



Zabarang Kalyan Samity Policy Cover Sheet

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Primary person responsible for updates to this policy:	Mathura Bikash Tripura
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Circulation: This policy has been approved by the executive committee members and is available to staff and general committee members. It is addressed to all staff members, volunteers and applies at any organizational services.

Reviewed by: 

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Executive Director
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Date: 27 July 2024

Approved by: 

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Chairperson
Zabarang Kalyan Samity

Date: 27 July 2024

HUMAN RESOURCES

POLICIES AND PROCEDURES

MANUAL

<recruitment> <selection>
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Chapter-I

Recruitment and Selection

Statement:

Zabarang is an organization that promotes human resource management and development through a fair and transparent recruitment process for its entire talent lifecycle. The implementing rules and regulations on recruitment and selection ensure equal opportunities for employment among its applicants. Its main objective is to attract the most talented professionals in any given position that would help propel the organization to succeed in its vision of an “educated society that is poverty-free, equal in justice, capable of meaningful activities, secure and empowered in every stage of life.”

The Recruitment Process

Policy: *Zabarang shall outline a visible, streamlined and process-driven recruitment process for new and/or positions rendered vacant.*

Implementing Guidelines:

- *The Senior Management Team, upon recommendation by the respective Project/Program Coordinator shall assess new positions or those rendered vacant, for appropriate staffing.*
- *The Senior Management Team shall determine availability of funds to support the position*
- *The Executive Committee shall, with the concurrence of its members, define the requirements of the position, for instance, job description, posting status, sources, and full history of prospective candidates.*
- *A selection board or panel will be formed to conduct the selection process.*

This will include:

- Who should be on the panel
- When the post should be advertised
- When short listing should occur
- When the selection process should take place

Ideally, the panel should not exceed four members. For a senior staff position, the panel may include an Executive Committee member. In the case of partnership projects, the panel may include a representative from one of the partner organizations. In all cases, the panel shall

include the line manager/supervisor and a representative from the Senior Management Team. The panel, as much as possible, shall include a senior female staff, or female representative from the Executive Committee or partner organization.


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- *The Senior Management Team will be responsible for the text in job notices or advertisements, such as the following:*
 - Position Title
 - Employer Address/Brief Background of the organization
 - Salary scale and/or other benefits
 - Minimum Requirements/Criteria for selection
 - How to apply and closing date for applications

Notices of the vacancy shall be posted in all local, national and international NGO offices and suitable public venues to ensure all potential candidates are made aware of the post and are given the opportunity to apply.

- *Candidates shall be required to submit all relevant information, such as Covering Letter, Curriculum Vitae, and/or required certificates. (see annex)*
- *In the exigency of service, the Senior Management Team shall have the principal discretion to determine project-based or external-funded personnel requirements as deemed necessary and vital to its success. The Executive Director shall issue a Memorandum Circular to this effect, and copy furnish the Executive Committee.*

The Selection Process:

Policy: *Zabarang shall commence the process of selection of candidates immediately after the application date has been closed, but has to be accomplished by maximum five working days. Unless otherwise decided, all applications received shall be deemed as property of the organization and will be kept in file for at least six months.*

Implementing Guidelines:

Application Phase

- *All applications will be photocopied and furnished to the members of the recruitment panel.*
- *Applications received after the closing date or in an inappropriate format will be considered at the discretion of the panel.*
- *Each application shall be treated with confidentiality and assessed against the specified criteria.*
- *As matter of practice, in between three to six candidates will be short listed for a single post. In case of multiple number of vacancies against one position this ceiling can be relaxed. For the technical and senior positions two candidates can be considered if desired number of qualified candidates are not found.*
- *Only short listed candidates shall be notified at least three days before the next step in the selection process.*

Interview Phase

- *The short listed candidates shall receive notices for personal interview.*
- *Distance interview can be conducted considering time, distance, political unrest, natural disaster and any other unavoidable contexts. But in this type of case the candidate has to apply to avail this opportunity. A management decision is required for such distance interview.*
- *A structured interview shall be formulated by the panel with corresponding scoring system. The panel may also ask relevant personal questions that would help assess the candidate's character as befitting the position.*
- *The written test shall be conducted to a maximum of 60 minutes.*
- *The viva voce shall be conducted to a maximum of 45 minutes per candidate.*
- *The panel shall rule out any of its members who degrades/embarrasses any candidate during the interview*
- *In case the candidate withdraws in the middle of the interview for any reason other than emergency, the panel shall render the candidate's eligibility as null and void.*
- *All responses to interview questions shall be treated with utmost confidentiality.*
- *Proper documentation of the interview phase shall be provided by the organization's appointed support staff.*
- *All records of proceedings shall be turned over to the Records Section for filing at the appropriate time.*
- *Results of the Interview are considered final and irreversible.*

Technical Phase

- *The selection process shall also include practical examinations, administered at a maximum of twenty minutes for each candidate. But it may vary depending on types or topics required for the position.*
- *Practical examinations may be in oral or written form.*
- *Results of the practical examinations shall be provided through score sheets and considered final.*
- *All results of the practical examinations shall be treated with confidentiality.*
- *Records of the examinations shall be kept in file until deemed otherwise.*

Policy: Official offer of employment shall be extended to the candidate with the combined highest score unless otherwise decided for grave reasons, which will grossly affect the interest of the organization.

Implementing Guidelines:

- Successful candidates shall be notified through an official letter signed by the Executive Director. Offers of employment via email will also be considered official.
- In the event that a candidate gets the combined highest score but is deemed not suitable for the position, the selection board may, with all the consent of its members, draft the candidate with next highest score. Proper documentation on the decision shall be kept in the records.
- The successful candidate, upon appointment, shall furnish the Personnel Unit with the corresponding certificate requirements. (see annex)
- Official announcements shall be posted in the bulletin board of the main office.
- Inquiries by the candidates on the results of the selection may be given consideration for purposes of professional and personal development.

