employees of CARD)
(As amended on 31-06-2025)

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A. Association with CARD:

CARD believes in Development with commitment and professionalism; therefore, it gives value to both passion and qualifications. CARD promotes people who are passionate and believe in bringing radical change through their strong will and affirmative actions. At the same time, CARD also believes in investing on professionally qualified people who are committed to sharing their knowledge with the community for mutual learning.

Career -

CARD has over the period of a decade developed as a nursery for hatching the best stock of young professionals in the rural livelihood sector. The fast-growing stage and a wide range of activities of CARD provide ample opportunities of career in multi-disciplinary fields. Job opening with details of recruitment process and contact persons are hosted on the website and advertised through respective e-platform/ reputed newspapers/ magazines as per need. At the same time, CARD is always open to passionate workers, especially youngsters who are eager to work in remote locations.

Volunteers -

CARD encourages volunteers from across the globe to come and spend time with the local staff/ community across our field area spread across India and share knowledge. i. National & International volunteers can be associated with CARD.

- ii. Normally a maximum of 2 volunteers per location per year will be associated. However, the number may vary at the discretion of the Management.
- iii. Minimum 10 weeks of services will be required to be rendered.
- iv. CARD will support in Boarding, Lodging, and Local Travel & Field Facilitation at local level only at selected field locations like; Ghughari (Mandla), Dindori, Dhar offices.
- v. Volunteers can work in other locations on own/ part support in logistic arrangements.
- vi. Volunteers may visit the website “cardindia.org” and select topic and place to work in consultation with the Volunteers Coordinator.

Internship -

Internship opportunities are provided to interested individuals to work and harness their skills. CARD provides options of fieldwork and project work on interdisciplinary works in rural livelihoods promotion; sustainable agriculture, agriculture water management, NTFP, livestock, Skill & entrepreneurship, landscape restoration and WASH activities, back office functioning etc.

- i. Up to 6 Interns will be inducted in a year. However, the number may vary at the discretion of the Management.
- ii. The organization will support in providing modest Boarding and Lodging arrangement.
- iii. Local Travel & Field Facilitation at local level will be taken care by the organization.
- iv. Interns can be positioned at any of the Field Offices- Mandla/ Dindori/ Balaghat/

- v. Chhindwara/ Ujjain/ Dhar/ Dewas or any other place across CARD offices in MP, UP, CG, Maharashtra, Punjab and Haryana, depending upon logistics.
- vi. Intern must visit the website & select the topic but in certain cases Management may decide the topic of Internship
- vii. Internship Certificate will be issued only after the submission of Report/Presentation

B. Recruitment:

- i. Recruitment Process at one level- SRO & above recruitments will be taken care at HO level
- ii. Recruitments will undergo the following Process:
 - Applications will be accepted directly and through advertisement also
 - Screening of Applications
 - Review of Documents
 - Interview (Ideally 3 Members Panel will take the interview and each member will submit respective recommendation/remark)
 - Selection/Rejection based on Interviewers' observations shall be confidential and this will be kept for future references
 - Proceed for respective level/ place after submission of Document
 - Introduction & Maintenance of a Personal File
 - Reference check
 - At the same time, CARD is always open to passionate workers, especially youngsters.

C. Probation:

- i. The probation period will be 3 months and maybe extended to up to 6 months from the date of joining the organization.
- ii. During this period, a maximum of 2 days per month leaves are permitted, beyond this, will be considered as leave without pay. Approval of any such leaves will solely be based on management's discretion.
- iii. During the probation period if performance/ conduct/ attendance is not found satisfactory, then the contract will be terminated with immediate effect.
- iv. The extension of probation period will be based on the performance, regularity, and project tenure.

D. Appointment/ Termination Authority:

- i. Issuing of Appointment/ Termination Letter
 - SRO & above by GS
 - Up to RO by SEO
 - Field Staff by DC/PM/PO
- ii. Issuing of Experience Certificate
 - I Level Staff - F & above with more than 3 years in organization by ED
 - II Level - up to AF by GS
 - III level - up to RO by SEO

No experience certificate will be issued to employees whose tenure ends in less than 6 months

with organization. But in case of short-term contractual staff for Specific Project; Experience Certificate will be issued only after completion of the specified Period by the concerned officer and obtaining no dues certificate from CARD. **E. Performance Review/Appraisal of Staff:**

Induction of Performance Review formats developed earlier (performance based on punctuality, sincerity, hard work, field time, discipline in reporting/ documentation, opening new avenues, bringing laurels).

