



বাদাৰন সংঘ
Badabon Sangho
A Social Welfare Organisation

HUMAN RESOURCES MANUAL
January 2023



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Editor



Foreword

Badabon Sangha is women's rights and women-led group, working for lower-caste, Dalit, single mother, separated, widow, divorcee, religious minorities and girls. It is (a non-profit and non-political organization) governed by group members and federation. The group was formed with the passion and experiences we had during our journey of doing something for the women while government started to set up Rampal thermal power plant and other development projects. This women's rights group, has started its journey in 2016 in the southern region of Bangladesh the Rampal and Mongla, next to the Bay of Bengal and Sundarban (the largest mangrove forest). In details, while they were coming to collect drinking water, these rural women, fisherwomen and Dalit women were gathered and organized in groups in order to mobilize the issue. At that time, they talked about women's land rights abuse induced by the thermal power plant and overall climate changes' issues i.e., salinity in water and soil, natural disasters and commercial shrimp cultivations are the existing challenges that group members were facing. On top of that, public and private land investment doubled their sufferings. After a series of gatherings, meetings, and planning this women group evolved and took the formation of an organization naming 'Badabon Sangha'. Badabon means the Sundarban (indigenous name of Sundarban). Since the inception, group members organised various actions like rallies, human chains, coaching, consultation and assemblies in responses to rights abuse, racial injustice and violence against women and girls.

Adopting and implementing timely and effective policies is essential for the overall development and sustainability of any organization. The policy provides guidelines and sets standards for the smooth and successful implementation of all activities of the organization. With the passage of time and capacity, the organization adopts a variety of policies and adds and subtracts as needed. It is an ongoing process through which organization is managed. Badabon Sangha could not formulate a Human Resource Policy at the beginning of the journey. It was started in January 2017 and ensured all level staff participation to formulate the policy. With this growth the policies and procedures related to Human Resource Management have required updating and amendments to ensure the high standards and practice and its updated 2022 as due process. Our main objective is to ensure that our Human Resource Management procedure and all actions, decisions and activities related to it represents high standard of efficiency and effectiveness.

The guidelines described in this Manual are to be followed by all Badabon Sangha employees. It is important that all employees familiarize themselves with these guidelines. Compliance with stated procedures is expected from all employees and is routinely evaluated through the external and internal audit process.

The Executive Director reserves the right to change or revise policies or rules contained in this manual as deemed appropriate. HR and Admin Department will facilitate the process of updating Badabon Sangha HR manual as needed.



Purpose of this document

This document serves the interest of employees of Badabon Sangho. It contains all relevant information pertaining to human resources and administrative processes that affect the course of objective, mission and vision of Badabon Sangho. The purpose behind this HR manual is to ensure that Badabon Sangho's employee-related practices are fair and consistent across the board. This HR manual will offer detailed guidance for all relevant stakeholders of Badabon Sangho based on compliance and organization requirements.

The signed acceptance of these policies by the employee constitutes a legally binding contract. Failure to adhere to these policies may result in the use of the disciplinary procedure defined in this document.



SOME RELEVANT DEFINITIONS USED IN THE MANUAL

1. **Code of Conduct:** Set of values, rules, standards, and principles outlining what Badshah Sangha expect from staff within organization.
2. **Equal Employment Opportunity:** practices that are designed so that all applicants and employees are treated similarly without regard to protected characteristics such as race and sex.
3. **Work Life Balance:** The state of equilibrium where a person equally prioritizes the demands of one's career and the demands of one's personal life.
4. **Gender Equality:** When people of all genders have equal rights, responsibilities and opportunities.
5. **Gender Sensitivity:** The process by which people are made aware of how gender plays a role in life through their treatment of others.
6. **Executive Director** means the Executive Director of Badshah Sangha either engaged or appointed by the Board of Trustees/Executive Council.
7. **Senior Management Team (SMT):** The highest decision-making body of Badshah Sangha after the Board of Trustees/Executive Council.
8. **Holiday** means a day closed to by an order of Badshah Sangha including national holidays.
9. **Crèche** means where babies and young children are cared for during the working day.
10. **Professional Membership:** The status that a member is given when they have joined a professional body.



ABBREVIATIONS

Author - Bachchan Singh

ED - Executive Director

EC - Executive Committee

The organization - Bachchan Jangho

S/he - She or he

PAS - Performance Appraisal System

Govt - Govt. of Bangladesh

GC - General Committee

SMT - Senior Management Team

ID - Identity Card

CL - Casual Leave

EL - Earned Leave

SL - Sick Leave

EWOP - Leave Without Pay

EDD - Expected Delivery Date

PL - Paternity Leave

CV - Curriculum Vitae

PF - Provident Fund

CPS - Contributory Provident Fund

OT - Orientation Training



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CHAPTER 1: INTRODUCTION

1.1 Introduction

Badolton Sangho made its debut in 2015 in Bangal upazila of Bagerhat district in southwestern Bangladesh. To the locals, Sindharkan is widely known 'Badolton'. Badolton Sangho's name has also been inspired by the same.

Adopting and implementing timely and effective policies is essential for the overall development and sustainability of any organization. The manual provides guidelines and sets standards for the smooth and successful implementation of all activities of the organization. With the passage of time and capacity, the organization adopts a variety of policies and adds and subtracts as needed. It is an ongoing process through which the organization is managed. Badolton Sangho could not formulate a human resource manual at the beginning of the journey. Human resource manual review and recommendations are adopted through the representative participation of staff at all levels in the implementation of the activities conducted by the organization. The implementation of the manual started in January 2017 with the approval of the executive council of the organization.

We hope that the effective implementation of this manual will contribute to the creation of a more conducive workplace for all employees. The manual addresses all human resources as employees. The manual is currently being used in English and will be published in Bengali later. In this case, if there is any ambiguity about the meaning of Bengali and English, the manual written in English language will be considered as final.

1.2 Manual Additions/Amendment/Refinement Procedures:

1.2.1 This HR Manual of Badolton Sangho will be reviewed and revised periodically. The revised version will be placed to Executive Committee (EC) for approval. If enough reference cannot be found in the Service rules/HR manual for resolving any /exceptional issues, then unresolved issues to be placed to general committee by the ED for taking further decision.

1.2.2 Any clause / sub-clause of the Human Resource Manual may be amended and supplemented to adapt the manual to the changing conditions in keeping with the needs of the organization, internal conditions and changes in the environment and national level.

1.2.3 The Executive Director will take up the final proposal to EC meeting after reviewing at the decisions of the Senior Management Team (SMT) for amending and adding any section / sub-section of the manual for Approval.



1.1.4 The decision of the Executive Council will be considered final if the provisions of this manual can resolve any issues arise. All staff will be notified about the change(s) through internal memo by Program/Support Manager.

1.1.5 Senior Management Team (SMT):

1.1.5.1 Executive Director, Director, and all-departmental heads will be members of the Senior Management Team (SMT). A representative of the departmental head will be present in the absence of the departmental head. As needed, the executive director may include any member for SMT.

1.1.5.2 The meeting would take place twice every month and an emergency cases. The Executive Director of Sadashan Sangha would circulate orders identifying the week.

1.1.5.3 Minutes of the Meeting would be preserved, and follow-up would be taken of the previous meeting decisions.

1.1.6 Field Coordination Meeting:

1.1.6.1 Field Coordination Meeting would be conducted to discuss the activities of the fieldwork, follow up and feedback of the field activities, discussion on field visit report etc.

1.1.6.2 It would be held on the 10th of every month in case of a holiday/ weekend the meeting should be automatically shifted to the next date.

1.1.6.3 Minutes would be maintained and preserved and follow up would be taken and the minutes should be circulated to the related members as decision.

1.2 Purpose and objectives:

This Manual sets out the policies and procedures which are applied to the human resources of Sadashan Sangha to ensure high standards of conduct both by the organization and by its employees. The purpose of the Manual is to ensure that all team members throughout Sadashan Sangha are covered by a set of uniform policies, rules and regulations. The rules and regulations have been drawn up based on the norms and best practices prevailing in the country.

