



# RURAL DEVELOPMENT TRUST

## ADMINISTRATIVE POLICY & HUMAN RESOURCE POLICY

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# Administrative Policy 2024 & Human Resource Policy 2024

## 1. Preamble

Rural Development Trust (RDT) is a non-profit, non-governmental social development organization founded by a group of passionate people, social activists, and development professionals in 2006. RDT is a leading non-profit organization with a significant presence in the Indian state of Bihar. It is established as a Public Charitable Trust under the Indian Trust Registration Act 1882 based in Madhubani district Bihar, India.

The institution firmly understands and emphasizes on implementation of sound operations mechanisms so as to make its administrative and institutional governance system more transparent. Conceptually, the overall institutional operations are guided to make them ethically sound and relevant to the working needs of the institution and its beneficiaries. At the same time, maintaining functional transparency and accountability of each job it does are other equally important aspects of institutional operations to address the general concerns of the stakeholders.

RDT is guided by a set of predefined institutional thrusts including its vision, mission, goals, working principles, and organizational value system. Each member of the organization is committed to performing in line with the institutional thrusts.

## 2. Definitions

Unless the context otherwise requires in this policy:

1. "The organization" refers to Rural Development Trust (RDT),
2. "Board of Trustee (BoT)" means a committee elected by General Assembly/body and the committee apex to the working committee,
3. "Donor funded project" means a time-bound project with financial and technical assistance from a donor for carrying out specific activities under a donor agreement.
4. "Donor" means an individual or an institution whether local or foreign, legally authorized to implement any project or activities by providing financial or other support to the local NGOs,
5. "Project Management Team (PMT)" means a team formed to oversee the donor-funded projects. The BoT shall form such a project-specific team and the project co-coordinator of such donor-funded project shall be a mandatory member of the PMT.
6. "Core employee" means an employee appointed for a permanent position under this policy.
7. "Project Employee" means an employee appointed for a certain period of service as required under a donor-funded project.
8. "The Chief Trustee (CT) or chairperson" means a person elected by the General Assembly/body.
9. "This Policy" is referred to hereinafter as the Administrative Policy 2024 and Human Resource Policy 2024.





### 3. Objectives

The following is the objectives of this administrative policy for management perspectives:

1. To provide a coherent set of tools to ensure uniformity, transparency, fairness, and openness in the organization's personnel management-related operations.
2. More specifically, to provide guidelines for recruitment, selection, retention, training and development, grievance handling, compensation, and performance appraisal.
3. To provide a framework for human resource planning keeping in view the future and existing human resource needs of the organization.
4. To establish a supportive and facilitating organizational culture and congenial environment for performance-based employee behavior for personnel and organizational development.

### 4. Human Resource Management

1. For the purpose of human resource management, the Board of Trustee or its delegate shall be responsible for core employees and a project management team under the leadership of the concerned program coordinator shall be responsible for donor-funded project employees.
2. The project management team must include the project coordinator specifically assigned for heading the donor-funded project.
3. The Executive Program Coordinators shall be appointed, with the decision of the BoT, by the Chief Trustee to manage the day-to-day activities of the organization and their roles and responsibilities shall be as mentioned in the annex to this policy.
4. The Chief of Trustee or his/her delegate shall be responsible to sign the agreement, projects, etc. on behalf of the organization.
5. For the effective utilization of human resources, the activities shall be trisected under the leadership of each Executive Program Coordinator as follows:
  - 5.1 Planning, Program, and Material Development
  - 5.2 Training Management and Resource Development
  - 5.3 Office Management (Administration and Finance)

### 5. Employment Category

1. **Casual or daily wage employees:** Those who are hired by the hour, day, or week to perform a job for RDT which is not expected to become permanent.
2. **Part-time employees:** Those who do not work full time but are employed on a monthly basis.
3. **Temporary employees:** Employees who work on a temporary or contract basis and are not hired for permanent employment. Employees on probation are also classified as temporary employees.
4. **Permanent or core employees:** Employees who receive a service confirmation letter in accordance with the administrative policy and are eligible for all the benefits as prescribed in this policy.
5. **Consultants:** RDT can hire consultants based on the nature of the job and requirements for the same. The service agreement shall include terms and references outlining the details of the activities to be performed. The right, obligations, and compensation shall be specifically expressed in the service agreement.
6. **Trainees & Internship:** RDT may assign works to trainees and internships with or without stipend or any other benefits considering the nature of the job assigned and the performances of such trainees/interns.