Induction Phase

Policy: All new employees shall undergo an induction period with the organization.

Implementing Guidelines:

- Line Managers/Supervisors are responsible for holding the induction of new employees
- The induction phase shall ensure proper introduction of the new employees to the organization, its operations and staff.
- Official records of employment shall be kept on file for all new employees and shall be treated with confidentiality.

Discrimination

Policy: The organization is an equal opportunity employer and does not discriminate persons on the basis of race, color, disability, sex, or creed.

Ethnicity

The organization will recruit from both indigenous and non indigenous groups and will treat all candidates equally. All interviews will be held in Bengali and/or English as required for the position. Practical exercises can be used to assess competence in another language (any Indigenous language) if

indeed another language is required for the post, and suitability to work in remote villages. Tripura will not, for example, be recruited solely to work in Tripura villages.

Gender

The organization follows a 'Gender-Responsive' policy and practices Gender-SMART Management. All female applicants who meet the essential criteria for the post will be considered. The recruitment process will apply equally to men and women. Women will be considered for posts in remote rural areas, if necessary.

Disability

The organization will not discriminate against any candidate with a disability. And the organization will make very effort to support a differently-abled candidate interested in applying for a post.

Internal Candidates

Internal candidates will not be treated differently from external candidates. The recruitment policies ensure the impartiality of the process for all applicants.

Volunteers

The organization positively supports volunteers. This means that volunteers working for the organization and meeting the essential criteria for the post should be offered an interview. (See Volunteer Manual)

Children

The organization shall not recruit anyone under the age of 18.

Special Cases:

Ring Fenced Posts

Ring fenced posts need not be advertised externally. Ring fencing only applies to permanent posts.

Permanent posts may be ring fenced for existing permanent staff, whose jobs are at risk because their post is either no longer needed within the organization or is likely to be withdrawn because of insufficient funding.

Permanent staff whose jobs are at risk will be given the opportunity to apply for ring fenced posts without external competition. All other aspects of the selection process will be followed, i.e. staff will still be required to attend an interview and complete a practical exercise relevant to the post, in order to assess their competence and suitability for the post.

If no permanent staff is considered competent and/or suitable the ring fencing will be lifted and the post will be advertised externally.

The Executive Director shall provide substantial documentation in this case.

Direct Appointments

The organization will make a direct appointment of staff on the basis of the following

- Recent recruitment for the same or a similar post, with one or more suitable candidates on a reserve list, provided not more than a year has elapsed since the last interview;
- The staff who recently (not over 6 months) worked for a project she/he may be appointed for similar type of activities or project or position (i.e. the staff who worked in a project of 1st phase, she/he can be appointed for 2nd phase, the staff of 2nd phase can be appointed for 3rd phase);
- For any emergency responds program due to natural or human-made disasters (flood, earthquake, cyclone, land slide, fire etc.) Or national or regional political or communal or any other conflict, riot or war, Zabarang management may directly appoint necessary staff with a quick assessment. This type of appointment may be done within 24 hours;
- Consultant/ technical person can be appointed for special activities;
- If the project duration is very short, not more than 3 months, the relevant staff can be recruited without any formal interview but a quick assessment can be done;
- For any special cases, organization can appoint the respective person through head hunting through reviewing his or her CV/ resume;
- The Executive Director shall provide proper documentation for all such type of recruitment/appointment.

Internal Recruitment*

Internal recruitment will be considered under the following circumstances:

- The position(s) of an existing project of the organization is/are at risk due to redundancy or due to insufficient funding.
- Internal staff affected may directly apply to any open position(s) in another project
- Lateral transfer is allowed as a matter of policy within the organization
- The Executive Director shall furnish official documentation

* The amendment of this clause was approved at the Executive Committee meeting on 5 June 2009.

Chapter-II

Salaries

1. Introduction

The purpose of the Salaries Policy is to:

- To identify who within the organization is eligible for a salary
- To differentiate between permanent and fixed term contracts
- To agree salary scales, to reflect responsibility and competency

2. General Assembly

Members of the General Assembly are drawn from the wider community. Members are not entitled to receive direct or indirect monetary gain from the organization.

Direct Monetary Gain

Members are not entitled to a salary, honorarium or other financial payment from the organization.

Indirect Monetary Gain

The organization is not to give goods or services to Members of the General Assembly, free of charge or at discounted rate, all goods and services should be offered at a competitive market rate. Also the organization is not to rent or purchase goods or services (including training and consultancy) from Members without following the proper and appropriate procurement policy and procedures.

3. Executive Committee

Executive Committee Members are elected annually from the General Assembly and similar to the General Assembly are not entitled to direct or indirect monetary gain from the organization.

4. Advisors

Advisors are also not entitled to direct or indirect monetary gain from the organization.

5. Staff

Whilst staff are entitled to direct monetary gain they are not entitled to indirect monetary gain.

All staff employed by the organization, are eligible to receive a monthly salary according to the agreed salary scales (Annex 1) and whether or not they are permanent or project staff.

Permanent Staff

Permanent staff are appointed on a permanent contract. Permanent staff salaries are flexible and can move up and down to reflect the size and workload of the organization, and also the availability of funds. It is not expected that permanent staff salaries will be adjusted more than twice in any given year. The organization has an obligation to find work for permanent staff at all times.

Project Staff

Project staff are appointed on a fixed term contract. At the end of the contract the organization has no obligation to find alternative work for project staff, although it is expected that most project staff will be eligible and ideally suited to apply for other project based posts within the organization, as and when they arise.

