

# Human Resource Management and Development Policy



**Dalit Empowerment Foundation (DEF)**  
Tala, Satkhira

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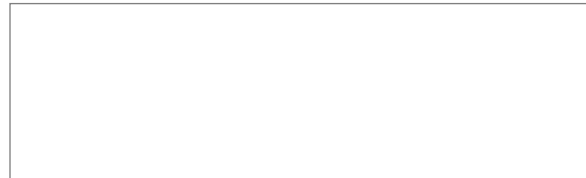
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### 1. Introduction

DEF is an independent, non- political, non- profit, non-partisan and non-governmental women rights organization working in 2008. It was established in2008 by a group of **Dalit**women, and is dedicated for improvement, advancement and empowerment of women, for their dignity, uplifting of their socio-legal status and facilitating educational opportunities for girls and women.DEF promotes the full participation of local women in the movement for their genuine liberation and in the overall transformation of a just and free society. We respond to specific needs of women from different sectors in collaboration with institutions, community, and volunteer groups concerned with programs for women's development. DEF believes that women participation at various levels is one of the prime conditions for good governance in the society.

DEFregistered with the Social Welfare Department of the Government of Bangladesh (Vide Registration No. Sat-945/08

To eliminate gender-based exclusion and discrimination, DEF promotes and culture gender sensitivitythrough acknowledging different needs& feelings of women & girls. Through our program, we make an effort for equal participation of women and girls and fairdistributionofbenefits.

As part of Canada's Feminist International Assistance Policy, DEF supports it'sunder Women Voice and Leadership Bangladesh (WVLB) Project forDEF's improved management and governance practice, better program delivery and organizational sustainability as WRO.DEF has been continuing DEF programmatic support to advance gender equality and empowermentpromotes and protect their human rights.

One of the major objectives of WVLB project is to strengthen the capacity of local level



women rights organization to implement program and advocate to advance gender equality and the empowerment of women and girls.

DEF, under WVLB project initiated to develop this human resource management and development policy for DEF in modified form aiming for improved management and sustainability of DEF.

### 2. Objective of DEF

- The primary focus is to achieve gender equality and empower women and girl thus alleviate poverty and contribute to the achievement of the Sustainable Development Goals (SDGs). The key thematic priority is to address poverty alleviation and SDGs through sustainable economic development.
- To promote human rights, social justice, economic and social advancement through reduction of poverty.
- To create self-employment opportunities in community.
- To empower and create opportunity involvement of female sector in income generating activities to improve their life status.

### 3. Purpose of Human Resource Management and Development Policy

HRM&D policy of DEF is basically the administration of human resource. It refers to handling employees and acknowledge their requirements for maintaining a positive work culture.

DEF seeks to encourage all staff members to contribute in development and avails access for all without regard to their gender, physical ability, religious affiliation, cast and class. By accepting employment with DEF, employees agree to abide by the authority level and co-operate with colleagues and supervisors according to employee's job description and designation. Staff members are to remain utmost proactive in all matters of organizational business.

DEF promotes a culture of participation, openness, autonomy and teamwork. Monitoring and evaluation is primarily seen as the learning instrument. Program implementation, staff productivity and program costs are monitored regularly.

DEF has established a senior management team (SMT) comprised of project heads, sectional heads and ED/Chairperson to deal with strategic, organizational and program issues. SMT will provide overall supervision, strategic management, direction and integration of all components of DEF development process.

This policy includes a set of practices, which helps manage employee data like attendance, payroll and ensuring smooth employment and to ensure compliances. This policy will ensure a stable work environment and efficient operations.

This policy presents the standard procedures of personnel management of DEF and act as guiding rule for all staff members of DEF and serves the interest of both the employer and employee.

Each section of this policy sets the procedure of personnel management, however, not all events can be incorporated. As such, under special circumstances, management will try to remain true to the intent of welfare of employees of DEF.

This policy is to provide support for current and future employee development, identify performance gap, help individuals achieve short-term and long-term career goals and support succession planning through leadership development.

This policy will place work force achieving organizational goals, practice organizational culture, ensuring team integration, towards training and development, be motivated, empowered, recognized, retained and be complied.

To succeed at the DEF objective, this policy guides employees for efficient planning and execution. This policy will motivate for being strategic to foster development work culture.

This policy supports empowerment of employees creating positive vibes at the workplace and sound relations among staff members.

#### 4. Keeping workforce together even someone is apart

Virtual space offers DEF to perform many official functions online. Entire workforce of DEF may reinforce organizational goals and values using virtual spaces. Through using virtual facilities, DEF promote positive work environment bridging the distance between DEF employees and remote stakeholders/donors and overcome distance and transitional time barrier. Positive work environment includes virtual hangout among team members and co-workers after hours. For that, management level employees personally as well as officially will be equipped with for some of the followings:

- Receiving and sending e-mail.
- Sign documents electronically.
- Prepare documents online.
- Attend zoom meeting
- What Sapp application

- Messenger application
- Drop box
- Google workspace
- Microsoft 365
- Microsoft teams
- Promote web based applications.

### 5. Policy Application

This HRM&D policy revised on DEF is approved by Executive Committee. This policy applies to all human resource management and development aspects related to DEF funded project as well as all other projects and core initiative implemented by DEF.

### 6. Process of updating this policy

- a) Executive Committee of DEF shall have the right to modify, amend, replace, revise and/or add any provision of this policy in such manner and to such extent, as may be deemed fit. Executive Committee may constitute a committee or appoint consultant / consulting firm to review and update the policy when necessary.
- b) Any change or modification/amendment, as approved by Executive Committee shall be circulated through inter-office memo / circular under the signature of the Chairperson of EC or his/her designate.
- c) All the changes / amendments that have been taken place since the date of last revision, with the approval from Executive Committee, shall be incorporated in the revised version.

### 7. Donor Requirement

Any specific requirement by the donor that is not covered by this HRM&D policy will be placed in the EC meeting for discussion and decision.

## Chapter – I

### 1. Definitions

Term	:	Means
The Organization	:	Dalit Empowerment Foundation
WRO	:	Women rights organization

<b>Management</b>	:	The senior management team constituted by the organization.
<b>Chairperson</b>	:	Chairperson of DEF
<b>Executive Director</b>	:	Executive Director of DEF.
<b>ED</b>	:	Executive Director
<b>EC</b>	:	Executive Committee of DEF
<b>HRM&amp;D Policy</b>	:	Human Resource Management and Development Policy
<b>Month</b>	:	Calendar months.
<b>Year</b>	:	The financial year of the Organization (July to June)
<b>Donor</b>	:	An agency, organization or government that contributes in kind or cash to DEF.
<b>Appointing Authority</b>	:	EC is the appointing authority for ED and ED is the appointing authority for rest of the employees.
<b>Competent Authority</b>	:	Competent authority in relation to exercise of any power under these rules and regulation, means the ED/Chairperson and any employee authorized by her to exercise any power under this policy.
<b>Management</b>	:	Management means a committee consisting of ED/Chairperson and other senior staff members.
<b>Duty</b>	:	Duty means service of employees including probationer.
<b>Service Period</b>	:	Service period includes the period during which employees are on duty or on authorized leave but does not include any period during which employee is absent from duty without permission or overstay his/her leave, unless such period of absence of overstay is regularized by an order in writing by the competent authority.
<b>Staff Members</b>	:	Staff members mean staff member of the organization, which include regular, contractual

	and probationer.
<b>Classification of employees</b>	Classification of employees in terms of position.
<b>Post</b>	Post means a post or position sanctioned by the organization.
<b>Probationer</b>	Probationer means a person employed on probation and has not completed the period of probation at least 3 months or less as per management decision based on experience and capacity.
<b>Consultant</b>	Consultant means a person or firm or organization, appointed on specific terms and conditions for rendering consulting service.
<b>Basic Pay</b>	Basic pay means the basic pay, excluding benefits and allowances, which have been sanctioned for post held by the staff.
<b>Salary</b>	Salary means the amount, inclusive of the benefits and allowances, drawn monthly by the staff.
<b>Honorarium</b>	Honorarium means a recurring or non-recurring payment granted to a person under contract as remuneration for specific work of occasional nature.
<b>Allowance</b>	Allowance means any additional payments made to the staff members in excess of their basic pay.
<b>Bonus</b>	Bonus means a special payment declared as bonus and payable in addition to monthly salary.
<b>Dependent</b>	Dependent means a staff member's children who are under the age of 18.
<b>Duty Station</b>	Duty station means the location of DEF office or

its' project office or any other office of DEF as may be applicable to the circumstances.

### Chapter – II

#### 2. Duties and obligations of staff members

##### 2.1 Staff members under different functional section

DEF will have different functional sections headed by one sectional head under which respective sectional staff members will work. Functional sections of DEF are as follows:

Sections	Representative
Organization	Represented by ED/Chairperson
Program section	Represented by Program Coordinator
M&E section	Represented by Coordinator-Monitoring & Evaluation
Finance & admin section	Represented by Coordinator-Finance & Admin

##### 2.2 Staff members' responsibilities

Obligation rests with all staff members of DEF to render honest, efficient and courteous performance of duties. Staff members will be responsible for adhering to all policies, rules, directives and procedure as issued and directed by DEF.

##### 2.3 Job Description (JD)

All employees will be provided with a Job Description (JD) at the time of joining. If an employee does not have JD, she/he must inform of it to respective supervisor. Job Description must include the details of the position and a list of all major/primary accountabilities of the job-holders. The Job Description may be revised after the probation period, or may be revised at any time to reflect changing patterns of the work.

##### 2.4 Conduct of staff members

###### 2.4.1 Work Manner

By accepting appointment with DEF, all employees agree to work in a responsible, respectful, productive and dignified manner. All employees are to be loyal to organization and stay active to accomplish the organizational objectives.

### 2.4.2 Corrective measures

DEF shall use the corrective measures to motivate staff to improve the professional behavior as well as the performance of the employee.

### 2.4.3 Minor offence

For a minor offence or for deterioration of employee's performance level or behavioral integrity level, a meeting between the employee and the supervisor or the designate will be conducted to resolve the situation informally as soon as possible. In some cases, documentation may be necessary, allowing employee to provide clarification or defend him/herself against the accusation for management's decision, the supervisor with consultation of second supervisors of concerned employees, will issue an advisory letter and send a copy to personnel file. Other actions can be taken in case of minor offence, such as, temporary withheld increment, or recovery from pay any pecuniary loss or damage caused by DEF by negligence or breach of discipline/conduct.

### 2.4.4 Major Misconduct

Types of major misconduct: Any of the following acts on the part of an employees will amount to misconduct:

- Willful insubordination or disobedience to any lawful and reasonable order of the supervisors.
- Gone to strike or abetting, inciting, instigating or go-slow.
- Theft or fraud or dishonesty in connection with DEF's property or property of another.
- Taking or giving bribes or illegal gratification.
- Habitual late attendance.
- Breach of any terms and conditions of service rules or employment or any law applicable to DEF or any rules made there under.
- Without proper approval, collection or receiving any cash money except as sanctioned by the law or rules of DEF or authorized by ED/Chairperson.
- Riotous, disorderly or indecent behavior by the employee in DEF premises and if any employee entertains or encourage any of the above activities.
- Breach of any rules or instructions, for the maintenance or running of the office.
- Habitual neglect of work or lie.
- Willful damage to work in process or to any property of DEF.
- Sexual and/or any other abuses and harassment.
- Drug taking/addiction or any kind of anti-social activities (such as wearing indecent dress, gossiping, watching porn videos, using unofficial Facebook, drinking wine or smoking,

illegal drug business, torturing family members or maidservant etc.) within the office compound or even outside office.

In the above cases, documentation may necessary, however, the supervisor with consultation with ED/Chairperson, will issue a warning letter or otherwise decided by ED/Chairperson.

### 2.5 Conflict of interest

Staff members are not permitted to solicit, obtain, accept, or retain any personal benefit or gift (such as food, garments, handicraft, etc.) from any supplier, vendor, or any individual or organization doing or seeking business with DEF. No Staff Member of DEF shall maintain an outside business or financial interest, or engage in any outside business or financial activity, which conflicts with the interests of DEF, or which interferes with the Staff Member's ability to perform job responsibilities fully. Nor any Staff member may benefit directly or indirectly from a third party, that furnishes products, materials, or services to DEF. Staff who has relationship interest with any candidate or staff or vendor or consultant or partner organization, should deliberately avoid directly supervising them or participating in the selection process or procurement or capacity assessment process. In this regard personal Interest and relationship interest to be declared in the Register of Interest by the staff and to be maintained by admin section. All incidents of bribery, gifts and hospitality must be declared promptly and all staff members must complete a declaration at least annually, even if it is a nil return.