The policies and procedures set out in the Manual are applied equitably to all team members of the organization. Each employee will be given the opportunity and is expected to read these Rules when joining Sadashan Sangha. These services rules are not a contract or guarantee of employment with any employee on an individual basis. The conditions of employment which are particular to each individual employee are set out in their letter of appointment/ job contract and job responsibilities/job description.



The major objective of this manual:

- a) To take necessary steps to enhance the capacity of the human resources department and ensure a unique position.
- b) To create a supportive, consulting and collaborative attitude among the team members in the organization.
- c) To take initiative to create a clear idea of the manual for all team members working in the Organization and to believe, Rashtriya Samiksha observe and maintain all the provisions of the manual.
- d) To adopt transparent and quality standards in the management and evaluation of human resources.
- e) To identify new human resource challenges and make plans to address them.
- f) To organize appropriate budget for human resource development.
- g) Staff members are expected to continuously learn new tools and techniques so that Rashtriya Samiksha can flourish and expand more. They should know each other to work together for making progress toward their goals.
- h) Staff members are expected to use the management and programme tools to help them work better together such as a problem-solving process, a code of conduct, a set of team values, and measurement indicators by decreasing animosity toward other members, feelings of cohesion, mutual respect, harmony, trust and a feeling of pleasure in accomplishing tasks.

1.4 Strategic Directions to Human Resources:

A self-reliant organization is dependent on the characteristic qualities of its human resources, relationships, and the results of its work. Considering the need for human resources in the organization for a long period of time, the human resources department will constantly formulate, implement plans and do research.

- i. Awaken the values of the organization in human resources.
- ii. To provide maximum facilities within the capabilities of the organization.
- iii. Ensuring appropriate position by analyzing the type, nature and skills of the employees.
- iv. Create versatile workplaces.
- v. Create a safe and cooperative work environment.



- vi. Formulation and implementation of gender manual in the light of this manual for the development of women employees and creating proper working environment.
- vii. To store the information of all the active employees through a database.
- viii. To maintain the environment of continuous learning.

1.5 Human Resource Management:

Every team members of the organization will make full use of his/her skills and performance by improving themselves and play a role of excellent human capital by achieving the ultimate excellence in their job responsibilities.

1. The organization provides equal employment opportunities to all team members irrespective of men and women to improve their knowledge, skills, abilities and performance standards. The organization maintains the following guidelines for all human resource management.
2. Team members will work with reputation and discretion, respecting the values of the organization.
3. The organization maintains equality among all male and female employees by creating a safe, respectful, work-life balanced and women-friendly working environment.
4. The organization continuously works to bring about gender equality in all areas to achieve its goals, mission, vision and objectives.
5. In a situation, where the safety of the employee(s) may or could be disrupted, the employee in charge of human resource department / program / project will take necessary actions, measures and precautions to avoid an untoward incident.
6. Rashtriya Sangha provides applicable facilities as per qualifications to all levels of human resources working in the organization. Motivates team members by providing rewards depending on the work performance of all team members based on their professionalism including efficiency, commitment, loyalty, creativity and output.

1.6 Use of HR Manual:

This manual will provide guidance on human resources. The manual will be used by the management of the organization and all team members will be involved. The manual will assist in manual formulation and development process regarding human resources. The manual is a document for making appropriate and reasonable decisions on all aspects of the organization's human resource management and development.

- i) Team members at all levels working in all departments, units and programs of the organization will follow the manual.



- 3) The Department of Human Resources will be responsible for the implementation and interpretation of all sections and sub-sections of the manual at all levels.
- 4) The manual will be used in coordination with other policies of the organization.
- 5) This manual may be transferred to any person or organization without the permission of the Executive Director, or any officer nominated by the Executive Director.



CHAPTER 2: LEAVE & HOLIDAYS

2.1 General Conditions:

2.1.1 It is expected that all employees through their work shall uphold commitment to the mission and vision of Rashtriya Sabha.

2.1 Working Hours:

All Rashtriya Sabha team members are required to work a minimum of 40.8 hours per week including ½ hour lunch break.

2.2.1 All employees are required to work 40 hours per week including ½ hour lunch break as follows:

Sunday – Thursday	09:00 – 17:00 Hrs. = 40 hours per week ½ hour lunch break between 13:30 – 14:00 Hrs.
Weekly holiday	Friday and Saturday

However, in case of emergency, a team member may have to work for some additional hours. Permanent team members will not be paid for overtime allowance after the stipulated time.

2.2.2 According to nature of programs/services, concerned Team Leader/Project Manager/Area Coordinator/Supervisors of respective program may determine their working hours & weekends in consultation with respective Department Heads/Project Head duly approved by the ED.

2.2.3 If there is any special announcement of the government / organization, then the work schedule and working days may be changed.

2.2.4 A revised working hour schedule prior approved by ED will be in force during the month of Ramadan to facilitate employees to maintain their religious rites. This will be notified by HR & Admin Department prior to the onset of Ramadan.

2.3 Government declared holidays and office timing:

2.3.1 HR & Admin Department of the Rashtriya Sabha will develop a yearly leave calendar with approval from ED and publish/circulate to all staff before starting new year.

2.3.2 Employees of Rashtriya Sabha are entitled to approved Government/Festival/Paida holidays annually with full pay. A Schedule of holidays is



issued by the first week of January every year by the HR and Admin. Department with authorized signature by the ED. The exact dates for a number of these holidays may vary depending on the lunar cycle. Once the dates are fixed, a separate notice is generated to announce the exact date of each holiday. Government/Festival/Public holidays falling on a Friday/Saturday are not carried over in any way.

2.3.3 If the Government of Bangladesh announces additional public holidays or changes office hours or working schedule in emergency situation, the organization shall consider it accordingly through a notification by the HR and Admin. Department.

2.3.4 The organization will provide festival holidays to the employees of all religions to celebrate their festivals with due dignity in compliance with the Goli declaration. The ED may extend the number of holidays based on special circumstances.

2.3.5 Usually, the festival holidays are longer including weekends, so it is expected that the employees will not take leaves in conjunction with the festival holidays putting the project activities unattended.

2.4. Attendance record:

- i. All staff will record attendance in the workplace attendance Register / Book by signature / electronic process as available.
- ii. All team members will be present at the workplace within the stipulated time. (Any employee who does not show up for work within 30 minutes of the scheduled time will be deemed to have arrived late.) The time may not be specified or further reduced to 15 minutes.
- iii. If a team member is on leave, the type of leave and dates should be clearly marked in the scheduled attendance register by the team member. Concerned Supervisor will check it for transparency.
- iv. As per the rules, the prescribed page of attendance register has to be closed every month with signature from the designated Supervisor/HR Admin Staff. A snapshot can be taken and preserved for future reference. This is an important task which is associated with salary and other benefits.

2.5 Employees need to dress appropriately for their job and to uphold the standards of Bangladesh Sangha. Some staff like Office helpers, Cooks, Guards, Cleaners, and Drivers may be required to wear a uniform, which are provided for them. All team members are issued with identity cards (ID), which they must keep visible with them while on duty.



2.6 Professional membership:

Badshah Sangha at the discretion of the ID reimburses permanent professional team members with individual dues and membership fees of professional societies and organizations relevant to their work.

2.7 Employee Identity Cards:

- i. Identity cards will be provided for staff identification, security and field level activities. The validity of each issued identity card will be maximum 3 years. The identity card will be changed with the change of post considering the requirement.
- ii. Separate identity cards will be provided for permanent and temporary employees.
- iii. The identity card must be kept with the employee at all times during office hours and should be worn around the neck during office hours.
- iv. If the identity card is lost / damaged, it is necessary to apply for a new one to the Department of Human Resources and Administration with appropriate reasons in writing. The cost of the identity card will have to be borne by the employee if s/he fails to show proper reason or is lost /damaged due to negligence.
- v. Before issuing a new identity card, the old identity card has to be submitted to the Human Resources and Administration Department.
- vi. At the time of separation from the employment of Badshah Sangha by way of resignation, dismissal, termination, retrenchment or retirement or any other manner the ID Card issued has to be submitted to the Human Resources and Administration Department.
- vii. It is expected that Badshah Sangha cardholders are usually careful. However eventually someone may lose his /her ID card. To prevent unauthorized individuals from gaining any unusual benefits should deactivate the card the moment the cardholder reports a lost or stolen card or is terminated.
- viii. It might be most effective for team members to display their ID cards above their seats. It helps others to know Badshah Sangha's identity and name.
- ix. For issuing replacement cards the concerned team member will apply to the HR & Admin. Department through respective supervisor to change /replace his/her lost/damaged or stolen ID card mentioning reasons. Based on the timeline to create a replacement card, a temporary one may be issued in the meantime. Remember that knowing how you will handle before it happens will make it easier for cardholders to obtain new cards.
- x. For destroying old cards, team member turnover is inevitable, as the ID card collecting procedure should be monitored at the time of departure from Badshah Sangha service and destroying the user ID cards. This same process should follow for the cards that are reported lost or stolen or cards that are being replaced due to an updated name or job title. When someone leaves the organization s/he must return the card issued to him / her.