6. Volunteer

A volunteer is also not entitled to indirect monetary gain.

A volunteer is someone who assists the organization but is not employed by the organization and does not receive a salary, honorarium or any other payment for activities relating to the organization

The Volunteer is however eligible for a volunteer allowance. Refer to the Benefits Policy.

7. Salaries

Salary Payments

All staff employed by the organization, are eligible to receive a monthly salary according to the agreed salary scales.

All salary payments are made in Bangladeshi Taka and are made not earlier than the 25th and not later than the 30th of each month unless or otherwise instructed by the Executive director or his designated person.

Salary Deductions

The organization reserves the right to make deductions from an employee's salary for the following

- a) Unauthorized absence from duty.
- b) Damage to, or loss of, goods expressly entrusted to the employee for custody/care, or for loss of money for which s/he is accountable for, where such damage or loss is directly attributable to his/her negligence or fault.

The organization does not permit salary advances or loans.

Salary Increments

Staff, are not automatically eligible for annual increments. All salaries will reviewed towards the end of the budget year and salaries increments will be awarded in some years to reflect increases in living costs. The Executive Committee also reserves the right to approve salary increments to reward performance. All salary increments are subject to the availability of funds.

The organization is not at this time able to remunerate staff for overtime. The Executive Director can, at his/her discretion, approve extra holidays for staff required to work late or at weekends.

8. Termination of Contract

Voluntary Redundancy or Termination of Contract

If a contract is terminated or a member of staff accepts voluntary redundancy because:

- The post is no longer required by the organization,
- Funding is no longer available for the post
- Or the post holder is unable to perform their duties through no fault of their own

The member of staff will be paid full salary and any other benefits up to and including their last working day. And any accrued festival bonus. Refer to Benefits Policy.

At this time, the organization is unable to provide any financial assistance to support staff whilst they are looking for alternative employment. The organization is however, in a strong position to provide non-financial assistance to support staff to find alternative employment. This support will include, amongst other things, the following:

- Access to computers and other office resources for a fixed period
- Access to daily newspapers and other publications in the library
- Assistance with CV and letter writing
- Provision of References and other supporting documentation

Suspension

In accordance with the Disciplinary Policy a member of staff may be suspended from work. During the period of suspension the member of staff will be paid 50% salary. If the member of staff is found not guilty, the remaining 50% salary and all applicable benefits for the period of suspension will be awarded.

Dismissed Staff

In accordance with the Disciplinary Policy a member of staff may be dismissed from work. Dismissed staff will receive salary and any other benefits up to and including their last day at work. And any accrued festival bonus.

Resigned Staff

Benefits as above.

9. Additional Employment Rights

General Assembly members, Executive Members, Advisors, Staff and Volunteers in the organization are entitled to take up additional employment as long as it does not impact on the work of the organization. Full time staff, may not, for example, take up additional employment during working hours.

The same people are entitled to run their own business, again as long as it does not compete with or have a negative impact on the organization.

ANNEX 1

Salary Scales

The salary scales have been agreed for all post within the organization, and reflect levels of responsibility and work competencies. Salary scales do not reflect qualifications, training or experience.

The salary scales as 2022 (Ref. Executive Committee meeting resolution, Date: 26 August 2022) are as follows:

Grade	Position
Grade-A A.1-80,001-100,000 A-2-60,001-80,000 A-3-40,000-60,000 A-4-30,000-50,000	A1- Executive Director A2-A4- Manager/Coordinator/ Technical Staff Project Manager/Programme Coordinator, Resource Coordinator, Project Coordinator, Senior Technical Officer, Technical Officer
Grade-B B-1-30,001-40,000 B-2-20,000-30,000 B-3- 15,000-25,000	B1-B3- Officer/Associate Project Supervisors, Project Officer, M&E Officer, Training & M&E Officer, Research Officer, Finance & Administrative Officer, Administrative Officer
Grade-C C-1- 21,000-25,000 C-2- 15,000-20,000	C- Assistant/Field staff Program Associate, Logistics Officer, Finance & Administrative Assistant, Administrative Assistant, Community Facilitators, Field Trainers
Grade-D D-1- 10,001-15,000 D-2- 5,000-10,000	D- Support group/Assistants Community Teachers, Community Volunteers Cook, Office Assistant
Grade-E E-1- 2,000-5,000	E- Volunteer

*** This scale is subject to fund availability and Donor requirement.

Permanent Staff

Grade-A A-1 to A-4	Executive Director, Programme Coordinator, Resource Coordinator
Grade- B	Finance Officer, Monitoring Officer, Administrative Officer
Grade-C	Program Associate, Logistics Officer, Finance & Administrative Assistant, Administrative Assistant
Grade-D	Cook, Office Assistant

Salary scales are reviewed annually, and salaries for all post are reviewed towards the end of the year in readiness for the new budget on 1st January.

Chapter-III

Motorbike Policy

Background: In the background there must be described reason behind the amendment of existing motorbike policy. Very often our current and past donor agencies including some external audit firms had found some contradiction of the existing motorbike policy and our present practices. Remarkably it is mentioned that, the motorbike users had to use their bike for traveling to and from work from home. As the organization could not ensure a safe garage with sufficient space to keep all organizational huge number of motorbikes the organization did not force its motorbike users to keep their bike at office. Consequently, it affects using the motorbike to travel to and from work from home. Even, motorbikes are being used for personal visits to the field. It influenced many other facts. In this connection, Zabarang management has decided to review it. Through a participatory consultation with the Zabarang motorbike users and taking into consideration the donor's feedback the current policy has been amended.