- Self-assessment by staff
- Review & Recommendations by PO/In-charge
- Review & Recommendations by RC
- Executive Body to finalize
- Categorization & Grading of Increment under each admin Grade

For team members of any project annual increments is subject to the provisions made under respective project. But this doesn't guaranty the release of 100% amount of increment provisioned in the project budget. His/her performance under the project will be reviewed by the respective authority and accordingly increment will be awarded on quarterly basis, subject to the availability of budget.

Approving Authority for Salary Fixation, Increments & Entitlements

The Executive Committee will examine the individual cases for salary fixation, increments and other entitlements of all employees. The Executive Committee will be the approving authority for such cases. It can appoint executive sub subcommittee which will consist of executive committee members and Principal Coordinators and any other member referred by the Executive Committee (if so required).

Chairman of the committee will examine and propose increments of the Executive Committee Members. The Governing Council will be the approving authority for the case of Chairman.

The Executive Committee may from time to time take decision to amend rules related to recruitment, termination, appraisal, increments, etc.

F. Employees Service Conditions:

CARD Employee: Being an NGO without any political or sectoral leanings as well as not being any established National/ Regional Network partnership member CARD faces the challenges of funding its development commitments. It recruits staff as per the project requirements (government, CSR, Bilateral projects). The recruitments are made as per the provisions of the projects. All such staff is **CARD project employees** and their service conditions are governed by the project provisions. In case of government projects, the employees' salaries are fixed as per project provisions and payments are made as per allotment of funds from the concerned Departments. But at the same time CARD also keeps staff for its day-to-day functioning and to meet its (society) own objectives and the services of such staff are not governed by terms of any project partner agency. Such employees are **CARD Core staff who are extended contracts on annual basis**. CARD may post its core staff in projects as per need and project staff can be placed under core staff as per performance and requirement. All CARD staff members are governed by CARD employment rules and contractual employees are placed according to the equivalent cadre in CARD pay scales. CARD may from time-to-time plan core staff welfare plans.

CARD will allow recruitment of retired personnel, especially government officials who have real zeal to serve the society. They will not however be paid full salaries; rather only fixed honorarium will be paid. Only limited number of such officials will be infused so as to nurture young staff in to structured development and executive procedures and help build liaison with the concerned government departments.

Salaries/ Monthly Emoluments: The salaries under new pay scales will be as under:

Monthly Payables: All the contractual employees would get their monthly salaries, based either on a fixed lump sum consolidated amount or on a Fixed Basic as per pay scale and HRA subsidy (30%), fixed conveyance allowance (20%). This is subject to variation as per statutory regulations.

Indirect Benefits: All employees will be eligible for claim of expenses on premium payment for appropriate accidental insurance scheme. Employees will themselves be responsible to get the formalities of these benefits completed and claim the expenses thereon. The maximum limit to such benefit will be of Rs 500 per year or less, whichever is applicable.

Deferred Benefits: All employees shall be covered under provident fund scheme along with group gratuity cum assurance scheme and certain sum will be allocated for the purpose. Employees with monthly emoluments over Rs 15000/- are free to be considered under PF scheme (as per the provisions of EPFO). The organization will contribute 12pc+1 pc of the employers PF contribution and an equal contribution of employees' i.e., 12pc will be deducted from employee's salaries on monthly basis to be deposited to the respective EPF A/c.

CARD core employees will also be eligible for gratuity scheme benefits as per the provision of the provisions of LIC Group Gratuity scheme.

Employees can nominate family members for receipt of dues in case of any undesirable eventuality.

The Pay Scales

The pay scales along with effective salary at minimum basic pay of each scale are as under:

Designation	Basic	HRA-30%	Conveyance-20%	Special Pay/Project Allowance (fixed/optional)	Total	PF @ 12%+ Admin Charges as applicable*	Gratuity 3.1% of Basic	Cost to CARD
Senior Fellow	50000	15000	10000		75000	1950	1600	78550
Fellow	40000	12000	8000		60000	1950	1280	63230
Associate Fellow	32000	9600	6400		48000	1950	1024	50974
Senior Research Officer	25000	7500	5000		37500	1950	800	40250
Research Officer	20000	6000	4000		30000	1950	640	32590
Field Officer	12000	3600	2400		18000	1950	384	20334
Supervisor	8000	2400	1600		12000	1560	256	13816

*As per Employees Provident Fund and Miscellaneous Provisions Act, 1952

The increments are not fixed and are efficiency bound in all the pay scales.