2.8 Leave Policy:

Badshah Sangha team member is entitled to enjoy leave as described below. For enjoying any kind of leave, staff has to take prior approval. Copy of leave application is to be submitted to HR &



Admin Department for leave recording purposes. HR Section maintains and updates all leave for Baidyanath Sengupta Head Office staff as per Baidyanath Sengupta calendar year (January to December).

- A) Supervisors of the Project Offices will maintain leave records and updates the leaves at project level and half yearly report should be sent to the head office
- B) Weekly holidays or government declared holidays will not be called leave.
- C) Annual Leave is only subjected to carry forward. Other leave is not subjected to be carry forwarded.
- D) Leave will be calculated from January - December in a year.

2.4 Leave approval

- i. Team members can apply for leave up to 5 days (Casual, Annual/Earned, Sick) in the prescribed form. The respective supervisors will approve this type of leave. Employees have to apply along with the Executive Director on white paper for extra leave beyond 5 days asserting the reason.
- ii. The Executive Director shall approve maternity leave, paternal leave, marital leave, medical leave and educational leave.
- iii. During the Probation period (6 months) the employee will be able to enjoy 3 days sick leave (within 6 month probation period) and 1 day casual leave (monthly) including weekend and government holiday. However, in case of an accident while on duty, the higher authority may extend the leave period. If the apprenticeship period increases, the leave will increase proportionately.
- iv. Team members have to apply 2 working days in advance to take 3 days leave in one shot and 2 working days in advance to take leave for less than 7 days in 3 days in one shot and if it is more than 7 days in one shot leave employees have to apply at least 15 working days in advance.

Application for Leave		
Leave Days	Notice day	Leave Type
1	2 working days	Casual and Annual
3	5 working days	Casual and Annual
6	15 working days	Annual
6 or more than 6	1 month	Annual *

In case of such Leave the employee has to mention the place of leave with alternate communication detail so that the management can reach to the employee at the time of emergency.



- a. Half a day off can be taken in case of emergency. 2 half-day leave will be treated as a 1-day leave.
- b. If there is a weekly / general holiday within the approved holiday, the number of approved holidays will be calculated by adding these holidays.
- c. A team member will transfer the responsibility to the designated team member before going on leave and will assume the responsibility at the end of the leave.
- d. A team member may be called in case of emergency while on leave. In that case, he/she will be considered working from the date of departure for the purpose of returning to work.
- e. The rules and regulations for granting leave to team members engaged in the project will be the same. If the rules are mentioned in the project, then the leave will be effective accordingly.

2.10 Different types of leave:

Different leave is required during the time of employment. The organization has the following different types of leave provisions for its team members.

2.10.1. Casual Leave (CL):

- i. Every permanent team member will be able to enjoy 14 days casual leave in a calendar year. Leave will be counted for applying on the proportionate way.
- ii. Not more than 3 days casual leave can be applied for at a time. In case of emergency the leave will be adjusted from the Annual Leave and LWOP (Leave Without Pay).
- iii. If the required leave is not due and the employee faces an emergency, the officer in charge will be able to approve the leave on the basis of Bangladesh Sangha leave adjustment process. Such leave will be applicable once a year.
- iv. Taking casual leave before or after weekly and other holidays will be discouraged.
- v. Apprentice employees will be able to enjoy casual leave for 1 day per month. If the apprenticeship period increases, the leave will increase proportionately.
- vi. Casual leave cannot be accumulated or encashed.
- vii. The Casual Leave is not subjected to carry forward.

2.10.2 Annual Leave / Earned Leave (EL):

Regular employees following confirmation of employment and contract employees after six (6) months are entitled to take fourteen (14) days Annual Leave in one year on pro-rata basis. Employees will be entitled to get Annual Leave from the date of joining for leave calculation purpose. But s/he can enjoy AL after 6 months contractual period of service or confirmation. Applications for AL must be received at least 2 weeks ahead of the leave date except under special circumstances. Employees may accumulate AL up to twenty-eight (28) days and any



As over and above will be forfeited. AL can only be unutilized (on gross salary) after separation of employment up to a maximum of 28 days.

2.10.3 Sick Leave (SL):

Employees after 6 months of joining or upon confirmation (whichever comes first) will be entitled to 14 days of Sick Leave per annum (or on a pro rata basis on the year of joining). In case of any sickness, depending on the severity and ability of the employee, the line manager needs to be immediately informed about absence from work. Any sick leave has to be supported by a medical certificate. However, if an employee is absent up to 3 days due to headaches, stomach upsets, nausea and fever etc., Doctor's certificate will be required. Long absences in case of genuine and curable serious ailments where a physician recommends long rest or hospitalization, the ED shall use his/her discretion in awarding special paid or unpaid leave depending on the merits of the case. Sick leave is accrual up to maximum of sixty (60) days. At the time of separation, (voluntary or involuntary) employee shall have no claim for pay in lieu of unused sick leaves.

Sick Leaves at the start and end of the weekend would be discouraged. Repetition of such leave would be marked as habitual misconduct and thus management can issue a showcause/warning letter in case of such issues.

2.10.4 Maternity Leave (ML):

In the event of pregnancy, female employees with a service length of at least 6 months will be entitled to 16 weeks of Maternity leave with full pay and benefits. Normally, it can be availed as 8 weeks prior to delivery and 8 weeks after delivery. Application for Maternity Leave must be made at least 2 months prior to commencing the leave. This application needs to be placed to the line manager supported by a registered medical practitioner's endorsement indicating the Expected Date of Delivery (EDD).

During probation and for third or subsequent children the female employees will only be entitled to 16 weeks of leave without pay (LWOP). This procedure will be maintained as a reflection of Baidyanath commitment to the small family norm, which is one of the core values for which Baidyanath works.

- i. If the term of service of a permanent employee who have completed 6 month service is eligible for Maternity Leave. The Employees will get maximum 180 days or 6 months paid leave.
- ii. Maternity leave will not applicable during the apprenticeship. With special consideration, the management can approve 6 months leave without pay.
- iii. After joining the work will be able to enjoy other leave as per the leave clause.
- iv. A woman can enjoy at least 2 maternity leave.
- v. If the employee has a child before joining the organization, he/she will be able to enjoy maternity leave on paid basis only once. If it is necessary to take such leave



in the past, the authorities can approve the Leave without Pay (LWOP) considering the matter. Non Self-paid maternity leave will not be applicable to an employee having 2 children before joining the organization.

- v. However, if the number of surviving children of the employee is below 2 (two) or if the child is person with the disability, s/he will get similar maternity leave again, no matter how many times he / she has already taken maternity leave.
- vi. In case of miscarriage after 7 month the employee would get maximum 1 month paid leave for her recovery.

2.18.5 Paternity Leave (PL)

i. Male employees can get 5(five) days paternity leave (PL) to assist his wife in the event of delivery. Staff will not be entitled for this in event of third or above issues. The procedure for application for this leave is similar to other types of leave.

ii. Such leave will be applicable for 2 (Two) children.

iii. If the employee already have 2 children before joining the organization, such leave will not be applicable.

2.18.6 Marital Leave (ML)

The organization reserves marital leave as well as other holidays for the employees. A female / male employee working in the organization will be able to enjoy marital leave for 7 days.

2.18.7 Education Leave:

The Authority shall, in the interest of the organization, provide Education leave to selected permanent employees for higher education or special training in accordance with the following arrangements.