1. Introduction

The purpose of the Motorbike Policy

- To ensure office motorbikes are maintained properly;
- To protect the motorbike users, passengers and other road users from harm.

Anyone found to be abusing this policy will be disciplined in accordance with the Disciplinary Policy.

2. Standard Requirements

- All motorbike users must work for the organization;
- All motorbike users must have a motorbike driving license;
- All motorbike users must be safe to drive (no alcohol or drugs);
- All motorbike users must observe legal speed limits;
- Only one passenger per bike is allowed;
- All motorbikes must be registered;
- All motorbikes must be safe to use on the roads;
- All motorbike users must follow the **Motor Vehicle Act 1983**.

Zabarang is a not for profit non-government organization for local peoples' development. The local educated skilled young and brilliant peoples are the main strength of it. Zabarang acknowledges the devotion of the young skilled staffs in improving socio-economic condition of disadvantaged marginalized society. The organization observes many of Zabarang staffs dedicate their skilled labor and time beyond office duties. Besides, Zabarang do not have a safe garage with sufficient space to keep all organizational huge number of motorbikes. Hence, the organization will not forbid its motorbike users to keep their bike at office and will not give any restriction on their personal use but not neglecting other rules of this policy at all. However, the users will be strictly asked to keep their bike in their own responsibility. For theft or damages of the bike the respective user must be liable to that and must come in

accordance with the Disciplinary Policy.


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3. Good Practice

- All motorbike users and passengers should wear a helmet;
- All motorbikes should be insured;
- Motorbikes should not be used for overnight travel;
- Motorbikes should not be used in dangerous weather conditions;
- Motorbike users should not drive for more than 1 hour without a break;
- Motorbikes should not be used for long journeys (appreciated not to travel more than one hundred kilometers for one ways) if alternative public transport is available;
- Motorbikes should not be used for short journeys if it is possible to walk.

The reason for these last two bullet points is that excessive use over long distances and excessive use over short distances can seriously damage the motorbike. Also using a motorbike for very long distances and very short distance is not environmentally friendly and should be avoided.

The organization will not pay project staff for motorbike driving lessons or tests or having license from BRTA. The organization can, however, provide time off work for lessons and tests, if and only if the staff member needs a motorbike to do their job.

The organization should purchase bikes with the Designated User in mind. A smaller bike, for example, should be purchased if the Designated User is female.

4. Motorbike

Users

Designated

Users

Designated Users are regular motorbike users. They could not do their job properly without a motorbike or other form of transport. They are assigned a motorbike and they are ultimately responsible for the motorbike, its use and its maintenance.

Designated Users should only use their own motorbike.

Casual Users

Casual Users are less frequent motorbike users. They do not need a motorbike to do their job and would normally use a public bus or other form of local transport. They are responsible for the motorbike only for the period that they are using it.

Casual Users can use any motorbike that this available, but they must first secure permission from the Designated User. If the Designated User is not in the office and is not expected back in the office, a member of the senior management team may give permission.

If both a Designated User and a Casual User need the motorbike, the Designated User has priority, unless the Casual User needs the bike for an emergency.

All members of staff both the Designated User and the Casual User should write on the staff movement register where they are going and for how long if they are out of the office mentioning the purpose too.

5. Motorbike Maintenance


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Daily

Fuel, oil, tyres, lights, mirrors should all be checked daily. Any problems should be reported immediately to the Designated User, who should then discuss with their line manager and the finance section works to be undertake.

Weekly

The Designated User is responsible for ensuring that the bike is washed properly at least once a week to reduce damages from the buildup of dirt and dust.

Monthly

All motorbike users are required to keep the logbook up to date. The Designated Users will be paid their **fuel and oil cost calculating only their official duties** and must have proven copy of his/her logbook and copy of the staff movement register.

Regarding the other maintenance cost, Zabarang will pay full to secure the motorbike is fixed properly. It may differ for the personal accidental case or long time personal uses.

6. Motorbike Accidents

Anyone involved in a motorbike accident should inform the Designated User, and also their line manager. They should give information about the accident, including names and addresses of other people involved, location, time and details of what actually happened. This information should be documented.

The motorbike should be properly checked by a garage immediately following an accident. And anyone injured in the accident should be treated by a doctor, particularly for injuries to the head.

All costs will be paid by the organization, as long as all the standard requirements of this policy have been met and if it was happened during official duties. If the standard requirements have not been met and was not for official duties then the organization reserves the right to ask the motorbike driver to pay in full or in part of the costs.

N.B: All Designated Users and Casual Users must take written approval from the authority if they fail to follow any of standards or requirements due to emergency or high importance for official or personal matter.

Chapter-IV

Leave

1. Introduction

The purpose of the leave policy is:

- To ensure all staff have the opportunity to take proper holiday and spend quality time with their families
- To ensure that all staff are given time to visit the doctor and fully recover from any sickness
- To provide a supportive environment for staff coping with new babies, young children, elderly or sick relatives and death in the family.

The policy should be applied equally to all staff.

2. Working Hours

All Staff must work 37 ½ hours a week. The organization operates a flexi time system. This means that staff may vary their daily routines to suit their own personal and family needs. All staff work the same hours.

The office is officially open from 8:30 a.m. to 5:30 p.m. Sunday to Thursday. All staff must start work before 9:30 a.m. and are not permitted to leave before 4:30 p.m.. Lunch is provided in the office and is normally half an hour but staff may take longer lunch breaks if they work longer hours.

Daily, all staff must complete a Time Sheet/Attendance Register. This is a legal requirement and any staff not completing the Time Sheet/Attendance Register will face disciplinary action.

The Resource Coordinator is responsible for the Time Sheet/Attendance Register and will check it monthly.