### 2.6 Attendance

- a) Consistent regular attendance and punctuality are vital and they are integral parts of each staff member's performance evaluation. Irregular attendance disrupts the operation of the organization, declined overall productivity and continuity of work, and is burdensome to other staff members of the organization.
- b) Staff members are required to report to their designated workstation in due time. Tardiness, un-authorized absence, or failure to report as required will result in disciplinary action.
- c) In the event when a staff member cannot report to work as scheduled, the staff member should notify his / her supervisor. Staff members who are late due to delays are expected to make up the delayed time on the same day.
- d) On arrival to office, the staff member shall ensure their attendance through electronic device.

### 2.5 Staff engagement in outside activities



- 2.5.1 By accepting appointment with DEF, a staff member undertakes a number of obligations, which may have a bearing on certain activities outside their official duties. As a result, difficulties may arise in carrying out continuous or recurring outside activities of substantial nature with the principles of service rule.
- 2.5.2 Following basic principles shall be followed by every staff member in respect of engaging himself /herself in any outside activities:
- Outside activities may be authorized if the activity in question does not interfere with the work of the staff member, nor the ability of the staff member to accept any new assignment, which the management may require the staff member to assume.
  - No approval is required for an activity which is neither continuous nor of recurring nature, if it takes place outside the working hours or while the staff member is on leave, provided the condition stated in the paragraph.
  - Approval is, however, required for an activity, which is continuous or recurring, or any outside activity that takes place during working hours.
  - Staff Members shall not be actively associated with the management of, or hold a financial interest in any business or organization, if it is possible for them to benefit from such association or financial interest because of their position in DEF. The mere holding of shares in an organization does not constitute a financial interest unless such holding constitutes a substantial control.
  - No staff member is allowed to engage himself/herself in any work in competing organization.
- 2.5.3 Approval for outside activities:
- Staff members wishing to engage in an outside activity for which approval is required shall submit a written request to the ED/Chairperson containing the following:
    - A full description of the nature of the activity.
    - Location and duration of the activity.
    - Compensation to be received.
    - Any other information pertinent to the outside activities.
  - ED/Chairperson may accord permission, if satisfied to the applicant.
  - Continuing or recurring activities are authorized only for shorter period as may be decided by ED/Chairperson.
  - If the request for outside activities is approved, the approval will be considered as a basis for granting special leave, if such leave is necessary for the conduct of the outside activity concerned. Special leave should be considered as extra-ordinary leave without pay if the applicant does not have enough leave balance against his/her earned annual leave.
  - Copies of approved requests are kept on the staff members person file for future

reference.

### 2.6 Cases of arrest and detention

A staff member who is arrested, charged with an offence other than a minor traffic violation or summoned before court as defendant in a criminal proceeding, or convicted, fined or imprisoned for any offence, other than a minor traffic violation, must report the fact in writing to ED/Chairperson immediately. If convicted, the staff member will remain under suspension for the service, and shall not be entitled to any benefits or privileges, except the following:

- a) Unpaid salary and allowance to the last day of service.
- b) Staff member's own contribution of provident fund and interest on this portion.

ED/Chairperson will take further steps based on the judgment of the court.

### 2.7 Financial responsibility of staff member

Any staff member who involves DEF in unnecessary liability by means of malice or culpable negligence, or by failure to observe any regulation, rule or administrative procedure of the organization shall be responsible for making good such loss either partially or in full.

### 2.8 Proprietary rights

- 2.8.1 All rights, including title, copyright and patent rights, in or relating to any work performed by any staff member as part of his/her official duties, are vested to DEF, unless materials are developed with the support from donors who makes specific requirements about proprietary rights, including title.
- 2.8.2 Although rights are vested in the DEF but proper recognition/acknowledgement should be given to the author or key contributors.

### 2.9 Transfer or handover of responsibilities

Transfer or handover of responsibilities may occur between outgoing and incoming employees. The major objectives in the transfer of responsibilities for one employee to another are to ensure continuity, accountability and to familiarize, the incoming employees with the office. DEF recognizes the importance of an overlap between the outgoing and incoming employees. Ideally, this should be a period of three to five working days, however this may not always be possible or feasible, in which case the outgoing employee should assign his/her assistants to complete the turnover with the incoming employee.

### 2.9.1 The handover procedure

Prior to the arrival of the incoming employee the outgoing employee should prepare a plan for the transfer of responsibilities. This should consist of a handover package, a time schedule and a handover letter. The handover package should cover all major topics to be reviewed, discussed and verified in the transfer of responsibilities.

### 2.9.2 Handover package

It is important to enlist aspects and issues which are specific to the office as well as the project implemented.

## Chapter – III

Appropriate provision shall be made by ED/Chairperson for the classification of posts and staff according to the nature of the duties and responsibilities required.

### 03. Employment category

#### 3.1 Post classification

ED shall establish and approve human resources plans which will include the classification of all posts in the Organization/projects according to the type and level of the duties and responsibilities of the posts.

#### 3.2 Classification of individual post

All posts shall be classified in categories and level according to standards promulgated by the ED/Chairperson and related to the nature of the duties and the level of responsibilities required.

#### 3.3 Classification review

In accordance with procedures established by ED/Chairperson, a staff member may request a re-examination of the classification of any post under his/her supervision and with reference to the approved human resources plan. A staff member may request a re-examination of the classification of the post which s/he occupies in accordance with HR and Gender consideration, which shall be reflected in the organogram after receiving ED's approval.

#### 3.4 Classification of employees

Employees are classified according to their contractual status. DEF has two category of

staff as given below:

**Core Workforce:** A core workforce includes employees who perform the organizational various sectional/ departmental activities and their contract period may be open in line with organizational continuation.

**Project Staff:** Project staff means employees recruited to work on a specific project on pre-determined terms and conditions of service and for a period not exceeding the project duration. In that case, employment condition of the project staff will be governed by the relevant project's provisions and procedures.

**Regular Staff:** An employee whose service has been confirmed following the satisfactory completion of her/his probationary period. All regular staff will continue subject to the terms of these policies and procedures.

**Probationary:** An employee who has been employed to fill a vacancy, but not yet completed probationary period.

**Contract Staff:** Contract staff is one who has been hired on a temporary basis for completion of a specific job within a specific time period and after completion of the contract, one's service gets automatically expired. Normally the contract period will be maximum for 6 months which may be extended on monthly basis.

**Casual Staff:** Temporary hired personnel to accomplish a specific task whose terms and conditions are laid down in the hiring contract. Casual staff may be for short term say one week or one month or long term say 3 months but not more than a year. Tasks or job should be casual in nature (i.e. not regular) under this type of contract.

**Intern/apprentice:** Anyone on contract for a particular task which is temporary but with focus on enhancing capacity and professional development and who is paid an allowance or stipend by DEF or serve DEF voluntarily during the period of work experience.

**Volunteers:** Volunteers are different to employees in the sense that-

- Volunteers are characterized as social activists.
- Volunteers are individual who work for organization out of their own choice and willingness.
- Through volunteering, individual will achieve personal development, build future career, and make the difference, networking opportunities and gain happiness.
- Organizations need voluntary support from individual to get the activities performed at

targeted area and community level.

- Volunteers may be deputed from other organization.
- They may be assigned tasks as per organizational and project demand.
- They will not be paid salary but for regular volunteering may be paid honorarium considering the condition and specific project requirement and their daily time devotion.
- Volunteers will be engaged by organization with expressed specific terms and conditions.

### 3.5 Age limit of employees

In general, the age limit for recruitment during entrance for regular staff is from minimum 18 years of age.

### 3.6 Grades of employee

The minimum qualification and experience for the position is given below:

Grade	Designation	Qualification and Experience
Grade E	<ul style="list-style-type: none"> <li>• Support staff</li> <li>• Office Helper</li> <li>• Guard</li> <li>• Messenger/Peon</li> <li>• Cook</li> </ul>	Below SSC with 1 year experience
Grade D	<ul style="list-style-type: none"> <li>• Driver</li> <li>• Receptionist</li> <li>• Admin Assistant</li> <li>• Field Organizer</li> <li>• Community Mobilizer</li> <li>• Mentor</li> </ul>	Below SSC with 3 years' experience HSC with 1 year experience HSC with 1 year experience HSC with 3 year experience HSC with 3 year experience HSC with 1 year experience
Grade C	<ul style="list-style-type: none"> <li>• Finance and Admin Officer</li> <li>• Program/ project Officer</li> <li>• Training/Monitoring Officer</li> <li>• Accounts Officer</li> </ul>	Bachelor with 3 years' experience
Grade B	<ul style="list-style-type: none"> <li>• Program/Project Coordinator</li> <li>• Coordinator-Finance &amp; Admin</li> <li>• Coordinator-Monitoring &amp; Evaluation</li> </ul>	Masters with 3 years' experience
Grade A	• Executive	BA with 10 years' experience

Director/Chairperson

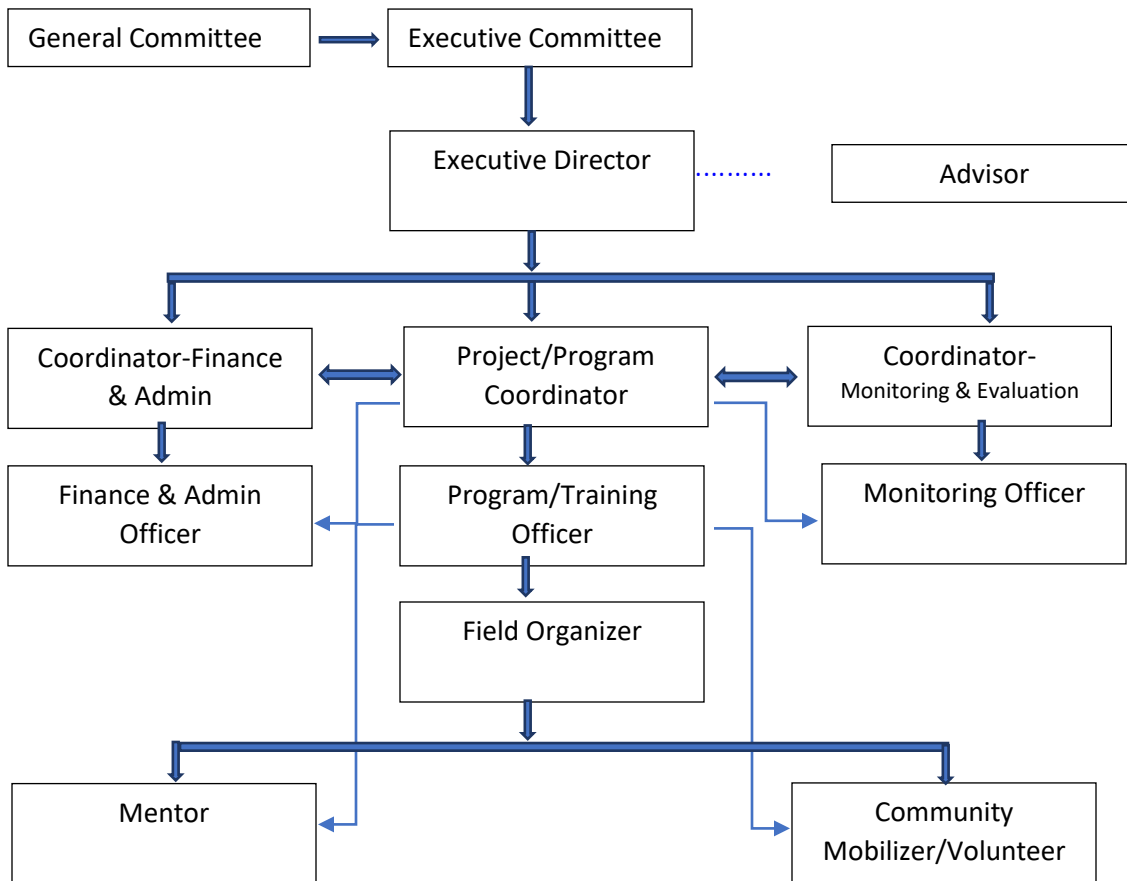
Level of staff

<b>Front level</b>	<ul style="list-style-type: none"><li>● Admin Assistant</li><li>● Field Organizer</li><li>● Community Mobilizer</li><li>● Mentor</li></ul>
<b>Mid-level</b>	<ul style="list-style-type: none"><li>● Finance and Admin Officer</li><li>● Program/ project Officer</li><li>● Training/Monitoring Officer</li><li>● Accounts Officer</li></ul>
<b>Top level</b>	<ul style="list-style-type: none"><li>● Executive Director</li><li>● Program/Project Coordinator</li><li>● Coordinator-Finance &amp; Admin</li><li>● Coordinator-Monitoring &amp; Evaluation</li></ul>

While the above are the formal positions, but all staffs are required to have willingness to do all the works for the greater interest of DEF and to the best of their ability when called upon to accomplish them. DEF may carry out any work of any specific program by temporarily hiring a competent professional person. It may also hire temporary administrative staff from time to time. Their conditions of work will be through separate agreement.