7. **Executive Advisors**: There shall be provisions to appoint executive advisors in order to enhance the quality and systematic execution of organizational Activities. The remuneration of such advisors shall be fixed by the BoT.
8. **Technical and Academic Support Services**: The Organization may build a pool of technical and highly skilled human resources depending on the nature of activities conducted by the organization in order to avail of the services from such resources.

## **6. Job Description**

The concerned Executive Program Coordinators and the Project Management Team on its own or with the feedback from technical experts should prepare a detailed Job Description for all positions. *Annex....* presents the sample copies of the Job Descriptions of the Executive Program Coordinators.

## **7. Recruitment**

RDT promotes qualified and self-motivated employees of any ethnic group or gender with an opportunity to learn and grow. Employees shall be selected on the basis of knowledge, skill, aptitude, commitment, and dedication. A recruitment process of appropriate testing and interview shall be adopted for selecting the right person in the right position.

Applicants may be recruited by means of personal contacts or through advertisement, whichever is appropriate and practical. Prior to that, the concerned executive program coordinators shall specify the post to be filled, the requisite academic and professional qualifications and experiences, the duties and responsibilities, medium of communication to the potential candidates, and the deadline for selection. The Project Management Team may also outsource the recruitment services to the outside vendor if the situation warrants or the BoT/WC deems it appropriate to do so.

## **8. Selection Procedure**

1. Applicants or candidates who have submitted an application and have been selected through screening based on qualification and experience will be invited for interviews and/or written tests.
2. The schedule for interviews and/or tests will be provided to the candidates selected, by telephone or other means of communication. The list of the selected candidates and interview schedule will be posted on the office notice board, if appropriate.
3. The concerned Executive Program Coordinators (EPC) or the PMT will be responsible for developing recruitment procedures, selection guidelines, scoring sheets, and instructions for each position.
4. The list of the selected and alternative candidates will be posted on the notice board at the office. Candidates will also be notified by letter or telephone about their selection. The EPCs/PMT will be responsible for assuring that the successful candidates receive an Appointment Letter.

## **9. Letter of Appointment**

1. The concerned The Chief Trustee will prepare an Appointment Letter to confirm the appointment, which will be signed by him/her or a designate.





2. The compensation and other terms and conditions will be clearly mentioned in the Appointment Letter.
3. The appointment letter shall be signed by each employee and a signed copy shall be an integral part of the employee records.
4. A signed copy of the job description shall be furnished to the employee and a copy of it shall be kept for the employee record.
5. The Administrative Officer will create personnel files for each employee that will contain the following documentation:
  - Application and bio-data of the employee
  - Personal information form
  - Declaration for income tax purposes
  - Appointment letter
  - Job description
  - Specimen copy of correspondence concerning the employee
  - Performance appraisal form
  - Details of compensation, salary, benefits, etc.
  - Copy of citizenship certificate
  - Copies of academic and work experience
  - Yearly leave records
6. The employee shall be responsible to furnish accurate information about any changes in his personal status that have financial or legal implications to the organization. Failure to submit such information may provoke disciplinary actions.

#### 10. Disqualification

Candidates shall be considered disqualified for employment under the following circumstances:

1. A minor cannot be hired for employment in RDT
2. Those who have been convicted of crimes involving moral turpitude
3. Citizens of countries other than India and Nepal in core position or as a permanent employee
4. Candidates who have furnished false information in order to influence the recruitment committee

#### 11. Probation

1. All permanent employees shall complete a period of 3 months under probation to be eligible to receive all the perks and emoluments mentioned in this policy. Employees who have served less than 6 months with RDT shall have to complete the probationary period in his/her second employment. The BoT/PMT shall reserve the right to waive the probationary period in some exceptional cases and such facts must be noted and approved.
2. During the probationary period, staff members will be provided job orientation and training, if necessary.
3. After the completion of the probationary period the concerned EPC in consultation with the supervisor of the employee shall determine the suitability and if found satisfactory shall issue a permanent service confirmation letter to the employee. The probationary period may be extended up to the next six months if the concerned EPC





deems it necessary and in case of unsatisfactory performance the employee shall be terminated with ten days' notice with no compensation for the notice period.