1. Salary including Allowances:

Salary will constitute Basic salary including HRA (30%), communication allowance (20%). Special project allowance will be paid as per need/ case basis as per performance and availability of

project admin funds. Field travel allowances shall be paid separately. The amount of such allowances shall be fixed by the appropriate authority as per need and work.

2. Provident Fund

PF contribution is compulsory to all employees of CARD with monthly salary of up to Rs 15000/- (as per Employees Provident Fund and Miscellaneous Provisions Act, 1952) but employees who have higher salaries can get exemption if they so desire or can voluntarily join the PF scheme by declaring their intent.

3. Gratuity

Gratuity scheme has been operationalized for the core employees of CARD as per the Group Gratuity rules of LIC Scheme.

Travelling Allowances and Dearness Allowances: Travel Rules:

The officers, staff members of CARD on official duties shall be entitled to following DA rules:

Designation	DA per calendar day
Chairman	600
Executive Members/ Senior Fellows/ Fellows	500
AF/ Senior Consultant	400
SRO/ Consultant	350
RO	300
FO/FS/Animators	250

**In case of Board Members on official tours travel and other entitlements will be on actuals.*

One Additional DA will be permissible for every night halt (NH).

In case of stay in Metropolitan Towns; Delhi, Bombay, Calcutta, Chennai, Bangalore, Hyderabad, Pune, etc. hotel stay shall be paid on actual basis. In case of stay in a hotel (to a reasonable level) only DA will be permissible and no additional DA for night stay will be paid.

DA in case of single calendar day visit where halt has not been reported, will be paid as under:

6 to 12 hrs. duration	=	1/2 DA
More than 12 hrs. duration	=	1 DA

In special cases GS/ED will determine the DA as per need.

In case CARD employees are sponsored to attend training/workshop/exposure, etc. where boarding and lodging is provided by the host agency, and CARD is expected to pay fee towards boarding/lodging expenses, then only ½ DA will be permissible (No night halt allowance).

Further, in the case of field projects, where the Sponsor Agency, Organizers/invitees project staff and make arrangement (boarding/lodging) on its own. Payment of regular DA/NH will not be permissible. In such cases only ½ DA will be paid.

CARD staff may also avail lodging facilities in field offices wherever whatever available and in such cases, they will remain entitled to TA/DA. Stay in the premises is encouraged to avail maximum output from visiting employees.

Staff members who do not have specific place of posting shall not be permissible to avail regular DA. Special daily subsistence allowance will be determined by ED/GS on case-to-case basis.

Travel Entitlements:

Executive Members/Fellows	-	AC II Class (Rail) Senior Research
Officer and Above	-	AC III tier (Rail) Other Staff
Members	-	Sleeper Class/bus

Senior citizens are permitted to travel by AC class (3/2 tier) irrespective of their category. In special cases GS/ED will permit higher-class travel for employees. Special cases can be as: (i) Two employees are traveling together when one is entitled to higher class, the other may also be permitted to avail the facility (on verification of the Senior Officer)

(ii) Female staff traveling alone (iii) In case of non-availability of reservations in lower class and any other special case as determined by the higher authorities.

In case when travel expenses are reimbursed by Project Agencies (other than CARD) the employees will be permitted to travel by higher category.

Air travel is not encouraged, and CARD employees may avail air travel facility only in case it is arranged by the host/ partner agency. But in specific cases of emergency and logistic convenience ED/ GS may allow employees to travel by air.

The DA rates for field office staff visiting Bhopal shall be paid as ½ of entitled. In case of employees coming to Bhopal, the work is generally related to Bhopal office only. Further, the concerned office in-charge will determine the stay period of such visitors to Bhopal.

Local Travel Rules: Organisation does not believe in investing on vehicles for field use therefore, personal vehicles (two wheelers) will be used by employees and they will be paid @ Rs 4.5 per km up to a fixed distance decided by the respective PO/ In-charge keeping in mind project budget constraints. Use of personal four-wheeler is discouraged and it will be used only in special cases @ Rs 10 per km. (on production of note sheet for specific purpose)

Transfer Rules: As CARD offices are spread across India transfers of employees are not ruled out. In case of such transfers of employees' luggage transfer will be paid at fixed rate of maximum of Rs 20/- per km of distance of place of posting on production of actual bills (whichever is less). In special cases Treasurer will take decision.