- The above grade may be altered upon finalization of the job specification task.
- Experience may be relaxed for Higher Educational Qualification or vice versa in all cases.
- Responsibilities and authority levels of relevant category of staff shall be dealt separately by job description and delegation of authority respectively.

### 3.7 Organogram



The organogram indicates the management and personnel structure of DEF. It shows the vertical and horizontal relationship among the staff members. The organogram is set out above which will be revised from time to time with the changing requirement of DEF.

### 3.8 Re-appointment

- A former Staff Member may be re-employed upon vacancy and management approval for the same position.
- For upper position a competitive recruitment process shall be followed.
- If a former staff member is given a new appointment, its terms are fully applicable without regard to any former period of service. In other words, no entitlements from such prior service will accrue to the staff member.
- Terminated staff shall not be recruited further.

### 3.9 Probationary period for new staff members

- In general, there is 3 (three) months' probationary period for all new Staff Member

except those who are awarded short-term appointment or temporary assistance. However; if the project/contract duration is less than 1 year, the Probationary Period shall be 1 month. For short term contract, probation period may not be required. If performance of the Staff Member is not found satisfactory, this period may be extended for an additional period of 1-2 (two) months in order to evaluate a new Staff Member's performance. If any probationer could not perform satisfactorily even after extension period, the contract shall be terminated without notice.

- During the probationary period, new Staff Member will be evaluated on both their performance and personal characteristics, such as dependability, morality and cooperation with others, etc.
- At the end of the probationary period, the Staff Member's supervisor shall conduct a performance appraisal and recommendations shall be made to the appointing authority for the continuation of the service.
- A contract may be terminated, from either side, with 24 hours' notice without assigning any reason what so ever during the probationary period. In such case the Staff Member will be entitled to receive only monthly salary prorated to date.

### 3.10 Orientation of new staff member

When a new Staff Member joins in DEF office, the office will be responsible for providing appropriate orientation to the staff member on the DEF's goals and objectives and role in implementing the objectives.

The office will also:

- Explain field based work, size of operation, organogram etc.
- Provide, on the Staff Member's first day of work, basic information of pay policy, leave policy, benefits, code of conduct and working hours.

The purposes of such orientation are:

- To inform the Staff Member about the organization.
- To establish good Staff Member-employer relationship.
- To reduce the anxieties of a new environment and new responsibilities.
- To build up team spirit.



### Chapter – IV

#### 4. Recruitment and appointment procedure

##### 4.1 Recruitment

DEF will provide equal employment opportunity to all applicants on the basis of demonstrated ability, experience, and training. So far as applicable, selection shall be made on a competitive basis. The paramount consideration in the appointment of a Staff Member shall be academic qualification, experience, efficiency competence and integrity. Recruitment of DEF is to attract right person for right job. All recruitment will adhere to human rights, diversity and gender equality and shall be free from the discrimination of disability or physically handicap, fraud and corruption, money laundering, bribery, child abuse, sexual harassment, etc. The hiring procedures must confirm to the local context and organizations requirement and organizational financial situations. The Executive Director will approve requests for Grades B to E and the Executive Committee will approve positions for Grades A. To promote gender equality following measures will be taken in case of staff recruitment:

- Considering the nature of project and different geographic context, educational qualification and required experience will be relaxed for recruiting female staff.
- Educational qualification and experience are also relaxed for hizra, transgender and PWD.
- Female staff will be recruited so that number of female staff gradually increase both at management level and front level.
- Female staff may be recruited as internship with the object of experiencing them aiming to their future evolvement in management level.
- To meet the target number of female staff, application will be seek only from female staff.
- Including gender, feminism, gender equality in interview questionnaire will be mandatory in case of staff recruitment.

##### 4.2 Announcement of vacancies

- a) Any vacant position of the organization shall be advertised in the local press or online. A copy of such advertisement shall be placed on the notice board of DEF for internal circulation.
- b) All internal candidates against a vacant position must fully meet the requirements for the promotion/conversion for the vacant positions within the organization. However, the Executive Director may waive some of the requirements as mentioned in the advertisement, in case where an eligible candidate is considered qualified and

competent.

- c) DEF may appoint individual consultant or stakeholders to carry out the recruitment functions or outsource the entire recruitment functions on behalf of DEF.
- d) Normally a minimum of two weeks' time shall be given for receiving applications from the candidates unless exceptionally determined by ED/Chairperson.

### 4.3 Selection procedure

- a) The requirement of recruitment to be discussed and approved in management meeting to fill-up a new position with the minimum qualifications and experience required;
- b) In view of the staff development and career progression of the internal staff members, preference shall be given to the existing Staff Members having required qualification, experience, competence and exposure to fill in the vacancy. For such case, Staff Member's personal file, past performance records and line management recommendation shall be taken into consideration.
- c) A person selected for appointment shall not be less than 18 years of age and not more than 65 years of age at the time of appointment in the services of DEF under any categories of employment. Extension may be given but will depend on past performance, organization's need, availability of resources and evaluation of line management. Length of extension will be determined by Executive Director/Chairperson and decision taken by Executive Committee. Concrete steps will be taken to encourage younger talent to apply for senior positions. To attract younger talent following strategies may be taken: Reduce age limit and length of experience. Job advertisement should state that DEF is committed to promote younger and dynamic talent. Head hunting should also be included as part of recruitment process. There shall be no age limit for appointment of Consultant or Advisor by DEF.
- d) The qualification, experience and other requirements for appointment of the Executive Director shall be determined by the Executive Committee.
- e) All staff members shall be selected after advertisement on the basis of competence to meet criterion contained in the job description. Positions in grade E, D need not be advertised and may be filled through head hunting and at the discretion of ED/Chairperson.
- f) The system of Head Hunting is valid for all positions but must follow a transparent system such as setting up of a committee comprised of Senior Management to review applications, conducting interviews and submitting recommendation to the Executive Director/Chairperson for approval.
- g) During recruitment special attention will be given to the gender and diversity balance. To ensure this, positive discrimination such as reserving some position for women and

people of different ethnic and religious background may be applied.

- h) Original certificates in support of age and qualification must be produced at the time of joining the service of the organization.
- i) Persons who have been forced to retire or dismissed or removed from government services or from the service of any organization as a result of disciplinary action taken in pursuance of relevant rules or regulations in force shall not be appointed by DEF.
- j) The organization shall not, however, consider the applications of the family members of existing Staff Members without prior permission of the Executive Director.
- k) The spouse of a Staff Member may be appointed provided that he/she is fully qualified for the post and he/she is not given any preference by virtue of the relationship to the existing Staff Member.
- l) Staff Member who bears any of the above-specified relationships to another Staff Member:
  - i. shall not be assigned to serve in a post, which is superior or subordinate in the line of authority to the Staff Member to whom he/she is related.
  - ii. shall disqualify himself/herself from participating in the process of reaching or reviewing an administrative decision affecting the status or entitlements of the Staff Member who is related.
- m) The marriage of one Staff Member to another shall not affect the contractual status of either spouse.
- n) Management will define the job-related tasks and qualifications necessary to assume the position. The defined tasks and stated qualifications will be the criteria for screening applications. Structured initial interviews will be conducted to assess the candidates' experience, demonstrated ability and competence.
- o) All applications shall be reviewed and will make shortlisting of the candidates upon a careful review/screening based on the organizational need, candidates' qualifications, skills, knowledge, experience and suitability for the position.
- p) The admin section, will inform the candidates by letter, e-mail, or facsimile together with telephone/cell phone (where available) for appearing in an initial interview.
- q) The admin section will request the candidates to formally inform about their confirmation of attending the interview.
- r) Test and Interview
  - 1. Interview Board shall be formed at the initiative of admin section comprising of at least three (03) members with the approval of senior management and ED on behalf of EC.
  - 2. Efforts shall be made to make the Interview Board gender balance. The Board shall

not be influence by any kind of request. ED/Chairperson will lead the interview board and for recruitment of ED/Chairperson will lead the interview board.

3. **Test:** Preliminary Test, Written Test, Face to face interview, Practical Test and Group discussion or Presentation (as applicable based on the position need).
- s) Any question, scenario or situation given to candidates during written or oral tests must bear a relevance to the required skills or competencies for the position. DEF will not discriminate against a candidate's religion, culture, physically handicap or disability, age, etc., unless such aspect is directly related to requirements of the job.
- t) Written tests should include questions on Gender, disability, diversity etc. to assess knowledge and sensitivity about such issues.
- u) Interview questions should focus on areas relevant to the performance of the job, knowledge on human rights, sensibility of gender equality & diversity, corruption & fraud, child protection, etc. The same minimum set of questions must be asked of all candidates, although additional questions may be asked, at the interviewer's discretion.
- v) Same in viva voce, Candidates' knowledge and sensitivity on DEF core principles should be assessed. Additional questions on safeguarding/sexual harassment may be included.
- w) If a candidate has been judged qualified by the Interview Board a final interview of the recommended candidate(s) may be held if ED/Chairperson wish so.
- x) After final selection, the candidate(s) will be offered for the employment. Once the candidate has accepted employment offer, he or she will finally be issued appointment letter after having reference check. The Executive Director/Chairperson shall issue all appointments.
- y) Reference check form will include a question such as "Please describe whether there was any allegation /investigation and/or disciplinary action taken against the candidate due to fraud, dishonesty or sexual harassment".
  - Issuing authority of the letter of appointment and the concerned Staff Member must sign all the pages of the appointment letter.
  - During tests and interviews, each Board member will make an assessment in the rating sheet for each candidate.
  - The admin section will compile the scores of interviews and written tests and present it to the Interview Board. The Interview Board finally recommends and signed the compiled result sheet.

#### 4.4 Privacy of staff members information

The organization recognizes and protects each staff member's right to privacy. The organization adheres to following basic principles in order to protect the privacy of the

staff member's personal information:

- a. The collection of Staff Member's information is limited to the need by the organization for official and legal purpose;
- b. The confidentiality of all personal information contained in organization's records will be protected;
- c. A staff member involved in record keeping will be required to adhere to the policies and practices of DEF. Violation of these policies will result in disciplinary action;
- d. Within 1 week, access to Staff Member's records is limited to those staff members who are having an authorization. Access may also be given to third parties, including government agencies, pursuant to order of court (if necessary).
- e. DEF will refuse to release personal information to outsiders without the staff member's written approval, unless legally required to do so.
- f. Any Staff Member found to have violated this policy shall face the disciplinary action.

#### 4.5 Initial pay of staff members

All appointments shall normally be made at the initial stage of the prescribed salary structure or at a consolidated package (only in case of contracted Staff) as determined by the ED. However, in exceptional cases, where an outstanding candidate is found, an adjustment may be considered- to commensurate the present pay of similar staff member, the competent authority may allow higher initial start in the appointment process.

#### 4.6 Hiring Consultant

When required, DEF will hire consultants to undertake specific assignments that cannot be conducted by DEF staff. Different types of activities shall come under the purview of consultancy are as follow:

- Study, Research, Review, Evaluation, assessment, survey etc.
- Policy reform, strategy paper, manual/guideline development
- Project proposal development
- Imparting Training
- Strategic Planning, key note paper preparing and presentation
- Preparation of design, drawing, sketch, graphics and cartoon
- Facilitator, rapporteur, translator, editing, photography etc.
- Media Campaign, documentary, TVC
- Event Management, legal, management or financial experts' advice
- Web and Content Development and Management

- TV/Radio Program
- Any other activity not covered under the above category but required for the project purpose.

A transparent and independent process will be used to hire such consultants. Terms of Reference (ToR) will be drafted for the service/s required which should include, but will not be limited to, the following information:

- Introduction and Background
- Objectives
- Required Outputs from the consultant
- Activities required
- Inputs from DEF
- Qualifications and Experience Required
- Timing (Approximate duration)
- Budget/expenditure
- Deliverables

Competitive process following the procurement procedure with the involvement of procurement committee will be ensured to select consultant. The Terms of Reference (TOR) will be prepared and will be signed by ED/Chairperson.