3. Leave Year

The leave year is from the 1st January to the 31st December and all leave must be taken in this period.

4. Official Public Holidays

All staff can take 22 government holidays, including selected religious days. The Executive Committee agrees to add further three days for BWISABI festival along with the mentioned government holidays as official holidays for Zabarang.

All staff are given take time off work for government holidays and selected religious days. According to the list of government official holidays, normally include:

International Mother Language Day	1 day
National Children's Day	1 day
Independent Day	1 day
Bangla New Year	1 day
Bwisu-Sangrai-Bizu	3 days
Shab-e-Barat	1 day
Eid-UI-Fitor	3 days
Eid-UI-Azha	3 days
Eid-E-Milladunnabi	1 day
Shab-E-Kadar	1 day
May Day	1 day
Buddha Purnima/Boishakhi Purnima	1 day
National Mourn Day	1 day
Janmastomi	1 day
Ashura	1 day
Durga Puja (Bijoya dashami)	1 day
Jumatul Bida	1 day
National Victory Day	1 day
Christmas	1 day
Total	25 days

The organization supports different religious groups. And it is hoped that staff will agree to a mix of religious holidays, and will observe different religious days throughout the year.

However, a maximum of two more religious days (which are not given in the general holidays) can be approved by the Executive Director provided such request must be made at the beginning of the leave year by an individual.

Official holidays are provided with full pay.

5. Annual Leave

All staff can take up to 20 days annual leave per year, to take proper holiday and spend quality time with their families.

Staff joining or leaving the organization mid-year will have their leave calculated using the following formula:

1.67 multiplied by (number of months in employment)

Staff joining or leaving mid-month will be allowed to count the entire month in their leave calculation.

Leave will be awarded to the nearest ½ day. 3.25, for example, will be awarded as 3 ½ days leave and 3.75 will be awarded as 4 days leave.

For leave up to and including 5 days, staff should seek approval from their designated line manager/supervisor. Staff should give at least 2 days prior notice for taking such leave.

For leave exceeding 5 days, staff should seek approval from the Executive Director. In this case, staff should give at least one week's notice.

6. Sick Leave

All staff can take up to 20 days sick leave in the leave year.

The organization encourages staff to take time off work to visit the doctor and fully recover from any sickness. Staff should make an attempt to inform someone from the organization that they are unwell and should try to keep the office informed of their condition. For periods of sickness longer than 3 days, staff should provide a medical certificate from a registered/practical general physician.

The first 20 days of sick leave is provided with full pay. Additional days should be taken as unpaid leave. For occasional sickness, the organization will provide staff cover and in doing so will ensure that staff have jobs to return to when they are fit and well. But for frequent and extended periods of absence from work the organization is entitled to look at a staff member's medical history and discuss their condition with doctors and work colleagues. And if the staff member is not able to regularly attend work and perform their duties to the satisfaction of the Executive Director then the Executive Committee reserves the right to terminate their contract of employment.

On returning to work, staff should ensure that their sick leave has been properly recorded.

7. Maternity leave

All pregnant female staff can apply for up to six months maternity leave, to cover pre and post-natal needs.

Staff should apply in writing to the Executive Director giving at least one month's notice, ideally more.

Maternity leave does not need to be taken immediately following the birth but can be taken before and after the birth.

Full maternity leave may also be taken by a mother adopting or fostering a baby. Maternity leave is provided with full pay.

Paternity Leave

Male staff expected a new born child in the family, can apply for up to two weeks (ten working days) of paternity leave. Paternity leave does not need to be taken immediately following the birth. It can be taken before and/or after the birth, or at a later date during the twelve months following the birth, and can be taken as odd days, as and when required, or all together in one large block.

Staff should apply in writing to the Executive Director giving at least one week's notice, ideally more.

Paternity leave may also be taken by a father adopting or fostering a baby. Paternity leave is provided with full pay.

8. Leave for Study

Leave for study is not fixed.

The organization supports a culture of learning and where possible will support staff in their studies. Leave for study is discretionary and can only be approved by the Executive Director.

Staff applying for leave for study must first meet with and secure the support of their line manager/supervisor. Leave for study can be used for the following:

- Study periods during the working week, not exceeding one hour daily A study schedule should be agreed with the line manager/supervisor
- Occasional attendance of classes at college/university
- Attendance of examinations at college/university

Study can be from any University or Distance Learning. Classes should be held at weekends and outside of office hours.

All Study leave is provided with full pay.

Exemptions

Full or part-time study requiring attendance at college/university during normal working hours will impact on a member of staff's ability to do their job properly. Any member of staff wanting to enroll in further education on a full or part time course should apply for Leave without Pay.

Short courses will be considered on a case by case basis but it is expected that for any short course lasting longer than 5 working days, study leave will not be approved and staff should apply for Leave without Pay. In case of any short course lasting up to 5 working days can be approved as study leave with full pay.

Compassionate Leave

Compassionate leave is not fixed.

Compassionate leave is discretionary and can only be approved by the Executive Director. Compassionate leave may be applied for in the following circumstances, although other circumstances will be considered on an individual basis:

- Staff can apply for compassionate leave to look after small children. This applies to children under the age of six, alone, at risk or seriously ill.
- Staff can apply for compassionate leave to look after elderly parents. This applies to elderly parents needing full-time care, alone and at risk or seriously ill.

It is expected that staff with small children or elderly parents will make proper arrangements for their care whilst at work. Compassionate leave should only be applied for in emergency situations.

- Staff can also apply for compassionate leave to attend a family funeral or similar. This applies to immediate family only (grandparents, parents, children, brothers and sisters)

For engagements, weddings, memorials and other social events staff should apply for annual leave.

Compassionate leave is provided with full pay.