4. An employee on probation shall not be eligible to receive any benefits except for sick leave, mourning leave, overtime pay, and pro-rata Dashain Salary.

## **12. Insubordination/Disciplinary Actions**

Intentional refusal to obey lawful instruction given orally or in writing by supervising authority or any sorry of misconduct while performing services shall be dealt as under:

1. The supervising authority shall counsel the employee in the first instance of insubordination or misconduct.
2. If the employee's conduct does not improve, or he/she commits additional breaches, a warning letter will be issued in writing, subject to official recording. Before issuing such a warning, the employee shall be reminded of the disciplinary actions and given an opportunity to apologize and improve his/her behavior.
3. If the problem persists before any other witnesses, he/she shall be suspended from duty immediately.
4. Following the suspension, if disciplinary actions are instituted, the issue must be resolved within 30 days. The BoT/WC/PMT after conducting detailed investigations may either terminate the employee or, if in its judgment there is still a chance for improvement, it may issue a letter to the employee setting forth a detailed description of the areas where improvement is required. Thereafter, the employee's conduct will be monitored to determine if positive changes have occurred in his/her job performance.
5. It is the duty of the employee to give a written clarification on the warning and suspension letter. Failure to do so will be a deciding factor in the termination of his/her job.

## **13. Termination**

An employee may be terminated immediately on the following grounds:

1. When an employee remains absent for a period of one week without reporting,
2. When an employee is found to have bribed or accepted bribes as an authority of RDT,
3. When an employee is found to have abused his authority or resources of RDT for his/her personal benefits,
4. Misbehavior, including intoxication while on duty, consuming drugs or alcohol while on duty, sexual harassment, violence, or the threat thereof,
5. Conviction by a court of a crime involving moral turpitude,
6. Following the decision of the disciplinary committee.

An employee may be terminated on the following grounds irrespective of anything mentioned elsewhere in this policy:

1. Termination of project before its completion by the donor i.e. beyond the control of RDT, and
2. Under unavoidable circumstances when there is financial restriction and it affects across the board

## **14. Termination Compensation**

1. Employee terminated after disciplinary actions shall be entitled to all benefits accrued up to the date of the suspension including salary.





2. Employees terminated for cause are subject to immediate termination and are not entitled to adjustment compensation payments. However, they are entitled to accrued benefits up to the time of their termination, such as severance pay, annual leave payments, and provident fund payments.
3. Terminated employees shall return the visiting and ID card or any other document representing him/her in the employment.

#### **15. Resignation**

1. An employee shall tender a letter of resignation with the effective date of leaving the job one month prior to the effective date of leave or resignation to his/her immediate supervisor or Concerned Executive Program Director.
2. The employees on probation may leave the job with 15 days' prior notice.
3. A letter of acceptance of the resignation shall be served on the concerned employee signed by the concerned EPD.
4. The BoT/WC shall have the right to work out additional incentives to retain the employee if it deems necessary.
5. The employee shall be entitled to all accrued salary and benefits up to the effective date of resignation.
6. Before issuing a letter for final clearance with termination benefits, the chief of administration/finance shall clear any advances or properties or any obligation to RDT.
7. Employees leaving RDT shall return the visiting and ID card or any other document representing him/her in current employment.

#### **16. Death of Employee**

1. The personnel information form shall specifically mention the beneficiary/ies of each employee who will be eligible to receive the salary and benefits accrued up to the date of death of an employee,
2. In case there is no beneficiary or beneficiaries cannot be contacted within 24 months from the date of death of an employee, all salary and benefits accrued up to shall be transferred to a specific employee welfare fund and shall be spent for the benefit of the employees of RDT.