1. This type of leave can be given on completion of 3 years of uninterrupted tenure of the permanent employee in the organization.
2. The duration of this type of leave will be according to the duration of the course. If the time is extended due to the educational training institution, the leave period can be extended.
3. The leave will not be more than 1 year of service and the employee has to sign a pledge for such leave.

2.18.8 The terms of the pledge are as follows:

- a) If the leave for higher education is more than 3 months and less than 6 months, the employee has to sign a pledge guaranteeing to work in the organization for 3 years after



completion of education. If the leave is more than 6 months and less than 1 year, the employee has to sign a pledge guaranteeing to work in the organization for 4 years after completion of education.

- b) The pledge will be written on a non-judicial stamp of BDT 300.00 and signed between the employee and the organization.
- c) If the cost of education or training is borne by any other organization on behalf of the organization, then the employee still has to sign a pledge guaranteeing employment in the organization for the specified period mentioned at the end of the training / education.

2.18.9 Leave Without Pay (LWOP)

Leave without pay may be granted at employee's request if all Annual/Earned Leave has been taken. Employees LWOP has to be recommended by the Supervisor/Department head well in advance with a written application, leave form and supporting documents where necessary. Leave is authorized by ED based on clarification and justification given by the Employee duly recommended by the Line Manager/ HR & Admin Manager.

- i. During LWOP, staff will not get any salary. (Basic salary, house rent allowance & medical allowance). If a staff enjoy more than 15 days LWOP, s/he will not get any type of leave benefit. Other benefits like PF, Gratuity, mobile phone expenses, festival bonus, increment etc. will be continued if not mentioned specifically in his/her LWOP approval letter.
- ii. Unauthorized absence from duty shall be treated as LWOP for regular, contractual and probationary employees. When a Supervisor is not satisfied with the explanation of the employee concerned, s/he will notify HR Section to treat his/her absence as LWOP.
- iii. A female employee can apply for unpaid leave at the end of maternity leave due to Physical Stress.

2.18.10 Accrued Compensatory Leave (ACL)

- I. Members of the regular contractual staff of Bangladesh Sangha will be entitled to Accrued Compensatory Leave (ACL) for working during weekends or holidays to meet authorized deadlines under the following terms & conditions.
- II. To be entitled for an ACL, an application for approval to work at weekend/holiday should provide the following information:
 - a. Specific work/target to be completed, number of hours needed and the deadline;
 - b. Evidence of consistency with the work plan; and
 - c. Credible explanation of why work is indispensable on a weekend/holiday.
- III. Except as provided in clause 4 below ACL can be claimed for one full day only when an employee had to work for a minimum of 5 hours on a week-end or a holiday. The



- maximum number of ACL for an employee under this category will be no more than 10 days per year.
- IV. The minimum requirement of 8 hours work for a day's ACL can be relaxed for a field-based employee who is required to work routinely at weekends/holidays throughout the year. The field-based employees will be entitled to a maximum of 15 days ACL per year, for ACL.
 - V. Working extra hours on a regular working day and/or short-time work at weekends and holidays will not justify ACL.
 - VI. ACL must be availed/utilized within 3 months of accrual, following which any outstanding ACL will be lapsed. No more than 3 days of ACL can be taken at a time, which can, however, be taken in combination with other categories of authorized leave.
 - VII. No ACL will accrue when attending training or workshop designed to develop knowledge and skill of the staff, and attending workshop, seminar, meeting etc. outside the country.
 - VIII. No ACL will accrue for attending in-country seminar, workshop, staff meeting etc. which are organized by Baidyan Sangeh as a part of team capacity building, planning and learning.

2.10.11 Leave record keeping:

- a) If leave is approved, photocopy/image of the application form should be provided to the employee as proof (if it required). The rest of the application form will be saved in the personal leave file of the employee. At the end of the year a balance of leave status in one page would be attached to the employee personal file with a signature of the employee and HR department.
- b) In case of transfer, a leave account has to be given and the next office will keep the account of leave maintained in the leave register in the leave register on an annual basis.
- c) A with holiday register should be used for 2-3 years. At least every 6 months the responsible staff check in the leave register office.
- d) Annual leave will be considered from January to December.
- e) At the end of the year (January-December) the responsible staff will prepare the annual leave report and get the signature of his supervisor and submit it to the Head office.



CHAPTER 3: RECRUITMENT & SELECTION -TRANSFER-PROMOTION

3.1 Recruitment & Selection:

The organization is committed to filling all the vacant posts with skilled, qualified, experienced and inexperienced (Bangladeshi) citizens. If necessary, it will be able to recruit citizens from outside the country. In the case of recruitment, the following sections will be followed.

- i. Gender and child protection manual will be followed in the whole recruitment process. The advertisement of the job will include a declaration, the interview evaluation sheet/ scoring sheet and the reference checking format also include a declaration against gender violence and child protection.
- ii. Education, skills, training, experience, general knowledge, communication skills, presentation, expression, gender sensitivity, successful job results, etc. will be taken into consideration in hiring skilled employees. There will be relaxation in recruitment for the person with the disability.
- iii. Person below 18 years of age cannot be recruited.
- iv. Discourage permanent employment of citizens above 50 years of age. The age limit is relaxed in case of hiring a consultant or on contract basis considering the requirements.
- v. In case of recruitment, HIV positive persons, sex workers (Radabon Sangha training from work), third gender, person with disability and indigenous all will be recruited on priority basis with equal qualifications.
- vi. The organization will not appoint anti- independence or any militancy, if it is suspected or proved the SMT will inquiry the incident and take action against the person. If an employee conceals information and is proved/ arrests, he/she will be expelled and legal action will be taken against him/her through the prevailing law of the country.
- vii. A regular or contract employee of any other organization shall not be employed as a permanent employee of Radabon Sangha.
- viii. If any candidate or appointment has been convicted under criminal law, if he is convicted in criminal cases, his candidature and appointment will be suspended later on the basis of documentary evidence and if any person is recruited and caught hiding information. He will be expelled, and legal action will be taken against him through the country's customary law.
- ix. Employees expelled from any other organization for serious offenses cannot be hired and if a person is hired for concealing information and is caught, he will be fired and legal action will be taken against him through the prevailing laws of the country.
- x. Employees working in the organization can apply through the in-service human resource department if they are eligible for recruitment against the advertisement of the vacant post in the organization. Note that this rule will not apply to trainee employees.
- xi. SSC will be the minimum educational qualification for recruitment up to 1-6 grade, educational qualifications can be relaxed considering additional experience /



qualifications. However, doctors, engineers, agriculturists etc. can be recruited considering the required skills.

- iii. No employee dismissed from the organization can re-apply. If an employee leaves the organization for personal or family reasons without being charged, he / she can apply for re-employment after 1 year.
- iiii. The organization will recruit through skill development by organizing internship courses on various programs.
- v. In case of appointment of any foreign national, appointment can be made following the necessary law of both the countries.
- vi. In case of recruitment, if there is any advice of donor / development partner and it does not conflict with the rules and regulations of the organization, the organization will give priority to accepting such advice.

3.2 Classification of employees:

Under the various programs run by the organization, it has been implementing activities in different areas and under different commitments. The following types of staff will be recruited to run the activities in continuation of long-term work.

3.2.1 Permanent employees: In order to make the program/project suitable for implementation, staff at all levels should be employed as apprentices for a period of 3 months to 12 months. Employees who are included in the pay scale of the organization after the apprenticeship period will enjoy all the benefits.

The grade and designation for this permanent staff will be in below manner:

Grade	Designation
1	Executive Director
2	Director/Senior Dev. Manager/Team leader
3	Senior Program/Finance/Support/Accounts Manager
4	Program/Training/Program Support /Accounts Manager
5	Senior Program/Training/HR/Accounts/IT Officer
6	Program/Training/HR/Accounts/IT Officer
7	Admin/Office/Programmer/HR/Accounts Associate
8	Driver
9	Support staff
10	Cook/Night Guard

3.2.2 Interns/Volunteers: Anyone interested in development work in the country and abroad can be hired as intern/volunteer for a period of 3-12 months according to their qualifications subject to organization needs. If the interns can achieve satisfactory success as per the conditions, they can be regularized in a certain position.