9. Leave without pay

Leave without pay is not fixed.

Leave without pay is considered to be a privilege. Compassionate Leave is discretionary and can only be approved by the Executive Director.

Staff applying for leave without pay must first meet with and secure the support of their line manager/supervisor. Staff should then apply in writing to the Executive Director, giving at least one-month notice, ideally more. There is no limit on the total number of days of unpaid leave that may be applied for in any one year but in all

cases a good reason must be given.

Leave Application Procedure

The leave application procedure applies to all types of leave.

All staff should apply for leave using the standard Leave Form, a copy of which can be found in Annex 1. It is the responsibility of each member of staff to check with the administrative staff that they have leave available before submitting an application.

All leave should be approved before it is taken, except in the case of sick leave. In the case of the Executive Director, leave should be approved by the Executive Committee.

And finally, it is the responsibility of the Resource Coordinator to ensure that all leave records are kept up to date.

10. Unused Leave

The organization does not have a policy to carry leave from one leave year to the next. Similarly, the organization does not have a policy to compensate for unused leave. It is the responsibility of staff to take in full their leave allocation.

Chapter-V

Disciplinary Policy

1. Introduction

The purpose of the Disciplinary Policy

- to promote a good standard of conduct at work
- to help and encourage employees to maintain a good standard of conduct
- to ensure consistent and fair treatment in cases of disciplinary action
- to guide the organization in dealing with disciplinary action

2. Standards of Conduct

Standards of Conduct relating to this policy are as follows:

- Employees should give the highest standard of service to local communities and should endeavor to achieve good performance at work
- Employees should not in any way bring into question the integrity of the organization and should positively represent the organization at all times
- Employees should bring to the attention of a senior member of staff repeated breaches of discipline or misconduct by another employee
- Employees should bring to the attention of the Executive Director all complaints raised against the organization or an employee

3. Breaches of Discipline

Minor Breaches of

Discipline

- Lateness for work
- Extended lunch break
- Early leaving from work
- Poor performance at work

Serious Breaches of Discipline

- Damage to work property caused by negligence
- Misuse of work resources (financial, material, equipment)
- Repeated minor breaches of discipline

- Refusal to carry out assigned duties

Gross Misconduct

- Unauthorized removal of work property
- Malicious damage to work property
- Stealing from the organization, staff, or beneficiaries
- Harassment or victimization of staff, or beneficiaries
- Abuse of children
- Sexual misconduct at work
- Discrimination at work
- Fighting and/or physical assault
- Falsification of expenses or financial claims
- Falsification of qualifications
- Actions which endanger work colleagues or beneficiaries
- Intoxication due to excess alcohol or drugs
- Unlawful actions

Militant Activity

The employee will be automatically dismissed if found to be advising, financially supporting or in any other way involved in a militant group or militant activity

The employee will be similarly dismissed if found to be involved in any type of political activity supporting militant groups.

Political Activity

The employee will be automatically dismissed if found directly involved with any political party or political activity. Directly involved with political parties or their activities means membership of any political party, participating physically at any political rally, procession, mass gathering or meeting.

Attending at election campaign in favor of any candidate or showing himself/herself as candidature at any election will also be treated as political activity.

4. Disciplinary

Action

Principles

- No disciplinary action will be taken against an employee until the complaint has been researched and all the facts are known

- At all stages in the disciplinary procedure the employee will be reminded of the complaint against them, will be told what will happen next, and will be given an opportunity to defend the complaint

- If the employee considers the disciplinary procedure to be unfair, the employee may request the Executive Committee to review the disciplinary procedure
- No employee will be dismissed on their first breach of conduct, unless it is considered to be gross misconduct
- An employee has the right to appeal a decision
- Disciplinary action will in all cases be taken by the Executive Director
- Dismissal will in all cases be approved by the Executive Committee

Procedure

Verbal Warning

Minor cases of misconduct will be dealt with informally by the employee's line manager and, if requested by the employee, the Resource Coordinator or another member of the senior management team.

The employee will be asked to give reasons for his/her misconduct

If the employee is able to identify his/her reason for misconduct, and feels unable to improve on his/her own, the organization should consider ways in which the organization or other staff could assist. Examples of assistance include the following:

- Advice
- Counseling
- Mentoring
- Peer support
- Training

Everything discussed during the meeting is confidential.

Towards the end of the meeting, if it is felt necessary, the line manager will give the employee a verbal warning.

First Written Warning

In repeated cases of misconduct or serious cases of misconduct, it is the responsibility of the line manager to make a recommendation to the Executive Director that a written warning be issued. After researching the complaint and talking to the employee the Executive Director will decide whether or not a written warning is required.

The written warning should inform the employee of the complaint against them, make it clear that an improvement in conduct is required within an agreed timeframe, and that failure to do so will result in disciplinary action.

The written warning and any other correspondence between the employee and the organization will be held on the employee's personnel file.

Second Written Warning

If the complaint against the employee continues or there are further complaints then it is the responsibility of the Executive Director to take steps towards disciplinary action.

Firstly, the Executive Director will meet with the employee, with a representative from the Executive Committee, another member of the Senior Management Team, the line manager or senior member of staff to whom the employee reports, and if it is appropriate, the person who made the formal complaint.

The purpose of the meeting will be to review the seriousness of the complaint, and any attempts made by the employee to improve their conduct. The employee will be given every opportunity to defend the complaint against them. And will be given every opportunity to show how they will make positive changes to improve their behavior and conduct.

Everything discussed in the meeting is confidential. And everything discussed during the meetings is recorded and held on the employee's personnel file.

After the meeting, if appropriate, the Executive Director will write formally to the employee making it clear that if there is no improvement in their conduct within an agreed period the employee will be dismissed from the organization.