#### **17. Holidays and Office Hours**

##### **1. Public Holidays**

During the beginning of each calendar year, the organization shall determine 12 to 16 days for public holidays. While determining a public holiday for a fiscal year, the chief of finance/admin consults concerned EPD and takes stock of the composition of current human resources, their culture, religion, customs, and rituals. non-officer employees working on public holidays shall be eligible for overtime pay. An officer-level employee shall take a day off to compensate if they work during a public holiday. The compensatory leave shall be calculated on the basis of hours worked. Half-day leaves for working for more than four hours in a day and one day for working for more than seven hours a day shall be allowed within the same year and on a day that does not hamper office work.

##### **2. Office Working Hours**

1. RDT will have five working days in a week excluding i.e. Monday & Saturday.





2. The office working hours shall be 9 a.m. to 5.30 p.m. including half an hour lunch break/office day
3. Staff who work in various programs may be required to work different hours, depending on the nature of their work and responsibilities, as determined by the immediate supervisor as per institutional policy and requirement.
4. Regular duty hours shall not exceed 40 hours a week, except for residential staff.
5. An employee who requires time off during working hours for personal reasons, such as medical appointments or emergencies for a period less than 3 hours, shall seek the permission of his/her supervisor verbally or in writing prior to taking leave.

### 18. Job Positions

The following is the employee level and category. All positions will not be applicable at a time. The BoT/WC may change the job positions and level as necessary.

#### Non-Officers

Level	Position
1	Guard/House assistant/Cleaner/Cook/Gardener
2	Driver
3	Secretary/Receptionist/Field/Office/Admin/Store/Finance Assistant

#### Officers

Level	Position
4	Program Officer
5	Chief of Fin/Administration
6	Program Coordinator/Documentation Officer/Advocacy Officer
7	Executive Program Director

### 19. Remuneration

Based on the organizational resources, job nature or requirements, and competency of the candidate, the BoT/WC shall decide the range of salary for each level of employee and PMT shall be responsible for determining the remuneration of the donor-funded project as per the agreement with the donor. The compensation for Chief Patron shall be decided by the Board of Trustees.

#### 19.1 Assignment of higher-level duty

An employee may be assigned on a temporary basis to perform a job at a higher level or to substitute for his/her supervisor in order to motivate the employee or to fill the temporary vacancy. Employees appointed in such circumstances for a period longer than one month shall be paid the difference salary to compensate for carrying out higher-level duties.

#### 19.2 Paycheck

A payroll bank account shall be maintained in the name of an individual employee and the salary shall be deposited by the end of every month.

#### 19.3 Salary advance

Core or permanent employee shall be eligible to request salary advance equal to three months' salary in case of urgency subject to availability of funds. Salary advance shall

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be deducted within the fiscal year. Salary advance shall not be released twice in a year to the same employee.

#### **19.4 Extra hour payment**

1. An employee working for more than 8 hours in a day shall be eligible to receive overtime with prior approval from his/her supervisor. An overtime salary shall be approved by the supervisor before working overtime and payment shall also be authorized by the supervisor.
2. Employees are not entitled to extra compensation for working outside their regular duty hours unless the immediate supervisor assigns such extra work hours.
3. Officer-level employees shall not be eligible for extra hour payments; they can take time off with approval from his/her supervisors.
4. Hourly work shall be calculated for working more than 10 hours in a day

### **20. Perks, Emoluments & Benefits**

#### **20.1 Retirement fund contribution**

1. After the expiry of the probation period an employee shall be entitled to 10 % of basic salary as a contribution from RDT and an additional 10% shall be deducted from his/her basic salary. The amount deducted along with the RDT contribution shall be deposited into the name of the employee.
2. Non Probationary employees shall not be eligible for the Retirement Fund Contribution.

#### **20.2 Festival allowance**

All employees on long-term employment entering through probation requirement shall be eligible to receive additional festival allowance equivalent to a month's basic salary after the completion of his/her probationary period of six months. Employees on probation shall be paid proportionately. The payment shall be made 15 days' prior of the major festival.

#### **20.4 Gratuity**

A permanent employee shall be eligible for gratuity payment at the time of leaving his/her job. Gratuity shall be paid to an employee working for an uninterrupted period of service of more than five years with effect from the date of approval of this policy. The calculation of Gratuity shall be made on the basis of basic salary received by the employee immediately before the month of severance and a fraction of service of more than six months shall be taken as a year of the completed period of service. No payment shall be made for a fraction of the service period of less than six months. The employee with uninterrupted service of five years shall be eligible for gratuity at the rate of half months' salary for each year of service and one month's salary for each year for working more than ten years of uninterrupted service. The service period shall be calculated from the date of applicability of this policy irrespective of the actual date of joining in the case of existing employees.