1.1 Recruitment Sources: The organization will recruit staff from 2 sources as required. Namely:

1) Internal source and 2) external source

1) Internal Source:

- i. In order to be appointed to a specific post, the employees working in the organization can be recruited by checking the previous record of development of professional life considering the experience of conducting various activities.
- ii. If deemed necessary, the Chairman and Executive Director of the Executive Committee shall approve the appointment as per the merits of the notice. However, in the meeting of the executive committee, the minutes will be prepared by discussing the skills and qualifications of the staff in the project.
- iii. In case of filling up of vacancies, the vacancies may be filled by transferring the same grade or lower grade staff qualified within the organization (permanent / contract / project based / part-time).
- iv. At the end of the project period, the vacancies will be filled through transfer considering the higher qualifications of those working in the project.
- v. In case of recruitment of staff for higher vacant posts or newly created posts, if there are suitable staff working within the organization (permanent / contract based / project based / b-period) then they can meet the demand through promotion. However, in that case due process has to be followed.
- vi. An employee working in the organization can apply for any internal post subject to the approval of his / her supervisor.

2) External Sources

The Department of Human Resources and Administration will make arrangements for any kind of public recruitment of staff from external sources. Payment for recruitment of staff from external sources.

- i. Printing of recruitment notices on newspapers, media.
- ii. Organization web site / job-based web sites.
- iii. By evaluating the personal profile or resume of a person's job site
- iv. By publishing local recruitment notices
- v. By evaluating the personal profile or resume of a person's job application deposited in the data bank / human resources department of the organization.
- vi. By an external recruitment organization.
- vii. Emergency Recruitment Search Committee can be formed to recruit staff anywhere in the work area.



3.4 Re-employment:

1. If an employee voluntarily withdraws from any program or project of the organization, that employee will not be able to apply for re-employment to the organization within 1 year of the resignation and even if he does, it will not be accepted.
2. If an employee is fired for a serious offense, he or she cannot be re-employed.
3. In case of re-employment, the organization may adopt any of the recruitment procedures mentioned in the manual or may hire directly on the basis of experience.

3.5 Training period:

1. The post-recruitment period will be considered as apprenticeship period ranging from 3 months to 1 year to enhance the skills in conducting its activities and to adapt itself to the culture of the organization. The apprenticeship period can be extended if necessary.
2. This rule will only apply to those who are considered for permanent employment by the organization.

3.6 Job security of apprentices:

1. If the apprenticeship is completed satisfactorily as per the terms of employment, the employee's employment will be made permanent.
2. Employees of any post will be made permanent if they successfully complete probation for six (6) months.
3. If the employee joins the service within the 15th day of the month, the employment will be fixed from the 1st of that month after the specified time and if it is after the 15th of the month of recruitment, it will be fixed from the 1st of the next month.

3.7 Recruitment Agreement:

In case of appointment in special posts or all posts, the organization may enter into employment agreement with the employees if necessary. This agreement will be completed with the consent of both parties.

1. Both parties will be contracted by specifying the terms in the appointment letter or preparing the contract separately.
2. According to the employment contract, the employee must complete his tenure with the organization.
3. In case of breach of contract or employment conditions, the organization holds the right to take necessary official and legal action against the employee.

3.8 Change of designation:

The organization hires staff in various positions to implement the project and programs. The program may also change the title when annual plan would be taken or project starts, or the



organization may create a new post by changing or modifying or adding any of its terms. In that case the executive director will make the decision.

3.9 Staff recruitment needs:

1. The Human Resource and administrative department will take initiative for recruitment of staff subject to discussion with the ED.
2. It should be clearly mentioned what kind of qualifications candidates need to have for recruitment for the respective posts.
3. If candidates need experience for recruitment, it is necessary to specify how many years of work experience is required for each previous organization(s).
4. The name of the project / program, place of work and duration of the project / program should be mentioned in the demand notice of employment.
5. The salary and other benefits should be mentioned in the post to be filled.

3.10 Formation, meeting and decision making of appointment committee:

The executive director may act as the convener of the appointment committee shall form the appointment committee. The committee will decide on the following issues by holding a pre-appointment meeting to complete the recruitment process transparently.

- 1) Determine the last date and time of receipt of application.
- 2) How to sort out the application form for verification.
- 3) Sort the application form and prepare short list of selected candidates.
- 4) How to inform the candidates to participate in the written test (Interview Card/Telephone/Notice/SMS) /E-mail
- 5) Arrange the place of examination.
- 6) When will the written / oral examination start and when will it end.
- 7) Selection of question paper preparation / examination party/inspector / board member of oral examination evaluating answer sheets.
- 8) Finalize written and viva voce full marks.
- 9) Candidates will be informed about the results of the examination in any process.

3.11 Formation of Interview Board / Recruitment Committee:

Considering the importance of appointment, the Executive Director / Executive Committee/ Human Resources Department, can form the interview board / appointment committee with the consent of the honorable members of the Executive Committee, consultants of the organization, experts from outside the organization on the subject matter, any other NGO head, director of the organization and senior officers working in the organization. The rules of the organization will be followed in hiring project staff from government and development partner donors, but the organization may or may not re-engage government and development partner donors in the recruitment process, it will only depend on the organization's decision. If there is a specific written obligation in the project commitment of the government and development partner



donors, only then can an interview board consist of representatives from government departments and donor agencies.

3.12 Recruitment Application Form:

1. Applicants can apply in Bengali or English at the time of appointment through recruitment notification or any other source.
2. Applicants can submit the CV and application only through the organization's own format.
3. Candidates must submit the following: handwritten or printed application form with CV, 2 copies of recent passport size photo. Application form along with photocopy of Citizenship Certificate or ID card, contact number, photocopy of all education certificates (all attested).
4. The organization will accept the application form by hand, post / courier or online.

3.13 Recruitment Test Procedure:

The organization may adopt one or more of the following examination methods depending on the importance of the position,

1. Answer sheet/ Computer written test.
2. Viva voce/ examination.
3. Technical examination.
4. Interviewing candidates inside or outside the country electronically.
5. Any procedure can be adopted to verify the suitability of the post including the procedure prescribed by the partner organization.

3.14 Method of inviting recruitment test:

The organization will conduct two types of recruitment tests:

1. The recruitment committee will conduct the recruitment examination by accepting the job application form and setting the date of the examination.
2. On the basis of the recruitment notification, the candidates along with the application form shall appear in person on the day of the examination and participate in the examination.

3.15 Appointment letter and auxiliary information:

Once the appointment is finalized, the Human Resources & Administration Department will provide the employee with the relevant information including the appointment letter and will receive the necessary information from the employee.

1. The appointment letter will be signed by the Executive Director /Programme Support Manager.
2. The appointment letter will contain the name of the post, name of the program / project / department, date of effective recruitment, grade, salary-allowance, type of employment, place of work, apprenticeship period, terms of permanence, tenure obligation and other conditions including notice period.



3. Along with the appointment letter, the employee has to be provided with the details of responsibilities and duties.
4. If a candidate has work experience from another organization, he/she must submit the clearance of the previous organization to the Human Resources Department in order to join.
5. In addition, the organization will be able to attach new conditions to the appointment letter if necessary.

3.16 New employee posting

1. In any place of the country where the organization has activities, the organization will post the candidates in the required posts.
2. In case of women employees, the organization will try to provide recruitment in their own district or adjoining district up to 7-8th grade. This rule will be applicable in case of 6th grade female employees considering the vacancy.
3. Candidates with disabilities can be recruited in any upazila/district of their choice except their own upazila. However, the recruitment of choice will depend on the vacancies in the respective upazilas/districts.

3.17 joining the job

1. The employee has to appear in person on the specified day and join during office hours in the workplace as mentioned in the appointment letter.
2. In case of non-attendance on the scheduled day due to unforeseen (family, physical, political) reasons, the employee will inform the office authorities (in writing / telephone). Accordingly, the authority will fix the date of joining or take necessary decision regarding the employee.
3. Candidate failed to join without informing the authorities within 3 days from the date of joining the service will be considered as cancellation of appointment.
4. If employees are transferred from one workplace to another or to another project / program, they must join the workplace by writing a letter of joining.