Dismissal

After the agreed period if conduct is still unsatisfactory it is the responsibility of the Executive Director to advise the Executive Committee to approve dismissal.

The Executive Director will write to the employee confirming the reason(s) for dismissal and the date on which employment with the organization will terminate.

Suspension

An employee accused of gross misconduct may be suspended from work immediately on full pay until the complaint has been fully investigated. And if the complaint is upheld, then the employee's contract of employment with the organization can be terminated without further notice.

5. Right to Appeal

An appeal must be made no more than two weeks after receiving written notification of dismissal. The employee should make it clear their reasons for appeal. The Executive Committee will provide the basis for the appeal committee, which will also include the Executive Director and at least one external member from civil society selected by Executive Committee. The appeal committee will consider the complaint, the disciplinary procedure and the decisions taken.

Chapter-VI

Competency Policy

1. Introduction

The purpose of the Competency policy is to:

- to promote a learning culture within the organization
- to positively support staff development and training
- to provide a framework for staff performance appraisal

2. Staff Development and Training

The organization seeks to develop a culture of learning within the organization and, subject to available funds, hopes to support a program of staff development and training to improve the competency of employees and ultimately ensure good quality of service delivery. A list of staff development and training activities is included in Annex 1 and will be updated regularly to reflect the current needs of the organization.

It is the responsibility of the organization to identify core funds, on an annual basis, to support training and staff development.

It is the responsibility of the organization to ensure that each member of staff has their own individual Staff Development and Training Plan. This should be based on the findings of a Training Needs Analysis and should identify the employee's:

- Expectations and career ambition
- Motivation and commitment to training
- Required skills and aptitudes
- Existing skills and experience
- Development and training needs

It is the responsibility of the employee's line manager to try to meet the employee's development and training needs.

Subject to the availability of funds the organization will commission training internally. The organization will also support employees to join training courses organized externally.

In special cases an employee may be seconded to another organization to observe different ways of working and to learn new skills. The organization will also seek to host seconded staff from other organizations.

The organization will also explore ways to motivate and support the employee through for example, peer support, mentoring and one to one coaching.

Staff Performance Appraisal

It is the responsibility of the employee's line manager to monitor employee performance and ensure that the duties of the post are carried out to the required standard on a regular basis. Performance will be regularly appraised through the Staff Performance Appraisal process.

Principles

- Appraisals should be scheduled on a regular basis, and should be undertaken at least once a year.
- Appraisals should be undertaken by the employee's line manager or a member of the Senior Management Team.
- Appraisals should encourage 'two way' communication
- It is not appropriate to take disciplinary action during an appraisal
- Managers should praise achievement and take prompt action to deal with unsatisfactory performance
- Appraisals should be followed up with informal discussions to provide an opportunity to discuss sensitive issues in a less formal environment

Appraisal Process

The Staff Performance Appraisal process will involve:

- Agreeing objectives and setting targets
- Monitoring performance against targets
- Identifying limitations on performance
- Identifying immediate development and training needs.

An example of a completed Staff Performance Appraisal is included in Annex 2.

The organization accepts that even with training there will be some cases when an employee cannot meet the required standard of work performance through no fault of their own. This may be because the duties of the post have changed over time or because the way in which the work is undertaken has changed. The organization believes it is unfair to let an employee struggle in an unsuitable post and in such cases would either seek to transfer the employee to a more suitable position within the organization or seek to transfer or exchange some of the less suitable duties to another member of staff on the same grade.

ANNEX 1

Management Skills

- Staff Recruitment
- Staff Management
- Staff Appraisal
- Volunteer Management
- One to One Coaching
- Mentoring & Peer Support
- Leadership
- Team Building
- Conflict Resolution

Technical Skills

- Strategic Planning
- Action Planning
- Income Generation
- PRA Application
- Baseline Analysis
- Financial Reporting
- Performance Monitoring
- Evaluation Techniques
- Knowledge Management
- Application of IT
- Time Management
- Report Writing

Chapter-VII

Benefits Policy

1. Introduction

The purpose of the Benefits Policy is to:

- to ensure that no volunteer, member of staff, Executive Committee member of member of the General Body is out-of-pocket for undertaking work related duties
- to support the training and professional development of volunteers, staff, Executive Committee members and members of the General Body
- to support volunteers working for the organization

2. Travel Allowance

Travel allowance is provided for staff required to undertake work outside of their normal working area.

Public Transport

The organization will refund rickshaw and CNG costs according to locally agreed rates. Receipts are not necessary but the finance section reserves the right to refuse payment if they feel that the local rates have been abused.

The organization will also refund local bus and train fares, and only when it is the cheaper option or there is no alternative, taxis, jeeps and minibuses. Receipts should be provided before payment is made.

Before submitting the claim to the finance section, the claim should first be checked by the relevant line manager. The line manager should check the claim against work plans and office timesheets.

Office Motorbike

The organization will refund staff the full cost of fuel. But the staff member must in all cases provide:

- Receipt from garage
- Logbook
- Approved work plan

The logbook should include the date of travel, starting location, destination, purpose of travel, mileage before and after, total distance traveled and an estimation of the fuel consumed.

Before submitting the claim to the finance section, the claim should first be checked by the relevant line manager. The line manager should check the claim and the logbook against work plans and office timesheets.

A fuel allowance will only be paid if the motorbike has been used for a work purpose and all other requirements of the Motorbike Policy have been met. For example, a member of staff found to be using an office motorbike for a personal matter will not be provided with a fuel allowance.

Personal Motorbike

The organization does not encourage staff to use their own transport for work purposes. In the event that staff are required to use their own transport because there is no alternative, a fuel allowance will be paid in accordance with the Office Car and Motorbike policy.