## Chapter -V

### 5. Promotion and Transfer

#### 5.1 Overview

For promotion, DEF shall follow the best match of skills/competencies to the requirements, the highest standards of quality, personal integrity and a willingness to face challenges and to develop themselves within the organization. Promotion cannot be claimed as a matter of right. In this view, separate promotion committees shall be formed by management and act for the purpose mentioned below:

- Promotion is the advancement of a Staff Member to the next higher grades in the same category or from one category to another category without any discrimination over race, sex or religion, disability, gender and diversity.
- Promotion will only be given to that Staff Member who has demonstrated high potential and capabilities to undertake higher responsibilities.

- A staff member may be considered eligible for promotion to next higher position depending on his / her quality of performance and subject to availability of the position at the higher grade/category.
- Promotions will normally not exceed one grade at a time. However, in exceptional cases more than one grade of promotion may be considered, if approved by the competent authority.
- Sincerity, honesty, dedication, integrity and exceptional contribution to the organization must be considered for promotion.

For increasing number of women staff at management level, following measures will be taken:

- For promoting women at higher level, necessary training will be provided to female staff.

### 5.2 Composition of the committee

The Promotion Committee shall be headed by the Executive Director. Other members of the committee shall be the heads of different sections and any other Senior Staff member, as nominated by the Executive Director/Chairperson. Promotion to various departmental/sectional head must be approved by EC.

### 5.3 Procedure for promotion and review

The committee shall perform their job according to following basic principles:

- The paramount consideration in the transfer or promotion of the staff members shall be the need to secure and maintain the highest standards of efficiency, competence and integrity.
- Selection and promotion of staff members shall be made without discrimination as to race, sex or religion, disability, gender and diversity.
- Selection shall be made on a competitive basis.
- Without prejudice to the candidate, due consideration shall be paid to those persons having requisite qualifications and experience and who are already in the service of related specialized responsibilities in filling vacancies.

### 5.4 Criterion for promotion

The paramount criterion to be observed in considering recommendations for promotion is comparative merit. In assessing merit, demonstrated performance is the principal consideration. The key elements in performance are those reflected in the performance

appraisal review. To consider a promotion following basic criterion must be ensured:

- A sanctioned position is available at the higher grade / category
- Staff member's ability to handle increased responsibility has been judged
- Justifiable recommendation from concerned

Other criterions that should also be taken in to consideration are

- Integrity and commitment to the goals of DEF
- Willingness and ability to accept a higher level of responsibility
- Geographical mobility as appropriate
- Where applicable, performance as supervisor
- Proven managerial capability for promotion to the post
- Supervisory responsibility
- Subject to gender sensitivity, verification of any complaint against the person.

### 5.5 Time requirement for promotion and increment

For all confirmed staff, the increment is once in a year in July but for new employees it should be from July after confirmation. For promotion, it should be minimum 3 years after joining in DEF but fulfilling the promotion criteria as per above. However, an exception can be made for exceptional performance.

### 5.6 Procedure for promotion and increment

- The Promotion Committee should carry out a promotion review once a year, normally after completion of APA of every year. Promotions approved because of the review of performance of Staff Member shall take place subject to availability of the post. The supervisor must submit proposal with specific details of the Staff Member's capabilities and achievements in relation to the requirements of the function he / she is holding to the Promotion Committee.
- The promotion recommendation should cover the performance evaluations of the staff member since his/her last promotion.
- If a staff member is eligible for promotion and the organization is unable to promote, the staff member must be advised and counseled about the situation prior to the meeting of the Promotion Committee.
- Performance Appraisal should be completed and forwarded to the committee for their review.

Following documentation shall be made during annual promotion review:

- A copy of the Staff Member's latest Performance Appraisal



- Proposal for promotion from the supervisors
- A fully up-to-date post description
- A seniority list of all Staff Member
- Personnel file of the Staff Member, which includes previous performance appraisal reports and other information, as may be required.

Each staff member is reviewed separately. The Committee reviews all criteria of the candidates including job requirements, academic qualifications, professional qualification, experience, performance, merit and seniority. Recommendations for promotions are then submitted to the Executive Director. The Executive Director may approve promotion(s) recommended by the Promotion Committee.

### 5.7 Special promotion

Special promotion or reward may be given to the deserving staff member for outstanding performances, devotion to duties, initiative and drive in the discharge of duties, regardless of seniority, rank and length of service. The promotion should be recommended by the Appointment and Promotion Committee.

No staff member shall be considered for special promotion unless there is specific evidence of:

- Exceptional achievement in his /her work.
- Consistently outstanding level of performance.
- Career potential as well as undisputed ability to undertake greater responsibility.
- A thoroughly detailed and fully documented recommendation must be submitted, along with an updated Performance Appraisal Review. This recommendation must be supported with of the supervisor's evaluation over the period of last 12 months prior to the date of recommendation.

### 5.8 Transfer

Any employee may at any time be transferred from one section to another, or from one location to another location depending on the requirement of DEF. In such case advance notice will be served to the concerned staff giving minimum 30 days' time. However, for female and pregnant staff, organization will consider the length of notice period differently.

- Regarding staff posting and transfer, the residence and place of employment of her/his parent, spouse will be considered.
- For disable person, communication facilities and suitable work environment will be

considered and suitable and friendly work environment will be created

- In pregnancy period and maternity leave period, female staff will not be transferred or posted to another place of work.

### Chapter – VI

#### 6. Performance management system

##### 6.1 Overview

The Performance Appraisal System in DEF is a systematic and participatory process, by which an individual staff member's performance will be monitored, guided, developed, evaluated and rewarded. The performance appraisal process should involve staff member and his/her supervisor work together to recognize the strengths and weaknesses of the staff member's performance, ascertain the possibility of promotion, identify his/her training and development needs and find ways of improving his/her efficiency at work. The performance of each staff member from July to June shall be considered as performance year. The appraisal process shall start from May each year have to be completed by June.

##### 6.2 Career path

DEF is an open opportunity organization and provides scopes for staffs to follow a career path. Staff members will be provided with all opportunities to be promoted from one position to another based on merit. Staff will be provided with opportunities for further training and upgrading of the existing qualification. Staff who upgrade their qualifications in areas compatible with their work will be rewarded.

##### 6.3 Performance target

- An annual performance target will be provided to every staff member at the beginning of the year highlighting the key performance areas.
- The Performance target shall be prepared by the concerned supervisors of the staff members and will be consulted with the respective staff member before finalization of the same.
- Every Staff member concerned, departmental heads and Executive Director shall sign the Performance Target Sheet.
- Every departmental head/supervisor shall extend cooperation and ensure all necessary supports, moral and logistics, in order to achieve the desired performance.

### 6.4 Performance appraisal process

- The purpose of the Performance Appraisal is to evaluate the staff member's performance during the review period in relation to the agreed performance target and job description. This review should record the results of the discussion between the staff member and supervisor on assessment of past performance, development during the year and career objectives, as well as development needs for the future.
- The Performance Appraisal allows Supervisors to review performance of all staff members at one point of year. It allows examination relating to other human resource management systems, such as promotion recommendations, separation or personnel development and training.
- At the end of every completed year, the management will do a review on the performance of the concerned staff member.
- The concerned staff member shall fill up the online appraisal format and submit. The supervisor shall review staff's statement and put his/her comments. The staff will then review the supervisor's comment and send for 2nd supervisor's comment if agreed. If he /she needs clarification or explanation, both the supervisor and supervisee shall sit together and finalize for 2nd supervisor's comment. The Performance Appraisal Form shall be used for the appraisal. Based on overall performance of the concerned Staff Member, increment and / or promotion will be considered.
- Based on the identified development need(s) in performance process and the recommended development intervention, the authority may approve training for the staff member as convenience.
- EC shall carry out the performance evaluation of the Executive Director/Chairperson.
- Every staff member shall have the access to his / her Performance Appraisal Form in order to give him / her opportunity to know his / her weaknesses, so that he / she can correct himself / herself and to comment on the appraisal process, if so desired.
- The staff member is encouraged to share, in the review process, by adding written comments on the evaluation form.
- Annual performance appraisal must be completed before recommending for annual salary increment.

### 6.5 Review of performance appraisal format

Management shall review the format periodically and change/incorporate the updated requirements. Management shall ensure that the appraisal format includes gender sensitivity, safeguarding knowledge, sexual harassment, fraudulent act, code of conduct and child protection.

### Chapter – VII

#### 7. Staff benefit

##### 7.1 Staff member's benefit

- DEF is committed to maintain rational and equitable salaries and benefits for all staff members that are competitive in the job market. Management of DEF will monitor changes in the economy and job market and take necessary actions to ensure that the overall compensation package is sufficient to attract, recruit and retain high quality staff within the financial capability of DEF.
- In order to establish and maintain a rational and equitable salary and benefit package, the DEF management shall review the staff compensation package every after three years.

##### 7.1.1 Salary

- Project staff will receive consolidated monthly salary and other benefits as per provisions of relevant project.
- If there is any contractual staff, casual staff and intern/apprentice for a specific project, they will receive monthly salary as per employment contract considering the provisions of that project.
- Volunteers will not be paid salary but for regular volunteering may be paid honorarium considering the condition and specific project requirement and their daily time devotion.

For core staff, salary is termed as “Basic Salary”. Other allowances that are paid by DEF to core staff are called benefits and are paid along with the basic salary.

- Every staff member, other than the temporary assistance, will be compensated for their services rendered to DEF based on the Category, Grade, Step and Position of the staff members.
- The compensation package for Executive Director is determined and approved by the EC.

##### 7.1.2 Components of salary structure

- Basic Salary
- Housing Allowances
- Transport Allowances
- Medical Allowances

##### 7.1.3 Basic Salary

DEF determines Basic Salary of a Staff Member based on duties and responsibilities assigned to him/her.

Calculation of basic salary is made based on following criteria:

- 30 days a month
- 8 hours a day with ½ an hours Lunch/prayer break.
- For driver 10.00 hours a day with ½ an hours Lunch/prayer break
- Staff spending extra ½ hour for prayers should make up that time on the same day. This will be applicable for all staff who goes out for lunch, prayer, banking and any other personal work.

Daily basic salary of a Staff Member is worked out in the following manner:

Basic Salary/30

### 7.1.4 Housing Allowance

All employees will receive 50% of their basic salary as housing allowance.

### 7.1.5 Transportation Allowance

The following transportation allowance will be provided to employees:

Grade	Allowance per Month
Grade C to E	10% of their basic salary
Grade B	10% of their basic salary
Grade A	10% of their basic salary

### 7.1.6 Medical Allowance

All employees will receive 10% of their basic salary as medical allowance.

### 7.1.7 Payment of Salary

Salary payments will be made no earlier than the 25<sup>th</sup> and not later than the 30<sup>th</sup> of each month unless instructed otherwise by ED/Chairperson.

### 7.1.8 Mode of Payment

Salary and benefits of the staff members shall be paid in Bangladesh Taka. Disbursement of salary shall be made through bank account transfer or cheque.

## 7.2 Salary Deduction

DEF reserves the right to make deductions from an employee's salary for the following:

- Unauthorized absence from duty.
- Damage to, or loss of, goods expressly entrusted to the employee for custody, or for loss of money which she/he is accountable for, where such damage or loss is directly attributable to his/her negligence or fault.
- Recovery of over payment of salary or benefit allowances.
- Income-tax payable by the employees according to the existing income-tax rules issued by

the Government.

- Provident fund contribution.
- Deduction against disciplinary actions will be applied after allowing staff to have self-dense to justify reasons in writing when management finds it necessary.

### 7.3 Other benefits

#### 7.3.1 Festival Bonus

All project employees includes probationary are entitled to receive Festival Allowance as per project provision.

All core employees includes probationary are entitled to receive Festival Allowance @ two(02) times of current basic per year.

The Festival allowance shall be payable as follows:

- Muslim: Half of festival allowance in Eid-ul-Fitre and remaining half in Eid-ul-Azha.
- Hindu: Durga Puja or if optioned otherwise.
- Buddhist: Buddha Purnima or if optioned otherwise.
- Christian: Christmas or if optioned otherwise.

Festival allowance will be provided with the monthly salary before the month of the festival or 15 days before the festival. The calculation of festival allowance shall base of calendar year January-December each year. Staff who has not completed a year of service at their festival day will receive Festival Allowance on a proportionate basis. If anybody receive excess bonus in DEF, the excess payment shall be deducted at the time of leaving.