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## **20.5 Employee insurance**

All permanent shall be insured against death or disability during performing his/her duties. The Insurance premium shall be borne by RDT and the amount of the sum insured shall be Rs 300,000 for non-officers and Rs. 500,000.00 for officer-level employees. The BoT/WC, based on organizational resources, may fix the limit of insurance against employees and their families.

## **20.8 Office lunch**

All employees shall be provided [five days in a week] lunchtimes half an hour or self-preparing lunch facility on the office premises from office kitchen without discrimination.

## **20.9 Awards/extraordinary service awards**

Employees shall be awarded for their contribution to the organization as recommended by the EPD. The amount or value in kind shall be determined by BoT/WC.

## **20.10 Miscellaneous**

The EPD, consulting the Chief Patron shall organize socialization and other recreational activities for the employees and their families at least once a year.

## **21. Leaves**

### **21.1 Annual leave**

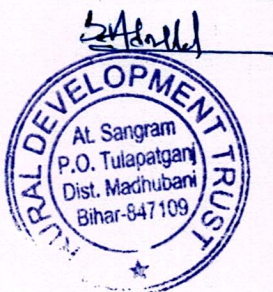
- 21.1.1 There will be eighteen days (18) annual leave accruing at the rate of 1.5 days per month excluding Sunday in case of continuous leave.
- 21.1.2 Annual leave for a half-day shall also be allowed.
- 21.1.3 A leave request form shall be filed and approved before taking leave. Leave of more than two days shall be approved a week prior to the date of leave requested. Failure to submit the leave request shall be taken as leave without Pay. An employee in case of urgency can communicate with his/her supervisor through the mail, phone, or any other possible means of communication.
- 21.1.4 No annual leave can be carried forward to utilize for the next fiscal year. An Employee having unutilized leaves up to ten days shall be entitled to leave encashment at the rate of his/her daily basic salary.

### **21.2 Sick leave**

- 21.2.1 The maximum limit of sick leave in a year shall be 12 days.
- 21.2.2 Sick leave may be approved as soon as the employee returns to the job.
- 21.2.3 Sick leave in excess of three days requires a prescription from a doctor and false evidence shall entice disciplinary actions.
- 21.2.4 Sick leave can be carried forward to next year and encashment shall be paid against unutilized sick leaves.

### **21.3 Mourning leave**

- 21.3.1 Maximum 15 days mourning leave shall be granted to an employee depending upon the ritual and religious practice of the concerned employee. Mourning leave shall be allowed upon the death of his or her children, spouse, parents, or siblings, and in exceptional cases parents-in-law and grandparents.





- 21.3.2 The employee shall observe such leave personally and abuse of such leave may provoke disciplinary actions.
- 21.3.3 Employee taking such leave shall inform in any way possible to his/her immediate supervisor and get the leave approved as soon as he/she returns to work.

#### **21.4 Maternity leave**

- 21.4.1 Female employees shall be entitled to 60 days continuous maternity leave for two pregnancies during their period of service with RDT.
- 21.4.2 The employee shall submit a one-month prior request to her immediate supervisor with the possible date of leave.
- 21.4.3 Leaves in cases needed to be extended, the employee shall utilize other leave with approval from her supervisor.
- 21.4.4 The male employee shall also be eligible for a week's leave to take care of his spouse and the newborn child.

### **22. Travel/Transportation**

#### **22.1 Travel request and approval**

- 22.1.1 Travel Authorization submitted to their immediate supervisor for approval. The form will state the objective of the proposed travel, the duration of the trip, the destination, and the amount of travel advance requested. The form will include a per diem rate, which shall be determined by the Chief Patroon in consultation with BoT.
- 22.1.2 The staff shall forward the travel form duly authorized to the Finance Department for advance and travel arrangements.
- 22.1.3 When it becomes impossible to obtain prior approval the travel can be authorized orally and all other processes can be fulfilled after joining the office.
- 22.1.4 Travel Expenses Claim Form shall be filled for travel advance clearance seven days after joining office and within fifteen days in case of foreign travel.
- 22.1.5 Expenses claim must be submitted with supporting unsupported and unsettled advance must be refunded or it will be deducted from the salary of the month in which such travel expense claim is lodged.
- 22.1.6 The employee shall be responsible for preparing travel reports with daily activities, intervals, and a summary of conclusions along with the claim form.
- 22.1.7 The travel expenses claim form shall be duly approved by the travel authorizing authority.