3. Daily Allowance

Daily allowance is provided for staff required to undertake work outside of their normal working area and required to stay overnight.

The daily allowance includes for snacks and meals during the day and the cost of overnight accommodation.

A daily allowance will not be provided to staff coming from and returning to their normal working area on the same day. In this situation, staff should make their own arrangements for snacks and lunch.

All current daily allowance rates are attached in Annex 1.

4. Field Allowance

Only staff, working every day in the field are entitled to claim a field allowance. The field allowance is provided as an incentive for staff working in remote areas. Field staff will often walk long distances over difficult hilly terrain and will need to stay overnight in the villages.

The field allowance ensures that staff working the field area able to accept the hospitality of families in their working area. The allowance may used, for example, to purchase rice, meat or vegetables, to share with their host family.

All field staff will receive both a field allowance and a basic salary. And the total monthly salary for all field staff will fall within the same salary range. So all field staff should receive a similar monthly salary.

Some staff will receive their basic salary and field allowance together in one monthly salary. Some staff will receive their basic salary and field allowance as two separate monthly payments.

Office based staff are not entitled to a field allowance. Office staff required to visit the field for work purposes may claim travel expenses in the normal manner.

5. Training Allowances

Professional

Development

Subject to the availability of organizational funds staff and volunteers may apply to the organization for financial support for:

- short course fees
- books and/or course materials
- conference/training expenses

Funding may only be sought for courses which will assist and improve the performance of staff in their day to day work.

Secondary and Higher Education

Staff and volunteers who have had limited past opportunities to better themselves may apply to the organization to support Open University HSC, 'Diploma' or Degree Courses. Staff may apply to the organization for financial support for:

- secondary/higher education fees
- books and/or course materials
- conference/training expenses

Staff should discuss their intentions first with their line manager. And then a formal application, in writing, should be submitted to the Executive Director. Funds for training are limited in all cases the Executive Director's Decision will be final.

Funding will not be approved for any activity which does not in some way benefit the organization.

6. Festival Bonus

Staff, are entitled to receive a single festival bonus each year equivalent to one month extra salary during their main festival period. Festival bonuses will be awarded at least ten days before the following festivals:

- a) Muslim: Eid-ul-Fitor
- b) Hindu: Durga Puja
- c) Buddhist: Buddha Purnima
- d) Christian: Christmas
- e) General: Bwisu-Sangrai-Bizu

If the main festival of a staff member is not mentioned here then the Executive Director should be informed in writing about his/her main festival, and a festival bonus will be paid accordingly. Festival bonus can be provided before 15 days of festival for the convenient of staff. The bonus for the festival of general: Bwisu- Sangrai-Bizu can be provided after 25 March of the year.

If any staff do not receive festival bonus, in that case the staff will be provided bonus at the last month according to fiscal year of the project.

Noted that, Zabarang can provide two times bonus equivalent to one month salary divided into two installment in major festivals, which is subject to written application from the staff. In this case the Executive Director will have the discretionary power to take decision.

Providing bonus is subject to budget availability of project for project staff and general budget for general staff.

Bonus can be provided Annual Basis according to annual budget or pro-rata basis. In the case of pro-rata basis, the bonus amount for any personnel must be calculated considering her/his job period E.g staff X has joined at his/her job on 1st January, 2012 and gets salary 24,000 BDT per month. In April during Bwisu-Sangrai-Bizu festival s/he requires festival bonus. As the staff performed only 3 months (January to March) s/he will be awarded Tk. 6,000 BDT as bonus (*Divide Tk. 24,000 by 12 months and multiply by three months*).

The Executive Director will have the discretionary power to take decision for Festival Bonus or Annual Bonus or Pro-rata basis bonus.

7. Volunteer Allowances

Volunteers do not receive a salary. Subject to the availability of organizational funds volunteers may apply to the organization for financial support towards:

Personal Hardship

- contribution to board and lodging
- contribution to travel to and from the office

Volunteer Allowances are not normally expected to exceed 5,000 taka per month and are normally considerably less than this.

Volunteer Allowances are considered on an individual basis and are only approved by the Executive Committee, on the recommendation of the Executive Director.

8. Office Resources

An Advisor, Executive Committee/General Assembly member, staff or volunteer wanting to use the resources of the organization for the work of the organization may do so free of charge but they should first check availability with administrative staff.

For personal use or work not associated with the organization, the Advisor, Executive Committee/General Assembly member, staff or volunteer will be charged at the agreed rate. It is the responsibility of the Administrative Officer to collect payments.

Office resources include:

- computer
- printing
- photocopier
- meeting room
- phone, fax and internet

ANNEX 1

Per-diem Rate

A per diem is a uniform allowance for each day of stay at a place of official visit away from permanent station of duty, which is intended to cover the extra daily expenditure (meal, lodging and incidentals) incurred by an employee in consequence of such

absence.

It should be calculated from the time of commencement of journey until return to the station of permanent duty.

Grade	Position	Breakfast	Lunch	Dinner	Incidental	Total
I-II	Members of the Executive Committee, General Members, Executive Director and all Directors	100	300	300	250	950
III	Head of Prog, Finance, Gender & Development, PC, APC, PM	100	300	300	150	850
IV – V	Officer, Organizers, Lawyer, Facilitators, Center manager	100	300	300	150	850
VI-VII	Assistant officers	100	300	300	150	850
VIII	Support Staff, Volunteer, Guard etc.	100	300	300	150	850

Notes:

1. The allowances are fixed daily allowance. Receipts are not required
2. All staff will receive the same allowance.
3. All allowances are approved and reviewed annually by the Executive Committee.