#### 7.3.2 Provident Fund

DEF has pan to introduce Provident Fund for core staffs. After introducing Provident Fund core employees will contribute 10% of their monthly Basic Salary to the Provident Fund effective from the date of his/her confirmation. DEF will make equal monthly contributions to the Provident Fund account. In case of resignation, termination, retrenchment or discharge after a minimum of one year of continuous service with DEF, the employee will receive the total of their individual contributions and DEF's contributions, plus a pro-rated share of accrued interest. If a staff member leaves DEF employment before completion of one year of continuous service, the employee will receive their individual contribution only, plus a pro-rated share of the Fund's accrued interest. The Provident Fund Trust rules shall be applicable once he/she become the member of the Provident Fund.

#### 7.3.3 Provident Fund Loans

Employees may also apply to the Provident Fund trustees for loans against their

accumulations as per the conditions laid down in PF Trust Rules.

- Medical expenses for self and family.
- Marriage, funeral or ceremonial expenses.
- Purchase of land and/or construction of building, etc.
- Overseas passage for reasons of health or education;
- Expenses in Connection with the pilgrimage;

The Provident Fund Loan and other entitlements should be as per the Provident Fund Trust Deed.

### 7.3.4 Annual Salary Increments

Project staff will get an annual salary increment as per project provision based on satisfactory performance after completion of periodical performance appraisal.

Core employees will get an annual salary increment at 5% on basic salary based on satisfactory performance after completion of annual performance appraisal.

### 7.3.5 Nursing Mothers Allowance

After giving birth or for adoption all female employees will be given a compensation of BDT. DEF per month for a one year period up to two children. A written document to be submitted by the staff for the adoption.

### 7.3.6 Termination Benefits

When terminating an employee XXX will provide the following benefits:

- 30 days' notice or 1 months' salary in lieu of notice;
- Salary and other allowances applicable through the last working day;
- Reimbursement of the employee's Provident Fund contribution;
- Accrued Festival Bonus.

### 7.3.7 Use of Transport/vehicle

Employee will use official vehicle for official purpose and personal use of official vehicle is prohibited.

### 7.3.8 Telephone and Mobile Phone facilities

In addition to the T & T telephones, DEF maintains mobile phones for use of official purpose. In order to provide time and space for all employees, it is requested for judicious use for

effective telecommunication. Irrelevant and personal talks are prohibited.

### 7.3.9 Mobile Phone bill

Mobile phone bill is allowed as allowance for project staff as per project provision.

Mobile phone bill is allowed as allowance for core staff as per following rate:

Grade	Allowance per month
Grade D to E	BDT 800.00
Grade C	BDT 1000.00
Grade B	BDT 2000.00
Grade A	BDT 2500.00

### 7.3.10 Withholding of salary increment

- If a staff member's performance is not found to be fully satisfactory, his/her salary increment within the grade will be withheld. The decision to withhold the increment would be recorded in the corresponding part of the Performance Appraisal Form and will be informed to the Staff Member.
- If it is recommended that the salary increment will be withheld, the Executive Director or his/her designate notifies the staff member in writing, indicating the reasons for withholding increment. The staff member may submit a written petition to Executive Director explaining his / her views within 2 (two) weeks of receiving such communication. The Executive Director may further review the case, if convinced.
- The next increment may not be awarded until one year from the date of withholding of increment would have been due, and the next increment is subject to Staff Member's satisfactory performance. The waiting period for the receipt of the next increment should be the same as the qualifying period i.e. one year.
- Staff whose increment would be withheld, shall be provided a chance for counselling to improve his/her performance through the commitment undertaken.

### 7.3.11 Separation by retirement

- A core staff member with 30 years of service or 65 years of age whichever is earlier shall be retired from service.
- An early retirement may also be accepted subject to the approval of the Executive Director, provided the staff member is at his/her age of 60 years or 15 years of service whichever is earlier.
- In the event of separation, the staff member shall be entitled to accumulated balance of



Provident Fund.

### Chapter – VIII

#### 8. Hours of work, holidays and leave

##### 8.1 Working hours

All staff are employed by DEF for full time.

- A full-time employment is for 45 hours per week, from eight thirty (9:00) am to four thirty (5:00) pm from Saturday to Thursday, with a half hour lunch break from one (1:00 pm) to (2:00 pm).
- The office hours for Grade E will be for 51 hours, from 8.30 am to 5.30 pm, with a half our lunch break as they will need to be in office before the starting of the office in the morning and also after closing.
- An employee shall use official time in an honest effort to perform official duties.
- During the working days of the month of Ramadan, office hours shall be determined by the management.
- The authority may change the timing if circumstances arrived. Employees are expected to be punctual and dependable.
- If an employee is absent or late, the supervisor must be notified as soon as possible after opening hours.
- Habitual tardiness or absence is highly discouraged and might result in disciplinary action.

##### 8.2 Daily attendance

- Daily attendance is used to keep track of attendance, designed and implemented by Finance & Admin Section which will be monitored by management time to time and notice to respective staff and take corrective measures.
- Any staff failed to signature attendance sheet will be treated as absence from duty requiring an adequate explanation.
- Supervisor is responsible for taking appropriate disciplinary action with such employees.

##### 8.3 Disruption of office hour by external factor

- The office will remain open irrespective of any disruption of working environment by external factors, such as, hartal, blockade etc.

- If anyone unable to attend office, she/he should take annual leave on that/those days. If anyone wants to work in the disruption hour, he/she will ensure his/her own safety and security.

### 8.4 Absence

- No staff member shall remain absent from duty without obtaining prior permission.
- However, if prior permission is not possible to obtain due to prevailing circumstances, the staff member shall inform to the Finance & Admin section on the same day.
- A staff member who is absent without notice or authorization for less than (7) seven days, and subsequently reports to work, must provide detailed written justification for such absence.
- In case of unsatisfactory explanation, the staff member may be subject to disciplinary action, including termination of employment.
- A staff member who is absent without notice or authorization for (7) seven or more consecutive days will be considered absent without authorized leave. DEF shall regard the job as abandoned and, the staff member's services will be automatically terminated, unless adequate justification can be provided.

### 8.5 Holidays

- DEF shall observe two weekly holidays.
- The office will allow annual public holidays in line with the Government declared yearly holidays, which will be duly approved by the ED/Chairperson.
- No additional day off is granted if Government declares holidays which fall on either Friday and Saturday.

### 8.6 Leave

- Leave means any period during which a Staff Member is permitted to absent himself from duty without such absence constituting a break in service or a termination of employment. Leave is provided for the purpose of rest so that Staff Member may maintain the highest level of efficiency in the performance of their duties. Staff Members of DEF shall be entitled to leave and holidays with full pay. They will enjoy their admissible leave with approval of competent authority. A staff member cannot claim leave as a matter of right but a facility provided to that staff member.
- Staff Members are expected to take their leave within the period in which it is earned, in so far as is well-matched with the necessity of the service.
- All leave shall be granted in the form of half or full days.
- In calculating the leave to be charged, any absence of more than two hours but less than

four hours (excluding the lunch hour) is counted as half-day leave; similarly, any absence of more than four hours (excluding the lunch hour) is counted as one-day leave.

- Staff should make up the working hours later (same day or by any other day of the same week) in case s/he leaves office earlier than the stipulated working hour in a day with the permission of supervisor. This absence should not be more than 2 hours a day and should not be repeated on a regularly basis unless there is acceptable reasons to be recommended by supervisor and approved by the Executive Director.
- Absences on leave are administered by Finance & Admin section of DEF.
- Any leave must be recorded in leave register. A careful and strict control of absences is essential for a good administration.

### 8.7 Obtaining leave

- A staff member wishing to enjoy leave, shall apply to his or her supervisor in writing using the leave form through Finance & Admin section.
- Leave for will be checked by Finance & Admin section, recommended by supervisor and approved by ED/Chairperson or her/his delegates.
- If the leave request is not approved or the leave is postponed, reasons for refusal or postponement shall be recorded on the form.
- The concerned staff member shall submit the form in duplicate. The original copy is to be kept in the personnel file and the duplicate will be returned to staff member for his / her records.
- If the staff member, after proceeding on leave, requires an extension, s/he shall forward application before the expiry of the leave and, that may be granted upon recommendation and subsequent approval. Earned leave must be available in his/her credit for this purpose.
- When an official holiday falls within the approved leave period, that holiday will be considered a holiday, not as a leave.
- Any staff member intending to spend his/her leave outside the duty station shall inform Finance & Admin section about his/her destination and forward contact address.

### 8.8 Recall from leave

- To meet any emergency and exterior needs, an employee on leave may be recalled to duty before expiry of the leave and, if recalled, he shall be treated on duty from the date on which he starts for the station to which he is ordered to return and shall be entitled to traveling allowance for the journey he takes in this behalf.

### 8.9 COMPENSATORY TIME OFF (CTO)

When any employee attends two events or equivalent to a day's work at the Weekends/holidays, she/he will entitle 1 day compensatory leave. She/he must inform it to MIS through her/his supervisor.

#### COMPENSATORY TIME OFF (CTO)-Terms & Conditions

Regular employees of MJF will be entitled to Compensatory Time off (CTO) for working during weekends or holidays to meet the emergency under the following terms and

Conditions:

- A. CTO will be applicable provided that an employee has worked on a weekend or holiday in or outside the office to meet the emergency prior approval of the relevant Director or Executive Director
- B. To be entitled the CTO, prior approval is needed from supervisor by email/written explaining the emergency of work.
- C. When any employee attends two events or equivalent to a day's work at the weekends/holidays, she/he will entitle 1 day compensatory leave. She/he must take leave such through MIS.
- D. The maximum number of CTO for an employee under this category will no more than 10 days per year.
- E. CTO must be availed/utilization within three months of accrual, following which any outstanding CTO will be lapsed. No more than 3 days CTO can be taken at a time. CTO can be taken in combination with other category of leave.
- F. CTO cannot be accumulated from one year to another, nor can it be uncashed. CTO and overtime cannot be claimed together

### 8.10 Leave category

- All employees of DEF are entitled to mention types of leaves that are calculated based on calendar year from January 1 to December 31st and prorated from the date of joining the organization's service for the first year.
- Subject to fulfilling the terms and condition as stipulated in these rules, the following kinds of leave may be admissible to an employee of DEF, namely:-
  1. Annual Leave with full pay
  2. Maternity Leave
  3. Paternity Leave
  4. Extraordinary leave without pays;

### 8.11 Annual leave

#### 8.11.1 Annual Leave Entitlement:

- DEF encourages its employees to enjoy leave within the year. Employees to be entitled to 15

working days leave for first year and 22 working days per year for 2nd year and onwards.

- Staff Members under probation are entitled to proportionate Annual Leave.
- Annual Leave does not accrue during:
  1. Periods of suspension from duty without pay
  2. Periods of leave without pay

### 8.11.2 Utilization of Annual Leave

- Annual Leave may be taken only if it is authorized by the competent authority. The personal circumstance and preferences of Staff Member are considered as far as possible, although necessity of service may require that staff member adjust his / her plans.
- The authority may not approve leave request, if the urgent demands of work so require, provided that the denial has been made in writing by the competent authority.
- Annual leave can be taken at best for 05(five) days at a time.

### 8.11.3 Computing and Recording Annual Leave

- Annual leave is charged only in respect of working days.
- Days, which are designated by DEF as official holidays are not counted as annual leave.
- If the staff member has no accrued annual leave, it is considered as leave without pay.
- Any leave taken beyond the amount of accrued Annual Leave shall be charged as Leave without pay, however; the supervisor can recommend the advance leave having proper justification.

Carry Forward of Annual Leave Balance:

- A maximum of 5 days unused annual leave may be carried over to the succeeding year and added to the leave to be allowed in that year.

### 8.11.4 Annual Leave Plan

For planning to enjoy annual leave respective staff will take into consideration that:

- All ongoing activities can be maintained continuously and that the Staff Member who will be present in the office should be capable of providing the jobs left by the Staff Member who is on leave.
- Top management as well as ED/Chairperson may not be absent from the duty station at the same time.
- Leave plans for all Staff Members should be coordinated in order to avoid the need for temporary replacement for Staff Member.
- No Staff Member should normally be on leave for more than seven days at a time.

### 8.11.5 Advance Annual Leave

Annual Leave may not be taken in excess of days earned. In exceptional cases, Executive Director may grant advance Annual Leave to a Staff Member provided that his / her service is expected to continue for a sufficient period to accrue the leave so advanced.