#### **22.2 Commute/Transport**

BoT/WC/PMT shall decide the amount or limit of fuel reimbursement on monthly basis in case of employees having their own vehicle or provide a vehicle if the organization's own vehicle and is available or give a fixed sum on monthly basis for the commute to and from. In the case of Motorcycle RDT shall reimburse the cost of 10 liters of petrol on monthly basis. The EPCs shall be paid as a monthly commuting allowance of Rs. 1,000.00.

### **23. Training/Orientation/Development**

- 23.1 Employee orientation will cover the topics such as organization status current activities and its vision, mission and goals, detailed job description and requirements and justifications for his/her position, organizational policies and familiarization with colleagues etc.





23.2 RDT shall organize or require employees to participate in training programs to strengthen and improve the skills of employees. Selection of such training shall be made with the input from annual performance reviews and organizational needs. The employee shall be eligible to receive full compensation during the period of training.

#### 24. Appraisal of Employee Performance

24.1 Supervisors are responsible to perform a transparent and fair *Annual Performance Appraisal (APA)*. An APA shall be used to set tangible and achievable goals for each employee and aware employees of their duties roles and responsibilities and reward them for their performance.

24.2 The employee, if not satisfied having their performance appraised due to any reason that can be justified, WC can assign any other person to get his performance reviewed.

24.3 The aim of APA is to give salary raises based on the marking system as appropriate and it can also be used for the termination of services. The marking criteria and numbering and reward system shall be elaborated in the APA.

#### 25. Assignments for Short Period

25.1 An employee may be assigned for a short period as required by the management to a position above or below his/her recent one. Such assignment shall not be considered as a promotion. However, the experience gained and performance during such assignment shall be valuable feedback for review and promotion.

25.2 The Chief Patron shall decide the compensation in case of the short-term duty. RDT shall reserve the right transfer employee for short-term and long-term positions in any branch/project area/ field office. Such transfer shall be considered an uninterrupted period of service for all purposes.

25.3 In case of assignment to fulfill duties and obligations under any donor-funded project, the employee shall be eligible to receive the salary benefit and perks as mentioned in the donor agreement. However, RDT shall make the employee contribute a certain portion of such benefits to the organization on mutual agreement in order to retain the existing position in the organization. However, no regular salary shall be paid if such assignment is for a period exceeding a month or more than a month.

#### 26. Promotion

Employees can be promoted based on his/her potential and performances in RDT in case of all categories of employment internal candidates shall be given due preferences.

#### 27. Others

1. Visiting Cards and Identity cards shall be issued to all employees except level 1 and working on daily wages.
2. No employees shall communicate any unpublished information to the third party without prior approval and all documents or information prepared and produced during the employment shall be the property of RDT. Distribution or unauthorized use of it may provoke legal actions against the employee.
3. In case of strikes and Bandh causing it difficult to reach the office shall be compensated by working on off days or it will be deducted from the annual leave.
4. OR, s/he works office job in resident on the verbal approval of supervisor but s/he communicate his/her outcomes to own supervisor.

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## 28. Applicability

This document shall be immediately effective upon its approval by the BoT and will get endorsement of General Assembly/Body. It supersedes all policies and practices in place prior to its approval, and shall not be retroactive, except as specified herein.

## 29. Amendments

The General Assembly/Body with the recommendation from working committee shall have right to amend this policy. The Working Committee has the power to resolve any ambiguity in this policy.

Annex

Leave application form

Travel request form

Employee personal information form

Annual Performance Appraisal form

## Job Description of

- Program Director,
- Program Coordinator,
- Program Officer,
- Finance and Admin Officer
- Sample of appointment letter



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MD. MASINUL-HAQ

22/11/2023

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