3.18 Recruitment Finalization:

If the employee is recruited through any of the means mentioned in the manual, the organization will next verify the issues mentioned in the job application. In this case, priority will be given to his family status and position along with the certificate of educational qualification, training certificate and record verification mentioned in his application form in the previous organization. The organization may cancel his / her appointment if there is any discrepancy in the information given in the application form or if he / she is found guilty of any offense. However, in this case, there will be an opportunity for the candidate to speak in his/her favor.



3.19 Transfer:

If necessary, the organization can transfer any employee to any of the offices located in the work area of the organization. The transferred employee will receive the clearance by giving all the information and property in writing to the directed employee on the appointed day. Staffs can be transferred for the following reasons:

1. To improve the quality of work of the team members.
2. For avoiding redundancy.
3. In contrast to the vacant position.
4. If there is a vacancy on the basis of the employee's application and the application is accepted.
5. In case of transfer from one workplace another, the following rules shall apply to the employee for joining the same post or any new post.

a) The employee has to be present at the transferred place on the specified day and join the work. If he/she needs to change residence for the purpose of joining a new workplace, he/she will be given 1-3 days transfer leave depending on the distance to the workplace after joining. General holidays in case of emergency will also be included in the joining period.

b) If the employee is transferred from one workplace to another, the travel expenses for the new workplace will be paid by the organization in accordance with the sub-section of the transfer allowance.

c) Gender manual will be followed in case of transfer of female staff.

3.20 Promotions:

The promotion system will be present in the organization as an ongoing process by promoting the employees to higher and more dignified and responsible positions.

3.20.1. The organization's approach to promotion:

The organization believes and promotes that promotion elevates respect and dignity of employees, duties and responsibilities, salaries and benefits, increases work satisfaction, increases employee confidence and loyalty to the organization and awakens new impetus to work. Recognized promotion of the work of the employees will play an important role. Matters to be considered in case of promotion:

1. The promotion will be based on the evaluation of the annual activities conducted by the staff. The organization can promote the skilled employee at any time of the year considering the requirements.
2. The promotion will largely depend on the efficiency of the employee. Besides, the needs and opportunities of the organization will also be taken into consideration.
3. If there is no scope for promotion (Pvan, Night Guard, Day Guard), allowances will be given at fixed rate through performance appraisal.



4. In case of promotion, seniority, merit-education, professionalize and honesty of the employees will be taken into consideration.
5. Promotion will be considered if the employee is able to perform the duties properly as per the job description and responsibilities and if he / she is able to perform the duties in a more qualified position.
6. The promoted employee will get all the benefits as per the salary scale of the organization.
7. The provisions of the Gender Manual will be followed in the promotion of women employees.
8. Employees will be considered equally for promotion while on long-term (international / internal) training, higher education and maternity leave.
9. The Executive Director will form the promotion proposal committee and the committee will submit the final proposal following the below procedure:

3.20.2 Promotion Process:

Grade	Evaluation Parameter	Tests
Up to Grade 3-6	Proficiency, Term, Educational Qualification, Values and Behavior	Written / Oral Interview

In case of promotion, the executive director will play the main role and if necessary, the SMT of the organization will be able to take the decision.

3.20.3 Preservation of personal files and records of employees:

1. A personal file will be opened in the name of the employee as soon as the employee is hired. All the information of his working life will be stored in personal file.
2. Personal files will be treated as confidential documents.
3. The files will be preserved for up to 10 years after the debts of the dismissed or retired or retired employees are paid.
4. Personal files may be provided to an internal or external auditor, or a representative of the donor organization as needed or to resolve legal complications.



CHAPTER 4: CONFIDENTIAL CORRESPONDENCE WITH EMPLOYEES

Inter-office correspondence concerning employees' personal related matters such as personal status, performance, conduct etc. within Bahujan Sangh is to be done by "PERSONNEL/CONFIDENTIAL" letters.

The following subjects are to be treated as PERSONNEL/CONFIDENTIAL:

- i) Appointments
- ii) Termination
- iii) Discharge
- iv) Demotion
- v) Retrenchments
- vi) Annual staff Appraisal documents (except fitting credit page)
- vii) Notice of Inquiry
- viii) Extension of Probation
- ix) Warning letters
- x) Annual or any salary adjustment

If any employee refuses to accept any notice/letter/show cause/suspension order/any other document addressed to him/her issued by the employer, it shall be sent to the address of the employee by registered post with A/D (Acknowledgment Due). A copy of the same is posted on the office notice board. The date on the letter, document etc. posted on the office notice board should be signed by two witnesses (Bahujan Sangh staff).



CHAPTER 5: EMPLOYEE SEPERATION

While working in the organization, an employee may discontinue or may be discontinued due to various reasons. In order to avoid any complexities and the organization in the process of Separation, the organization has mentioned some rules and regulations in this manual. All types of Separation will be governed by the following measures.

5. Separation:

The term "Separation" refers to all terminations of relationship between an employee and Radabon Sangha. This can happen through any one of the following 7 Routes:

1. Resignation
2. Retrenchment
3. Discharge
4. Termination
5. Retirement
6. Early Retirement
7. Dismissal

5a Resignation:

1. A voluntary choice, freely made by a regular or a contract employee to terminate their employment by providing the required days of notice (as per their respective appointment letters) or by paying the salary in lieu thereof.
2. Resigning employees are eligible to en-cash all unused Earned Leaves and to receive where applicable – their gratuity allowance and their contributions to the Provident Fund. If resigning at least one year after confirmation, they are also eligible to receive Radabon Sangha's contributions to the Provident Fund.
3. Resigning employees, especially managerial staff may be requested for an exit interview. The ED or his/her delegate) may take this interview face to face or over telephone and information may be disclosed to the functional head if needed.
4. The ED may decide not to claim the requirements of notice in part or full and release the resigning employee with immediate effect. In such a situation, the employee will continue to be eligible for salary in lieu of the notice period.



53. Retrenchment:

An employee may be retrenched from employment because the post in which his/her services were being utilized is no longer required / cannot be supported any more by the resources available. Regular/contractual staff members may be retrenched in the following manner:

1. The employee shall be given a written notice of retrenchment (4 months or 120 days for regular employees and 1 month or 30 days for contract employees) or pay in lieu of each notice.
2. Where any employee is to be retrenched and s/he belongs to a particular category of employees, Bangladesh Sangha shall ordinarily retrench the employee who was the last person to be employed in that category, unless, for reasons to be recorded in writing, Bangladesh Sangha chooses to retrench any other employee.
3. When Bangladesh Sangha intends to employ any person within a period of one year after retrenchment, Bangladesh Sangha shall assure short-listing and an interview for suitable alternate employment only if the job content and job level of the new post is the same as the retrenched one and if his/her previous performance was satisfactory.
4. The ED must authorize all retrenchments.

54. Discharge:

- a. That when a staff member is so mentally or physically incapacitated that s/he is not able to continue working;
- b. An employee may be discharged from service for reasons of physical or mental incapacity or continued ill health. A registered medical practitioner should examine the health and issue a certificate indicating the health conditions of the staff. Based on doctor's certificate, Bangladesh Sangha may discharge the concerned staff member.
- c. The ED must authorize all discharges.

54. Termination:

Bangladesh Sangha management may terminate the service of any staff by giving four months (120 days) notice or by paying the salary in lieu thereof for regular employees and one month (30 days) notice or by paying the salary in lieu thereof for contractual/temporary employees. This process of separation is used when:

- a. Registration between Bangladesh government and Bangladesh Sangha has been terminated.
- b. Lack of funds to continue the project to which the employee has been assigned.
- c. Completion of project to which employee has been assigned.



- d. When removal of a staff member by other means is not appropriate.
- e. The IJ must authorize any termination.

1e. Retirement:

The retirement age at Badabon Sangha is sixty (62) years. In special cases it may be extended at the discretion of the Executive Committee. A letter of retirement is issued to the retiring employee at least three (3) months in advance of retirement. The retiring employee is entitled to all benefits applicable to him/her.

1f. Early Retirement:

An employee may retire on grounds of ill health, before attaining the age of 62 years, at the discretion of the employer.