### 8.12 Maternity leave

#### 8.12.1 Entitlement of Maternity Leave

- Female staff members who have been serving the organization continuously for six months or more are entitled to maternity leave with full pay before and after childbirth. For that time another person will be employed with payment thus there will have budget provision for maternity replacement.
- The paid Maternity leave shall be allowed for a period of six months, which shall be started on her physical condition subject to Doctor's advice
- Female staff members are entitled to maximum two paid maternity leaves during the tenure of her service with DEF.
- In case of maternity, if the children is more than two, then she will be entitled for leave without pay.
- Female employees may request the use of accumulated Annual leave (balance if any) in conjunction with their maternity leave period either prior to delivery or after their delivery.
- If any employee take the responsibility of nursing adopted child then she will be also entitled for all maternity benefit. In that case, if she has two children, then she will not be entitled maternity benefit.

#### 8.12.2 Medical Certification

- Maternity leave can be started based on her physical condition, subject to Doctors written advice
- The medical certificate should be sent to Finance & Admin section
- A pregnant Staff Member must apply at least 3 months before the expected delivery date
- A birth certificate of the child has to be submitted during resume her duty.

### 8.13 Paternity leave

- Male employees are entitled to 10 (ten) working days of paid paternity leave provided they have been employed by DEF for at least nine months immediately prior to the expected date of delivery.
- Paternity leave can be taken before or after delivery or in combination of days before and after delivery.

### 8.12 Number of maternal and paternal leave

- Maternity and Paternity leave will be approved twice in an employee's life time.
- Despite this, if children's number reduced to less than 2 for any reason, the parent will be granted leave again.

### 8.13 Leave record

- Finance & Admin section shall maintain leave record for all Staff Members in leave register and should be kept up-to-date in respect of each Staff Member.

### 8.14 Leave without pay

If anyone has no leave balance, she/he may avail Leave without Pay upon the approval of Executive Director.

## Chapter – IX

## 9. Office administration

### 9.1 Documentation of recruitment

The finance & admin section will keep all documents on recruitment and appointment of all staff. These should include the mode of application, date of appointment, qualification and experience documents and personal information of staff.

### 9.2 Employment record

- a) Documents relating to the employment and service with DEF shall be kept in a separate file for each Staff Member, referred to as personnel file under the custody of admin section.
- b) ED and finance & admin section shall have access to the personnel records of all Staff Members. The concerned sectional head also shall have the right to access the personal files, as and when required, of those Staff Members reporting to him/her.
- c) All personnel records shall be kept under secured and locked conditions and/ or in an electronic form, if available. Staff members on request shall be allowed to look at the personnel file as per permission.
- d) Finance and admin section will maintain this separate file for each employee of DEF. The following information/documents will be stored in personnel file:
  - Curriculum vitae
  - Employment and joining letter
  - Job Description
  - Annual performance appraisal

- Extension of probation period
- Suspension order
- Letter of advice/Letter of warning
- Show cause/Explanation
- Notice of employment
- Other private matters
- Acceptance of resignation
- Summary leave record
- Hand over/take over documents
- Individual Inventory Register(IIR)
- Summary leave record
- Declaration of Nominee
- Declaration of Relationship

### 9.3 Content of personnel file

DEF must maintain an up-to-date personnel / confidential file in the name of each Staff Member. All documents contained therein should be maintained with confidentiality. The file should contain the following sequentially:

- a) Vacancy notice
- b) Interview report
- c) Offer letter
- d) Acceptance letter
- e) Joining letter
- f) Curriculum vitaewith personal history
- g) Reference checks obtained from previous employers and referees indicated in personal history.
- h) Copy of Staff Member's birth certificate, NID, passport and visa( if any)
- i) Copy of birth certificates of spouse, dependent children applicable after joining
- j) Clearance certificate/release letter from his/her last employer, if any.
- k) Passport size photograph
- l) Photocopy of all relevant certificates
- m) Declaration of nominee
- n) Declaration of relationship
- o) Job descriptions
- p) Individual Inventory register(IIR)
- q) Summary leave record



- r) Annual performance appraisal duly signed by the Staff Member and competent authority
- s) Increment / promotion letter
- t) Copies of letters on disciplinary action
- u) Termination /separation /retrench or demotion letter
- v) List of beneficiaries on death with ratios, as nominated by the staff member.
- w) Consent form on Code of Conduct
- x) Resignation letter duly signed and dated,
- y) Acceptance of resignation
- z) Sectional clearance, clearance certificate and final payment letter

### 9.4 Privacy of staff members information

The organization recognizes and protects each staff member's right to privacy. The organization adheres to following basic principles in order to protect the privacy of the staff member's personal information:

- g. The collection of Staff Member's information is limited to the need by the organization for official and legal purpose;
- h. The confidentiality of all personal information contained in organization's records will be protected;
- i. A staff member involved in record keeping will be required to adhere to the policies and practices of DEF violation of these policies will result in disciplinary action;
- j. Within 1 week, access to Staff Member's records is limited to those staff members who are having an authorization. Access may also be given to third parties, including government agencies, pursuant to order of court (if necessary).
- k. DEF will refuse to release personal information to outsiders without the staff member's written approval, unless legally required to do so.
- l. Any Staff Member found to have violated this policy shall face the disciplinary action.

### 9.5 Use of DEF facilities

Staff will objectively use DEF following facilities for official purpose. However, staff can use following Official facilities on payment:

- Telephone
- Photocopier
- Official vehicle

These facilities are used for official program, and must not be used for other purpose. Staff may use it for personal purpose on payment subject to approval from

management.

### 9.6 Use of official vehicle

With the permission of authority staff will use the official vehicle to achieve the official objective.

### 9.7 Use of official photocopier

For official purpose, staff will use the official photocopier keeping the register. Concerned employee must make an entry in the register separately for personal photocopy. For such personal use, the concerned employee will be billed as per rates fixed from time to time.

### 9.8 Use of telephone, Fax and e-mail

Staff who wants to use the phone and fax for personal purpose should take permission from their respective supervisor. The telephone time consumed for the purpose will be recorded and will be asked to pay on the basis of the bills provided by the service providing section. Personal use of official email is discouraged if it is not emergency to use.

### 9.9 Office security

The security guard will be solely responsible for securing of the campus during office time, after office hour and weekend /holidays.

### 9.10 Care and custody of keys of the Office

There should be one full set of keys (except the keys for cash and Store) in the office keyboard for use by the employees on all working days. Key of the keyboard will be under the administration section. Accounts Officer/Finance Officer will keep the key for her/his safe for cheque books, and the petty cash. Keys for stationery will remain with the Administrator and also duplicate keys for the stationery will remain with Accounts personnel.

## Chapter – IX

### 9.1 Disciplinary action

- a) All staff members are supposed to render honest, efficient, and courteous performance of duties and are obligated to adhere to all policies, rules and directives as issued by DEF.

- b) Provision of rules regarding staff members' duties and obligation have been expressed earlier.
- c) Any misconduct, violation of organizational policies, procedures and directives shall cause disciplinary action. Any disciplinary action is subject to prior examination by Disciplinary Committee, which may range from written censure to dismissal depending upon the gravity of misconduct.

### 9.2 Disciplinary committee

The Executive Director shall appoint Disciplinary Committee from the staff members of DEF. Separate Disciplinary Committee may be constituted for. The HR & Administration Section will arrange everything for this process. The Disciplinary Committee shall examine all disciplinary cases as are referred to it and shall submit reports to the Executive Director/Chairperson containing facts, observation and recommendations as considered under the circumstances.

### 9.3 Ground for disciplinary action

Without prejudice to the other provisions contained in these rules, a Staff Member who:

- a) Commits a breach of this rules / discipline; or
- b) Is found to be negligent, inefficient or corrupt; or
- c) Is threatening, intimidating or assaulting to any other staff member of DEF; or
- d) knowingly does anything prejudicial to the interest of the organization; or
- e) Contravenes instructions issued to him / her in connection with official work; or
- f) Is guilty of any other act of misconduct or insubordination; or
- g) Is convicted of a criminal offence by a court; or
- h) Is engaged, or reasonably suspected of being associated with others engaged in subversive activities and whose retention in service is, therefore, considered prejudicial to national security; or
- i) Is habitual absent without leave request or intimation for more than 7 (seven) consecutive working days; or
- j) Is habitual late attendant; or
- k) Is involved in falsifying or tampering with, damaging or carrying loss of DEF's official records.

### 9.4 Penalty

There shall be two kinds of penalties, which may be imposed under these regulations, namely: minor penalties and major penalties.

#### 9.4.1 Minor Penalties

The following are the minor penalties:

- a) Censure;
- b) Withholding of increment or promotion;
- c) Recovery from pay of the whole or part of any loss caused to the organization by negligence or breach of rules.

### 9.4.2 Major penalties

The following are the major penalties:

- a) Demotion to a lower post or Grade;
- b) Termination from Service;
- c) Recovery from pay any pecuniary loss caused to DEF by negligence or breach of contract;
- d) Removal/Dismissal from service
- e) Compulsory retirement

## 9.5 Procedure for punishment

### 9.5.1 When a Staff Member is to be proceeded for any of the reasons provided under Disciplinary Action, 11.3, the Disciplinary Committee shall:

- a) Frame a charge sheet and specify therein the penalty proposed together with allegations against the accused in writing and call upon the Staff Member to explain his/her conduct within a period of 8 (eight) working days from the date of receipt of charges/allegations.
- b) Allow the accused to give a personal hearing if s/he makes such a prayer in reference to the charge sheet.
- c) Consider the explanation of the Staff Member submitted.
- d) May issue a warning if deems necessary on consideration of the explanation of the Staff Member.
- e) Constitute an inquiry to inquire into the allegations and submit a finding within 8 (eight) days of constituting such inquiry or within the period as specified
- f) Take final decision and award any penalty commensurate to the charges.
- g) Take into consideration the gravity of the offence and any extenuating or aggravating circumstances that may exist, while awarding punishment.

If on inquiry, the Staff Member is not found guilty, he/she shall be deemed to have been on duty and he/she shall be entitled to full salary less any amount paid as suspension allowances.

### 9.5.2 Suspension

- a) A staff member, against whom an investigation is being undertaken, may be placed under suspension if, in the opinion of the authority, suspension is necessary. However, the period of suspension shall not exceed 60 days, unless the matter is pending in any court.
- b) During the period of suspension, a Staff Member shall be entitled to an allowance equivalent to half of his / her regular pay except transportation.
- c) The order of such suspension shall be issued in writing and shall be in effect immediately.
- d) The staff member under order of suspension shall forthwith handover charge to any other staff member as ordered by the competent authority.

### 9.6 Review and appeal

An accused Staff Member shall have the right of making an application for review of the order of punishment or prefer an appeal as provided below:

- a) A petition for review or appeal may be filed before the Disciplinary Committee within 15 days after receiving the punishment order.
- b) Based on petition or appeal, a formal enquiry shall be conducted as decided by the Disciplinary Committee.
- c) The enquiry committee shall consist of at least 3 senior staff members of DEF.
- d) The enquiry committee shall, within 30 days of receipt of review or appeal petition, inquire into the matter provided that no appeal shall be made against the order of the Executive Director.
- e) The hearing shall be held in presence of the accused for allowing a fear free environment for self-defensed statement on his/her behalf.
- f) If the staff member fails to be present in the hearing, the enquiry committee will proceed with ex-parte.
- g) The enquiry committee shall submit its full report within seven days to the Executive Director along with findings and recommendations.

### 9.7 Sexual harassment

Sexual Harassment may be described as unwanted sexual advancement, request for sexual favors, or other physical or expressive behavior as a sexual nature. Sexual harassment can be physical or mental. Women, men, Gay, Lesbian and transgender are victimized by this kind of harassment; especially employee from minority groups are more exposed to such condition by their supervisors. Sexual harassment includes and not limited to,

1. Unwanted physical contact or conduct of any kind, including sexual flirtation, touching, advances or propositions,

2. Verbal abuse, threats or insinuation of a sexual nature,
3. Demeaning, insulting, intimidating or sexually aggressive comments about an individual dress or body,
4. The display or storage in the workplace of demeaning, insulting, intimidating or sexual suggestive object or picture, photographs,
5. The circulation of such object or materials, including pornographic video programs.
6. Demeaning comments, physical or mental pressure, and/or actions, which are a form of punishment for refusing sexual advances, or other discriminatory behavior because of gender.