Stay in Office Premises: In case of field offices where there is adequate space for stay, new appointees can be accommodated up to a maximum of ten days for facilitation of home stay.

In cases of field offices in remote locations we encourage stay of selected single employees in field campus for mutual benefit. In such cases employees will be paid their due salary as such (including HRA), but maintenance expenses may be charged as determined by the local incharge.

4. Leave Rules:

Leave: Leave cannot be claimed as matter of right but may be sanctioned, refused, revoked or postponed by the Management according to the exigency of work. Before proceeding on leave, employee shall without fail inform the concerned officer, his address during the period of leave in case he desires to be away from his/her usual place of residence. Except for casual leave no other leave can be availed before prior permission.

- i) **Leave:** CARD employee shall be entitled to total of 30 days privilege leave in a calendar year on pro-rata basis excluding holidays. For project/ contract employees 2 leaves per month

are allowed. Annual leave can be carried forward by CARD employees to accumulate up to 50 days.

- ii) **Special Leave:** Special casual leave may be permitted in case of externalities, emergencies, national events, etc. as decided by the Management such events are; curfew, franchise, blood donation, sterilization operation, etc.
- iii) **Medical Leave:** Medical leave will be granted only as a special case by GS/ED in a special case only on hospitalization of employee.
- iv) **Leave without Pay:** Leave applied and granted but not due as per the rules and / or leave balance of the employee.
- v) **Maternity/ Paternity Leave:** Maternity Leave of 3 months is permitted to female employees' up-to 2 live births. Male employees will also be granted special one week leave to attend their spouse on child birth, up-to 2 live births.
- vi) **Holidays:** Employees are allowed 12 national holidays in a calendar year as per the rules. These holidays shall be declared every year in the beginning of calendar year.
- vii) **Absence:** If any employee remains absent without notice or overstates his/her leave, without sanctioning of leave. It will be considered as leave without pay.

***No employee shall be entitled for any leave in compensation of any work required to be done on any holiday including Sunday.**

5. Termination of Services:

- i) **Resignation:** Any employee can leave his/her services by giving one month's notice or salary in lieu of the advanced notice. The period of notice will be the period specified under the terms of appointment for short term association. The management may wave off salary/ notice period condition if deemed so. No leave will be sanctioned during the notice period. Any such leave will be considered leave without pay. Such person shall be entitled to get salary only for the period he/she actually worked during the notice period.
- ii) **Notice Period:** The salary of the employee who has once served notice for resignation, notice period will be put on hold for a period of one month or as agreed during resignation acceptance by the HR, Bhopal. The salary due for the notice period shall be adjusted against dues, if any or shall be paid after full and final settlement is arrived at.
- iii) **Exit procedure:** Once the notice for resignation is served, the process of full & final settlement will be completed, ensuring the completion and return of all the documents, surrendering of official email id, laptops and accessories, external hard drives, identification card, etc. Salary/ remuneration for the notice period shall be released after completion of the notice period as full and final settlement.
- iv) **Completion of Assignment:** The services of employees shall be discontinued if the projects for which they are appointed comes to an end. The Management would, however, consider placing their services in other projects if possible.
- v) **Termination of Services:** The services of an employee may be terminated by giving one month's notice or a month's salary in lieu of notice period due to poor performance after giving enough warning. If found guilty of misconduct services will be terminated immediately without any notice period or salary. During probation period, if the performance is not found satisfactory, then the services will be terminated immediately without any notice period or salary.

6. Retirement & Benefits:

Retirement: Voluntary sector in Central India is still in its nascent stage. Despite being the unrecognized fifth pillar of democracy it still does not attract talent rather it is the last choice in career making. As a result, aspirants settle down late in this sector and career security is minimum. The retirement is therefore a matter of functioning of physical and mental faculties.

As is the practice in most cases the age of retirement is 60 years. Officially the employees will retire from regular service on attaining 58 years age and the benefits of PF and gratuity shall discontinue. The Management of CARD will however, take decision on continuation of service on case-to-case basis. In such cases the salary package shall be reduced so that avenues for new employment to youth remain open.

7. Employment Period:

- i) **Working Hours and Duty:** Working hours and duty period shall be prescribed from time to time by the management at its sole discretion, depending upon the requirements of work. Minimum 42 hours per week may be maintained. Field offices shall determine respective timings.
- ii) **Attendance Rules:** All employees shall follow instructions or circulars or orders, as may be issued by the Management from time to time in respect of time keeping, marking of attendance, etc. The organization is encouraging to use Biometric attendance to ensure discipline in all offices.