1g (i) Retirement from service:

- a) Any employee permanently employed in the organization will be retired from the service if he / she reaches the age of 60 years. However, in case of special needs of the organization, the authority can extend the tenure of any employee from 1 year to 3 years on contractual basis for one year. Such contract may be extended till 2 years.
- b) Compulsory retirement will be given to the employee when he / she reaches the age of 62 years.
- c) The organization can retire any employee after the completion of 15 years of permanent service. Similarly, if an employee wishes to retire voluntarily after completing 15 years of service, the organization will arrange retirement subject to the provision of all its benefits.
- d) Retirement from service will be notified to the employee by letter 6 months before retirement.
- e) At the time of retirement after 15 years of employment in the organization, the employee will be given 1 month paid retirement leave.)

1g. Dismissal:

- a) Used when an employee is convicted for an offense involving moral turpitude or is found guilty of gross misconduct.
- b) Any employee found guilty of misconduct but not dismissed under the provisions of Para (a) above in consideration of any extenuating circumstances Badabon Sangha, may be suspended as a measure of punishment, without wages as well as Badabon Sangha subsistence allowance, for a period not exceeding seven days and such period may be within or in addition to the period of suspension of the employee for inquiry under section suspension or s/he may be otherwise punished less severely.



- c) The allegations against the employee are recorded in writing and s/he is given a copy thereof in the form of Show Cause to respond within 7 (seven) days' time.

s/he is given the opportunity for a personal hearing.

- a) Upon receiving a written explanation to the Show Cause, a Notice of Inquiry shall be served upon the employee if reply is not satisfactory.
- b) An Inquiry Board comprised of at least two Badabon Sangha staff members must be formed, to adequately consider the explanation given by the employee against whom the charges are brought in the Show Cause Notice.
- c) No Demerit or Suspension order can be issued retroactively.
- d) An employee may be dismissed without prior notice or "pay in lieu" thereof or any compensation if s/he is found guilty of misconduct after going through the "Procedure of Show Cause".
- e) In awarding demerit punishment, Badabon Sangha shall take into account the gravity of the misconduct, the previous record (if any) of the employee and any other extenuating or aggravating Badabon Sangha that may exist.
- f) ED or his/her designated person must approve all demerits.

Eq(I). Disciplinary Action: Disciplinary proceedings are initiated if any employee, in the opinion of their supervisor or department manager, is perceived to be:

- I. Guilty of misconduct like direct insubordination or disobedience of any reasonable orders/instruction/advice of a line manager, habitual late attendance, unauthorized absence Badabon Sangha for more than 10 days (need not be habitual), habitual negligence of duty, habitual breach of Badabon Sangha rules and regulations, riotous disorderly behavior, subversive act, sexual harassment, intentional manipulation, forgery, unjustified/ illegitimate charges, causing damage/losing of official records.
- II. Guilty of gross misconduct, like misappropriation, fraud or dishonesty in connection with the business, property and/or funds of Badabon Sangha, falsifying or tampering of official records, or serious assault upon another employee or client, resorting to illegal strikes or "go-slow" or inciting others to resort to illegal strikes or go-slow.

Eq(II). Show Cause:

"Show Cause" Letter is a request to an employee for a written explanation concerning his/her alleged act(s) or offense(s). It asks the employee to show cause why disciplinary action should not be taken against her/him.

A Show Cause/Board of Inquiry is initiated for the following reasons:



- a. To give the accused a chance to support/defend himself /herself.
- b. To clarify an issue, making it easier to determine appropriate disciplinary action (if any).
- c. To examine the adequacy of regulations and procedures.
- d. To provide a foundation for initiating severe punishment for the right person (dismissal/ termination/any other).
- e. To keep adequate documentation if there is any litigation against Badshah Sangha afterwards.
- f. To protect the rights of both the employee and Badshah Sangha.
- g. To discourage other staff from the same activity or any type of offense.
- h. The types of misconduct/gross misconduct are given under para disciplinary action.
- i. ED or his/her designated staff must authorize Show Cause letters.

5g(III). Actions in case of misconduct:

- a) The following actions are taken by the line manager or department head in case of misconduct:
 - b) Fact finding: Prima facie case needs to be established. As far as possible, discretion is to be maintained.
 - c) The employee is informed of the allegations verbally and confirmed in writing. Reasonable time (7 days) to be given to employee to respond to allegations in writing. Then Line Manager/Departmental head will organize a meeting to draw a line of actions for taking the corrective measures. Along with time frame, outcomes of the meeting should clearly state in which area improvement is needed. The meeting will also set a date for follow up meeting to see the improvement.
 - d) After the follow up meeting, if any sign of improvement is not seen, a first warning letter will be issued. A copy of the warning letter to be sent to personal file for record.
 - e) If improvements are not seen after the agreed time frame, a final written warning (2nd warning) to be issued with a copy to the personal file. After the final warning letter Line Manager will request management for termination of contract, or demotion to lower pay/scale up to one year, no promotion within one year, no increment for one year, financial penalty or to work without salary or Badshah Sangha subsistence allowance up to 7 days.
 - f) Based on the line managers request letter, management will start the process of terminating the contract.
 - g) If there is insufficient improvement within the time allocated then the employee may even be dismissed following consultation with the ED. The employee has the right to



ask a neutral person of his/her choice (from within/outside of the organization) to be present as a Rashtriya Sangha observer at any or all of the meetings above.

3g(iv). Actions in case of gross misconduct:

- a. In cases of gross misconduct an Inquiry Committee is formed consisting of at least two employees appointed by the ED, neither of whom is below the grade of the accused. The Committee may co-opt external experts as required to assist them. The Committee is provided with written ToR by the ED, and the team is headed by a designated official.
- b. Depending on the severity of the allegations the employee may be suspended during the inquiry process. During the period of suspension, the employee is to be paid a Rashtriya Sangha subsistence allowance equivalent to 50% of his/her consolidated salary. The period of such suspension would not exceed 60 days. If the inquiry does not find the employee to be guilty, his/her services will be reinstated and all salaries and benefits which had accrued during this period would be paid in full.
- c. The Inquiry Committee, if necessary, would travel to the station of the accused employee, to take written statements from all concerned, to review documents and to undertake any other process required to completely understand the situation under which the misconduct took place. The Committee, within 14 days of their formation will share findings of investigation and will give an opportunity to the accused employee to state his/her defense against the charges, in person as well as in writing. The employee has the right to invite a neutral person of his/her choice to Rashtriya Sangha observe such a meeting.
- d. The committee needs to submit its report to the ED with facts and findings and recommendations within twenty one (21) days from the date of commencing of the inquiry. On receipt of the report, the ED will take a decision on the findings and communicate this to the accused within fourteen (14) days of the date of receipt of the inquiry report.

3g(v). Suspension:

- a) An employee charged for misconduct may be suspended pending inquiry into the charges against him/her, and unless the matter is pending before any court, the period of such temporary suspension shall not exceed 60 (sixty) days.
- b) The suspended employee must be paid 50% of his/her gross salary during the period of such suspension. This payment is not reimbursable to Rashtriya Sangha even if dismissal occurs.
- c) The employee should be given a written Suspension Order that shall take effect immediately upon delivery.



- d) An employee while on suspension is not to leave his station of posting without prior authorization from his/her supervisor.
- e) If the employee is not found guilty, s/he shall be deemed to have been on duty for the period of suspension and shall be entitled to his/her unpaid balance of salary and other benefits (if applicable) for such period of suspension.
- f) In case of punishment, a copy of the order specifying/detailing such punishment shall be supplied to the employee concerned.
- g) The ED or his/her delegate must approve all suspensions.

5g(vi). Procedure to appeal: An employee may, within fourteen (14) days from the date of receipt of the decision of dismissal appeal to the Executive Council/ED which deemed appropriate on all disciplinary matters. The decision of the Executive Council/ED is considered to be final.

5g(vii). Death in Service: In the event of the death of an employee, the salary, accrued vacation and other benefits to which the employee was entitled will be paid to the employee's nominee(s) or to their legal heirs/successors upon production of satisfactory evidence thereof. In such case, Death certificate need to be submitted to HR & Admin.