Although consensual relationships do not necessarily constitute sexual harassment, such relationships may give rise to claims of sexual harassment where (1) third parties are adversely affected in employment matters because of a consensual relationship between others; (2) where a consensual relationship creates a hostile and intimidating work or learning environment for third parties; or (3) when a consensual relationship ends, and one of the parties continues behavior which the other party has made clear is now unwelcome. Any other forms of harassment and abuse or misconduct, such as, verbal, mental or physical violence, within the work premises is defined as violence and misconduct in DEF. DEF will take administrative action against an employee of DEF if s/he is believed to be responsible for harassment of member/s belong to own family and/or community.

### 9.8 Sexual Harassment of or by project participants or counterparts

**Harassment by DEF employees:** Any staff member, who receives information or a complaint about sexual harassment of a project participant or counterpart by a DEF staff member, should report this to the supervisor, or Person designate. The Grievances handling procedures as described in this policy will be followed.

**Harassment of DEF employees:** In the case that counterparts harass DEF staff members, the same grievance submission process as described in this policy should be followed. The Grievance Handling procedures will be the same except that upon review of the investigation report, the Person designate will, in consultation with the concerned Project Manager/Coordinator, make recommendations on the next course of action.

### 9.9 Criminal action in case of rape

Rape, or attempt to rape, is an extreme form of sexual harassment. It is a serious criminal offense that, in addition to the DEF policy, should also be dealt with in accordance with the criminal justice code. The following guidelines are suggested for handling such cases. As females are exclusively vulnerable to this form of harassment, the following guidelines

apply to females only: Although the responsibility and choice for initiating criminal action rests on the concerned staff/project participant/counterpart, DEF will play a supportive role, especially if the incident has happened in the line of duty. Necessary logistic and management support will be provided to the concerned person (victim) to ensure proper procedural steps are taken to deal with the case in accordance with the legal system. In case of rape, the concerned person (victim) should be advised to undergo appropriate medical check-up within twenty-four hours of the incident, make a FIR-First Inquiry Report (check) entry at the local Police Station, and seek legal advice. The matter should be brought to the notice of the Person designate /HR/Admin/Senior Management immediately. If the rape has occurred in the line of duty, and the concerned XXX staff (victim) decides to pursue the case in court, DEF will give advice about the best lawyer available locally and may provide financial support of the actual legal costs involved.

### Chapter – X

#### 10. Grievance Management

##### 10.1 Sexual abuses and Harassment

Grievance mechanism is addressed in HR policy and sexual harassment policy is separately issued to enable proper handling of specific cases of sexual and all other harassments and abuse. It should be recognized, however, that these guidelines attempt to provide a general or broad framework. Individual cases may merit special handling and flexibility according to the judgment of the authority. It is the policy of DEF to promote a respectful and gender sensitive working environment in which all forms of sexually harassing and/or other misconduct, whether committed by supervisors, managers, non-supervisory employees or non-employees, is prohibited.

##### 10.2 Grievance Submission- Statement of Principle

Each supervisor and manager has a responsibility to keep the workplace free from any form of sexual and other harassment or abuse. All forms of harassment may happened to both female and male, however, female staff are especially vulnerable to sexual harassment and are to be given full support and ensured maximum confidentiality, to seek and receive help and redress without fear of being criticized or judged.

- a) Inform the supervisor or manager, on the case. If the staff member agrees, the person taken into confidence will assist in putting the complaint into writing and forwarding it.
- Or,

- b) Submit a written complaint directly to the HR or person designate. Victim may or may not notify his/her line management.

Any harassment complaint should be made as early as possible, preferably within one month of the incident or behavior or attitude, which has given rise to the complaint. In case the staff member is unsure whether the incident or behavior or attitude constitutes sexual harassment, s/he should consult with the supervisor or HR or person designate.

### 10.3 Grievance Handling Procedure

When the HRM&D or person designate has received a written complaint of a case of an abuse or harassment, s/he can decide to:

- a) Initiate a preliminary investigation before officially processing the complaint.
- b) All information obtained during this preliminary investigation will form part of the official findings.
- c) After a verbal and/or written complaint has been made, immediate action should be taken to ensure that the accuser and accused staff members are separated till the matter is resolved. Possible measures include suspension of the accused or special leave provision for the accuser (if leave is so desired).
- d) By no means, should the accused and the accuser be talking to each other, nor should there be any attempt by anybody else to mitigate or negotiate, before proper investigation is conducted.
- e) The HR or person designate will ensure that an investigation is undertaken as early as possible. The investigation aims at data collection, which, depending on the nature of the complaint, can be done through either collection of evidence materials (such as documents), or interviews and spot visit.
- f) In case of interviews and observation, the HR or person designate must ensure the neutrality, and gender sensitivity of the investigation team members. The team will report to the HR or person designate, immediately after finalizing the interviews.
- g) The person designate will review the investigation report and recommendations made by the investigation team members, and forward HR's recommendations to the Executive Director or designate for final review and approval of any action.
- h) In case the investigation report is ambiguous, the person designate may initiate a second investigation.
- i) Special counseling and other support services, as deemed appropriate by the person designate, will be provided to any victim of sexual or other harassment, following official disciplinary measures against the offender, to ensure that they do not fall victim to any further retaliatory harassment or insecurity.



### 10.4 Suspension/Interdiction

An employee can be suspended not more than 30 days if her/his continued presence would be prejudicial or injurious to the organization. However, the suspended employee must be notified of the reason for such action. The management reserves the rights to withhold part or whole of the employee concerned salaries and allowances during part or whole of the period of suspension.

## Chapter – XI

### 11. Separation from organization

DEF believe in respectful and mutually agreed terms of condition for separation. Following are types of separation in DEF:

#### 11.1 Resignation

- a) A confirmed regular employee of DEF may resign with prior notice (30 days from Grade E to C days, 45 days from Grade B to A) or offer payment of the same period in lieu of notice. The appointing authority reserves the right to waive the notice period.
- b) An employee in probation may not need to give any notice in accordance with the terms of employment. However, concerned resigned person has to hand over the charge to the authority within 5 days, for which the staff will receive salary.
- c) All concerned employee will hand over the charge to the authority.
- d) Employees resigning from DEF will be asked to conduct an "Exit Interview" with their second level supervisor or HR. This interview will be treated as a strictly confidential and the information provided will only be shared with the Executive Director and Executive Committee.

#### 11.2 Termination

Termination is used when removal of a staff member by other means is not appropriate or as stated in the employment contract. DEF may terminate the service of an employee or call upon him/her to staff my voluntarily resign from the service of DEF as Bangladesh Labor law allows termination without giving reasons. In either case, he/she shall be entitled to notice in writing or salary in lieu thereof for the period as under:

DEF maintains a policy of 'zero tolerance' in regard to financial and programming irregularities and any employee that is found to be in breach of the zero tolerance policy will be terminated. Financial and programming irregularities, also known as "misappropriation", refer, but are not limited to:

- a) Forgery or alteration of any document or account (including but not limited to timesheet, payroll and associated leave records and accounts, travel and expense reports, advance reports and account, procurement documents, inventory records);
- b) Forgery or alteration of a check, bank draft, or any other financial documents;
- c) Misappropriation of funds, commodities, supplies, spare parts, project materials and equipment, or other assets;
- d) Impropriety in the handling or reporting of money, financial transactions, or bidding procedures.
- e) Accepting or seeking anything above nominal material value from vendors or persons providing services/materials (this does not apply to calendars, agendas, etc);
- f) Visiting unethical websites and/or distributing unethical booklets/ clippings/ pictures/ leaflets etc which induce himself /herself or other people towards sexual harassment.
- g) Destruction or misappropriation of records, furniture, fixtures, or equipment;
- h) Diversion, alteration, or mismanagement of documents or information, and/or any similar or related irregularity
- i) Continuing to perform at below acceptable level.
- j) For sexual harassment, including sexual violence, encompassing a wide range of conduct both within and outside organization as narrated in gender policy.

### 11.2.1 Termination Process

If an DEF employee is convicted of alleged misconduct his/her supervisor will document the misconduct and will submit the document to the Executive Director. The Executive Director will determine if a further investigation is required. If so, the Executive Director will appoint a senior staff member to collect as much evidence as possible, interview witnesses (where appropriate) and prepare a statement which documents the alleged misconduct. Upon review of the statement, the Executive Director will meet with the employee and question him/her about the alleged misconduct. The accused will have the opportunity to respond to the accusation. The Executive Director will then determine if the employee should be issued with a warning or should be terminated. Any/all goods, which owned by DEF and used by the employee will be returned on the employee's last day of service. Any money owed to DEF by the terminated employee will be deducted from the final salary payment.

### 11.3 Benefits on Resignation and Termination

In termination the employee on probation will receive the unpaid salary and allowances up to the last day of work.

1. Employees on probation can be terminated with 24 hours' notice. The confirmed employee will be entitled for the following benefits;
2. Unpaid salary and allowances up to the last day of work 2. Compensation for any unused annual leave as per MIS.
3. Employees and organizations contribution to provident fund, if any
4. Accrued festival bonus.
5. Contract staff completed one year service can be terminated with one months' notice or one months' notice pay.
6. One month's gross salary in lieu of notice.

### 11.4 Dismissal

Dismissal is used when an employee is convicted of an offence or is found guilty of misconduct after a proper investigation. No order of dismissal can be made without following the formal 'show cause' procedure. The employees have to be given not less than 7 (seven) days to response to the show cause letter. The Executive Director must authorize all dismissal. A dismissed staff is not entitled to get any benefit from the organization.

### 11.5 Discharge

An employee may be discharged from the service for reason of physical or mental incapacity or continue ill health, or other reason not amounting to misconduct. A medical board comprising of 2/3 doctors must be formed to examine and make a recommendation. The Executive Director must authorize all discharges.

### 11.6 Retirement

Retirement is mandatory for the employees on 65th birthday or 30 years of service tenure which is earlier- completed at DEF. An early self-retirement is also acceptable. An employee must be given 3 (Three) months' notice prior to retirement to get prepared. An employee may opt for voluntary retirement after completing 15 (Fifteen) years uninterrupted serving.

### 11.7 Retrenchment

The organization may have to separate employees because of completion or phase out of the project/s, abolishing the position for valid reasons, when a project or service is changing, grant or contract ending, reducing the organizational activities, lack of fund, reorganization or restructuring, making a category of staff redundant. When a required reduction in staff cannot be met by restricting outside recruitment and normal attrition, employees may be involuntarily separated under established procedure. A retrenchment

team will be formed to develop a procedure to define the category, processes and benefit of retrenchment management. All retrenchment is subject to Executive Director or his/her designates prior approval.

### 11.8 Ex-parte judgement

If an employee remains absent from his/her work place for more than 10 (ten) days without notice or permission, the employer shall serve him/her a notice to explain the reason of his/her absent and ask him/her to join the service within 10 (ten) days and in such case, if the employee does not submit any written explanation or join the service within the stipulated time, the employer shall give him further 7 (seven) days' time to defend himself or to join and there upon if the worker does not join the service or defend himself, an Ex-parte proceeding shall be initiated.

## Chapter – XII

### 12. Staff training and development

#### 12.1 Staff training and development

- a) DEF strongly emphasizes on the development of its human resources so that staff members will be able to achieve goal and manage organizational change efficiently. Training is the conscious nurturing and building of human resources and thus one of the cornerstones of staff development. DEF supports a range of training activities aimed at enhancing the technical and managerial capabilities of staff members at all levels.
- b) Job related training or staff development is encouraged if it is beneficial for the organization. The Executive Director must approve all training.
- c) The operational strategies of DEF staff development are as follows:
  - ✓ Linked with strategic directions
  - ✓ Cost-effective
  - ✓ Value diversity & gender equality
  - ✓ Advance multiple career perspectives
  - ✓ Competitive
  - ✓ Supported by senior management
  - ✓ Reflect performance review
  - ✓ Evaluate and enforce learning

#### 12.2 Orientation for new staff

At least one day orientation will be arranged for all new staff immediately after joining.

Standard orientation program will include the following component:

1. Introduction to the organization's vision, goal and background
2. Familiarize with organizational organogram
3. Orient on Culture, Values and Gender sensitivity of the organization
4. Introduce Program/s of DEF
5. Introduction to key staff and the office building
6. Provide documents to study
  - Policy Manuals
  - Gender Policy
  - HR Procedure
  - Partnership Policy
  - Last Annual Report
  - Last Strategic Plan
  - Information Disclosure Policy
  - Any Other Discussion (AOD)

### 12.3 Types of training

- a) Staff training activities are designed to provide staff member with challenging opportunities to grow and learn. They include, among others, on-the-job-training, in-house training, workshops and external courses conducted by accredited institutions, attendance at technical and professional seminars and conference, special assignments etc.
- b) In recommending and approving training for staff members, priority will be given to address group needs rather than individual needs. Budgetary provisions for in-house training will take precedence over external training activities.