8. Personnel Records Maintenance:

The following records of staff members shall be maintained in personnel file of staff members

i) To be provided by the employee

- Application for appointment with passport size photograph.
- Self-Attested copies of education qualifications and experience certificates.
- Date of birth proof/ Aadhaar card
- Permanent address proof
- Driving License proof
- Vehicle insurance copy
- Last salary certificate and relieving where applicable
- Medical fitness certificate
- PAN Card and Aadhar Card

(The employee is expected to submit the documents at the time of appointment or within a month of the appointment)

ii) To be maintained by office

- Appointment document.
- Performance reports
- Promotion / incentive reports
- Letters issued concerning employee's service, disciplinary action, etc.
- Leave and other routine records

G. Staff Capacity Building (Empowerment):

- Training Need Assessment by PO/PI/RC
- TNA plans will be reviewed in every six months as per availability & scope

- This statement will be shared in the executive council meeting

H. Security Measures:

Office Assets: CARD will ensure security of its assets and equipment and documents in all its offices and will arrange insurance for the purpose.

Official Vehicle: Only authorized driver with proper valid license will drive official vehicles (four wheelers); Only in special cases of absence of driver's other officers with proper valid driving license can drive. Office Drivers will have to ensure legal compliance; to be checked by respective Admin incharge/ Establishment Officer. Drivers must follow all legal and safety measures.

Own two wheelers case- All employees using own vehicles for official use will have to comply with safety measures, legal measures, etc.

Public gatherings: In cases of public functions/ gatherings/ event management (more than 500) proper protocol must be followed, written communication/information to local administration, police station, hospital must be executed.

Training center: As group trainings are organized regularly at all training centres, therefore a written communication to local authority must be executed. It can be one-time exercise for any future eventuality.

Visit of Foreign Delegates/ Participants: Foreign delegates often visit our field offices in remote locations. Generally, their visits are part of a partner programme therefore in such cases the legal formalities lie with the partner agencies. But in cases when CARD hosts such visits information to the local authorities be made.

Exposure Visit: Exposures of rural community and para staff is a regular exercise therefore a proper protocol must be developed, so that not only structured learning is ensured but all legal and security measures are also taken care off. Consent of visiting farmers/ participants is must for such exposures. Vehicles hired for the exposure purpose must be complete with all legal formalities. Preferably commercial vehicle should be hired.

I. Jurisdiction of Courts :

Any legal action pertaining to the services of staff or service conditions shall be subject to the jurisdiction of Courts of Bhopal alone to the exclusion of other courts.

J. Data & Information Security:

To avoid loss of data/ information from official computers/laptops individual employees' laptops due break down and other reasons a standard protocol will be followed. The SRO (Systems Analyst & GIP incharge) and RO (Data Centre incharge) will be jointly responsible to keep back up of data into well categorized hard disks. All the systems (computers/ laptops) will be registered with Head office. This exercise will be followed on monthly basis. The Accounts Department will be responsible for taking regular backup of accounts data on weekly basis. Data backup will also be maintained on cloud or any other means as the technology represent.

K. Internal Monitoring System:

For the purpose Internal Monitoring System (MIS) will be developed at Head Office and at each field office. The field teams will report to the HO (Monitoring) team on regular basis.

- Each Branch office will develop and practice project wise monitoring system. This project wise data will further be compiled for the entire region.
- A cadre of field level workers and project personnel will be developed as Internal Control System team. This team will be responsible for the triangulation of reported achievements under each project.

- Internal audit system will be developed and facilitated among sample beneficiaries to understand their adherence on project approaches/practices/mechanism.
- The findings of the above IA will be shared with each respective level.
- Findings of the above IA will be the directives to next planning of the respective project.

Further Quarterly Review meetings are arranged at each region and half yearly meetings at Head Office. An annual review and monitoring meet are held annually at Bhopal/ any of CARD locations.

The rules & regulations have been prepared to bring order to the overall work performance and these are in no ways intended to bring bureaucratic hurdles to the working of an NGO. The Executive Committee is empowered to take decisions to amend/ change/ add to the rules and regulations (above) to make these simple and easily applicable as and when need may arise.



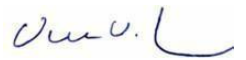
Executive Director



Treasurer



General Secretary



Chairman