### 12.4 On the job training

On-the-job training refers to the guidance and assistance systematically given to staff members during the routine work. Such guidance is primarily provided by the immediate supervisors and involves the demonstration of job tasks, constructive coaching, model work assignments and frequent feedback on job performance. On-the-job training is considered the most important type of organizational training and is designed to help staff members attain and apply the knowledge, skills and techniques required in their positions.

### 12.5 In- house/ In-country training

Formal in-house training refers to group learning activities, which include workshops, seminars discussion/study groups and short courses. Group training will be organized

when there is:

- a) an identified need for a specific set of skills / knowledge; and
- b) a significantly large number of staff who can be benefited from such training.

In-house training will be decided on the following criteria:

- a. Direct relevance of the training activity to the Staff Member's present or immediate foreseen assignments;
- b. Training and professional development should be targeted to priority areas for the organization and individuals should need the approval of their supervisor to undertake training. To the extent possible, it should be clear that how the individual will make use of knowledge gained during the training.
- c. Extent of relevant training already by the Staff Member, with priority given to first-time applicants;
- d. The aptitude of the Staff Member for the type of training being offered;
- e. The Staff Member's need for such training relative to other Staff Member in same department.
- f. Staff Member's performance record;
- g. The Staff Member's capacity to train other Staff Member upon completion of training; and
- h. The Staff Member's access to other training opportunities Participants attending in-house training activities are considered to be on official duty and entitled for per diem and transportation as per official policy if the training is held outside the duty station.

### 12.6 External training

External training both local and overseas addresses the training needs of the staff members of DEF, which cannot be met through in-house training activities, but can be provided by a recognized organization/sources. Such training is not intended to impart skills, which the Staff Member is expected to have at the time of recruitment, but aims at building on existing skills and providing the Staff Member with knowledge in specialized areas directly related to his/her present, or immediate foreseen job assignment. External training should be covering a period of two or three weeks. In exceptional cases, training may be approved for up to three months.

### 12.7 Indemnity for external training

To receive training for about two to three weeks applicants must have a continuous service period of at least one year with DEF prior to the training and are expected to remain with DEF for at least 12 months after completion of the training; and Staff training programs involve an investment on the part of the organization, either directly in terms of

time and resources, or indirectly by providing an enabling environment that provides the framework for the training. DEF expects a return on its investment. Staff being nominated for international training or lengthy in-country training are required to enter into an indemnity agreement. Training program direct and indirect cost is the criterion for determining an indemnity period. Indemnity will apply to all in-country or international training that has a direct and indirect investment value of the local currency equivalent of US\$1000 or more. An example of a direct cost is an airfare or registration fee. An indirect cost would be the continuance of a salary during training, or the salary of a replacement during training. Indemnity will not apply to attending any seminar, workshop or cross-visits or conferences arranged by any international organization related to Human Rights or Governance.

Investment (Cost)	Indemnity period
US \$ 1000-2000	3 months
US \$ 2000-3000	6 months
US \$ 3000-4000	9 months
US \$ 4000-5000	1 year
US \$5000-6000	1 year 3 months
US \$ 6000-7000	1 year 6 months
US \$ 7000-8000	1 year 9 months

If an employee fails to continue to work with DEF following an indemnified training as per the contractual agreement, s/he will compensate the prorated training costs, basic salary, benefits, per diem and travel expenses incurred by DEF.

### 12.8 Approval for external training

External Training programs must be requested through email. The applicant should indicate specifically how the proposed training would assist the Staff Member's performance of his/her present and future duties and the supervisor must put her/his comments and expectations on the email application. External Training will be approved by the Executive Director considering his / her application, availability of budget regarding the purpose, and recommendation from his / her supervisor. Participants in external training programs are considered to be on official duty, and emoluments to which they are entitled, will continue to be paid for the duration of the training. DEF will pay for the costs directly associated with the training, such as registration fees, tuition, and if the training is conducted outside the duty station of the staff members, air ticket, the per

diem rate applicable for that location, or partial if board and / or lodging are provided. The Staff Members are required to reimburse DEF for the amount awarded under the training, if they do not satisfactorily complete the training.

### 12.9 Training need assessment

Training is viewed to address the problems or gaps in performance in an organization. To understand what intervention is needed to address the gaps, the problems need to be understood in detail. The primary purpose of the needs assessment process is to ensure that there is a need for training and to identify the nature of the content of the training program. Conducting an assessment is a way to collect information that can be used to decide what type of development will be perceived as relevant and useful.

Training needs can be assessed through job evaluation, performance appraisal process and close monitoring of the work of the staff member by his/her supervisors. At the same time, the training opportunities are identified and the staff is notified about their training needs. The management based on the report of the supervisor, will assess the training needs of the staff members.

### 12.10 Monitoring and Evaluation of the Training

The impact of all training, workshops, seminars etc will be monitored and added to the data concerning training needs. Staff members who will attend in-house, in-country external or overseas training programs are expected to submit proposals concerning any changes they will like to suggest on the basis of their new knowledge. Thus the knowledge gained by the staff, will be utilized by DEF. A follow-up evaluation should also be done by the supervisor to assess the impact of the training for the staff and for the benefit of DEF.

### 12.11 Training Report

- Upon return from training/exposure, a staff will be required to submit a complete report to his/her supervisor and a copy to the HR & Administration section.
- Any senior staff who will participate in meeting, workshop, discussion session will share the experience/outcome with all other staff on return to his/her office.

### 12.12 Internship Program

DEF will promote internship program for fresh graduates and students of educational institutions. According to the application from the interested students and requirement of any section of DEF, they shall propose the name in the Senior Management Team (SMT) and upon approval, she/he may join as Internee. For Internship, there must be



recommendation from the Educational Institution. A lump sum amount may be provided during the internship period. The internee must provide a copy of his/her report after completion of internship. An internee may be continued for two terms. The internship is for the benefit of the both student and DEF.

### 12.13 Apprenticeship

Apprenticeship is an early experience of a job or activity. Alternatively if staff of DEF want to get some work done with any fresh graduate for some work that doesn't need technical or related experience, then he/she may propose to his/her ED/Chairperson for recruiting apprenticeship. In case of apprenticeship, a job description shall be prepared and a contract shall be signed with detail address and educational qualification of the applicant. The duration of apprenticeship shall be three months, however for incomplete tasks it may be extended for a second term of same duration. The apprenticeship shall not get any other benefit other than his/her remuneration.

## Chapter – XIII

### 13. Travel and per diem

#### 13.1 In-country travel

A per diem and lodging allowance will be provided when DEF employees work off- site (off-site is defined as not within the same district as the DEF office). All employees will be entitled to receive a per diem (food and incidental) without receipt, upon the submission of Travel Expense Report (TER).

Grade D- E staff will receive Tk600. Grade A-C will receive Tk. 800 for 12 to 24 hour travel away from home. For any business travel for 4-12 hours, the per diem will be 50%.

When any employee attending or organizing any training of DEF to any outsourcing venue and the food and accommodation are arranged by DEF, he/she will, not be entitled to per diem for taking food outside the organized lunch/dinner or breakfast. It is also not permitted that he/she will pay for the food directly to the vendor and charge full per diem. However, if he/she has to stay outside the venue due to non- availability, he/she may charge 60% of per diem for having dinner and breakfast outside. When one meal and breakfast is provided, 40% of the per diem is entitled and when all meals are provided, no per diem shall be entitled”

Staff working outside office but within same district shall be reimbursed with actual cost of meal if they spend more than 4 hours in a day upon submission of bills/invoices to the extent of 40% of the existing per diem.

All employees can claim lodging expenses based on actual cost, with an upper ceiling of BDT 800 for staff of Grades D-E and a ceiling of BDT. 1000 for staff of Grades B-C and a ceiling of BDT- 1200. Lodging expenses will be reimbursed upon receipt of a Travel Expense Report. Executive Director/Chairperson will use discretion in special cases. Executive Director/Chairperson shall entitle actual costs if it exceeds the limit. Lodging shall be Tk3000.00 for grade D-E and Tk3500.00 for grade B-C for the High Cost areas which includes Chittagong, Cox's Bazar and Sylhet.

In order to support the mother with small and nursing child, an attendant allowance of BDT 1000 Taka in addition to per diem for the attendant for each 24 hour of travel outside Dhaka is allowed. This attendant allowance will only be entitled for the attendant to be taken in the field to take care of the baby or children below the age of 5. No extra accommodation and travel expenses will be allowed for the attendant. The attendant allowance shall be charged with the TER.

### 13.2 Reimbursement request

Employees and DEF representatives on a weekly basis will complete personal Expense Reports. Members of Executive Committee will also complete expense reports for costs incurred in relation to their duties as EC member. Receipts must be attached to all requests for reimbursement. The expense reports (TER) shall be recommended by the Sectional Head or the concerned manager/coordinator of the employee's respective department and checked & reviewed by accounts section prior to being approved by ED/Chairperson for payment. Under no circumstances should the person who incurred the expenses approve expense report.

### 13.3 Travel outside Bangladesh

Per diem and lodging allowance will be provided when DEF employees travel outside Bangladesh. All employees can claim lodging expense based on actual cost, and will be entitled to per diem at a flat rate of \$60 or as per relevant budget ceiling which is applicable. This will include local transport & communications including to and from airport. For residential seminar/conference/training when food expenses, i.e lunch or dinner, transport etc. is taken care of by the organizing organization the per diem will be 50%. However, if training is for more than 7 days, the daily per diem rate will be reduced by 25%. For international travel, staff are entitled to Economy class ticket. All expense

related to travel tax etc. will be reimbursed in actual. Exceptions may be made for unusual local travel, hotel rates etc. and per diem at the discretion of the Executive Director. Foreign Per diem is allowable from the time air-travel ends to the destination up to the return air-travel starts from the destination. For stop over for more than 6 hours during transit, staff is entitled to "Day Rooms" which will be reimbursed on submission of actual bill. Food and incidentals during transit will be reimbursed on submission of bills

Per diem during air travel shall not be allowed, however, actual expenses for food during transit shall be reimbursed on submission of bills.

Special permission from the competent authority shall be obtained for exception expenditure beyond this chapter.

### 13.4 Mode of Travel: By land, train and air

- All professional staff will travel by the most direct and cost effective route for official trips by Air. Travel by train, bus and launch will be made considering safety of staff. Vehicles may be taken on rent when in the field if DEF vehicle is not available. The above policy on per diem applies to members of the Executive Committee. Lodging will be based on actual rate. Members of Executive Committee and Executive Director is entitled to take inter net connection in their room when traveling abroad which will be reimbursed on actual.

Travel Admin: The procedures for booking tickets depend on the form of transport, the purpose of the trip and the seniority of the Employee. The following section outlines the procedures for booking the different forms of transport and the entitlement of the different grades of staff. For any kind of official ticket purchase or cancellation (air, bus, train, launch, etc.) all concerned staff must request through email or plain paper before for 3 working days. For cancellation, it must be informed in a reasonable time so that the additional charge cannot be imposed. In both instances, copy must be provided to the employee's supervisor.

Air-Travel: Grade A and B will entitle for travel in air. Reservations should always be confirmed 24 hours in advance. Generally, confirmations and cancellation of ticket are not possible by telephone; the ticket must be taken to the airlines office. The ticket should be stamped or signed as confirmed. This will reduce problems at the airport, should there be some difficulty with the passenger list. When canceling or changing a reservation, Employees must keep in mind the Airline policy with regards to changes and cancellation. In many instances it will be impossible to receive a full refund on the ticket or a fee may be applied. If the change is for official reasons, DEF will reimburse the costs;

otherwise, the employee must pay. Employees are responsible for all aspects of travel and must be sure acquaint themselves with airline policy with regards to change, cancellation, and waitlist

- Steamer/Launch First Class: Grades A-E . All female Employees, regardless of their grades and positions, are entitled to travel first class for all official journeys. The traveling employees are responsible for acquainting themselves with the procedures of travel by Steamer or Launch.
- Train First Class with AC: Grades A to C, Train First Class, without AC: Grades D to E. The traveling employees are responsible for acquainting themselves with the procedures of travel by Train.
- Coach (Bus) services Staff of all grades are allowed to travel by air-conditioned or non-air-conditioned coaches or buses for official journeys.
- Air Travel: All entitled staff will travel in Economy Class via the shortest route.
- Pregnant female staff will travel conveniently considering distance, work importance and work essentiality.

-: The end: -