CHAPTER 6: SALARY AND BENEFIT

The organization will provide various financial and non-financial to the employee for conducting and implementing various activities. All these facilities will be provided according to the title of the employee. The specific rules for all these facilities are mentioned in detail below:

6.1 - Rules for payment of salaries and allowance:

1. Salary will be paid as per the salary structure prescribed by the organization or as per the salary structure mentioned in the appointment letter.
2. The monthly salary of the employee will be paid between 28th and 31st of every month. However, keeping in view the various festivals, the executive director can authorize to pay the salary and allowance up to 15 days before the festivals.
3. In case of festival before the 15th of the month, only festival allowance will be paid and salary allowance will be paid regularly. If there is a festival after the 15th of the month, the executive director can authorize to pay the salary-festival allowance together as per the decision.
4. In case of project, the employee will get full festival allowance if the duration of the festival from the beginning of the project does not exceed the apprenticeship period of the employee, but if the duration of the festival from the beginning of the project was beyond the apprenticeship period of the employee, the employee will get full festival allowance. If one does not complete the apprenticeship period, the employee will get festival allowance at a proportional rate. The salary of the employee hired from joining the project will depend on the receipt of the project money. However, if the necessary funds are allocated, the same rules will apply to the project.
5. The salary of an employee will be paid at any time of the month by the following rules.

$$\frac{\text{Monthly Salary} \times \text{Active Duty Days}}{30 \text{ (or 31 or 28)}}$$

6. If income tax is applicable on the salary of the employee, it will be deducted and deposited in the government treasury.
7. Salary of all employees will be paid through bank account. Salary will be paid in case in special cases.
8. Employee's appointment letter and working office clearance must be considered while paying/repaying all types of dues.

6.2 Salary-Allowance Deduction:

Employees working in the organization will be deducted from their salaries at a fixed rate due to the formation of future funds, adjustment of loan funds and misappropriation of various funds during their service.



- 1) Approved leave, unpaid leave, deduction as punishment for crime and deduction of salary for the period of temporary dismissal.
- 2) In case of intentional loss or damage to the goods in charge of the employee and loss of money of the organization, the same amount will be deducted from the salary.
- 3) The money received as advance will be deducted from the monthly salary of the employee if he does not pay on time.
- 4) Appropriate information should be stored for all types of deduction.

6.3 Yearly Increments:

1. The organization will provide increment to the permanent employee every year completion of service according to the fixed salary structure.
2. Increased salaries or increment of project employee will depend on the allocation in the project budget.
3. If the employee enjoys unpaid leave for a maximum of six consecutive months (six months in case of maternity leave), the next annual increment will be considered eligible. In that case, the management will make a decision based on the evaluation of the last 6 months of the employee and considering the recommendation of his supervisor. However, the next year's increment will not be considered eligible for six months of unpaid leave.
4. If an employee has to leave the workplace for higher education, training or any other purpose and stay in or out of the country for a long time due to the need of the organization, then the annual increment will be applicable to that employee.

6.4 Increment payment and suspension rules:

- 1) Annual increments will be provided by evaluating the activities conducted by the permanent staff on an annual basis.
- 2) Increment will not be applicable in case of trainee employees. The increment will be applicable through performance appraisal one year or after probation period after job stabilization.
- 3) If the employee is promoted, the new salary scale will start. The salary structure will be determined with the necessary increments to ensure a 10% increase in the scale of the promoted post.
- 4) The organization will be able to give additional increment as a reward to the employee for the significant achievement.
- 5) If the result of the work evaluation is unsatisfactory, the organization can suspend the annual increment of the employee for a period of 1-12 months. If the result of the work is satisfactory at the specified time, his increment will be paid after the evaluation of the employee. However, next year, the work will be evaluated at a specific time.



6.5 Salary Management and Pay Scale:

1. The pay scale will only apply to permanent employees. At the end of June of each financial year, the next salary structure of the employee will be determined based on the annual performance appraisal and the new salary structure will be effective from July.
2. If the period of tenure or probation is one year, it will be evaluated annually and the next pay structure will be determined.
3. If the program associate conducts the activities satisfactorily for 1 year, the employee will be promoted and the program will be organized and he/she will enjoy the facilities according to the grade.
4. If the employee is unable to perform his / her duties as per the statement of duties and responsibilities, the organization may suspend the pay scale of the employee.
5. The pay scale and salary structure will be approved by the Executive Council.
6. All the employees of the organization have been divided into 9 grades and the following pay scale and salary structure has been prepared accordingly.

6.6 Salary of staff during training:

Salaries and allowances can be paid in accordance with the opinion of the Executive Director and the Executive Council during the training period on its own initiatives including micro-credit / income generating programs of the organization.

6.7 Salary and other benefits of the project:

- 1) The salary and other benefits of the staff will be applicable as per the budget allocation of the project implemented in collaboration with the donor agencies.
- 2) The salary budget allocated in the project budget can be allocated by the organization in several parts.
- 3) Salary allocated in the project budget for those employees who have partial responsibilities in the project can be paid from the mother account of the organization or from the project account.

6.8 Rules for providing benefits in different situations and locations:

Permanent employees will receive the following allowance for the purpose of attracting the attention, responsibility and financial independence of the employees in the organization employment. All types of allowance will be paid along with the monthly salary.

6.9 House rent allowance:

The Organization will provide house rent allowance for comfortable living. House rent allowance is 50% of basic salary. The house rent allowance will be 50% of the basic salary of those working in Dhaka office also.



6.10 Medical Allowance:

The organization shall provide medical allowance to ensure proper medical treatment for the sick. Grade 1-6 will be paid at the rate of 10% per month.

6.11 Travel allowance:

- 1) Employees can take an advance of 50% of travel allowance and 50% of accommodation expenses. In this case dues on previous advance has to be cleared. In case of advance acceptance, the Travel Approval and Advance Request approved by the Executive Director have to be filed and submitted.
- 2) The allowance allocated for food cannot be overcharged.
- 3) If out of 24 hours, an employee will get 1 day allowance. If he/she travels more than 12 hours but less than 12 hours, he/she can claim 50% travel allowance.
- 4) If there is a guest house of Dham in the area to be stayed, the employee must stay there compulsory.
- 5) All employees are required to submit an original staying bill as attachment bill along with their travel expenses bill. The maximum amount allocated as travel allowance according to the status of the post or the lowest amount mentioned in the original bill will be paid to the employee.
- 6) If an employee stays under the supervision of the invited organization or in the guest house provided by them and eats breakfast, lunch and dinner there, he cannot make any bill.
- 7) Travel Approval should be undertaken from the respective supervisor by using travel approval form.
- 8) Travel report must be submitted before finalizing the said tour bill (not applicable for driver and service people)
- 9) Travel time will be calculated as per departure time stated in the movement register (whether the team member leave from office/home with approval of supervisor) and arrival time (whether the team member back office or home).
- 10) If any team member stay for more than 15 days at any particular place travel rules and per diem rate will not be applicable. The management in conjunction with rule will make a special contract with the concerned employee.
- 11) Supporting documents/original bills of actual transport and accommodation should be produced.
- 12) All team members should avail the direct route and most appropriate mode of transportation for travel to the place of destination and supporting documents of travel should be related with travel period.
- 13) Local transport (Bus/Taxi/CAB/CNG/Rickshaw etc.) cost will be reimbursed when it deems Necessary and depending on the circumstance.
- 14) If any team member transfer other branch/district office s/he get claim that day per Diem and other actual transport bill.
- 15) If any team member travel other country s/he get per diem tk.2000 thousand per day and produced actual bill of air & hotel bill, based on the conditions of sponsoring organization.



16) The rate of Per-diem and travel expenses— outside the project area is as follows:

Grade	Per-diem (24 hours/above 12 hours)	Accommodation Dhaka and other district	Designation of team members	Mode of transport entitlement
01-02	800.00	Actual	Chairman, Executive Committee member, Executive Director, Senior Manager	Any available transport, Air, Rent-A-Car, Office vehicle
03-04	600.00	Actual but not exceeding Tk. 1,000.00	Manager	First Class launch, A/C bus, train,
05-06	500.00	Actual but not exceeding Tk. 1,000.00	Officer	First Class launch, Non A/C bus, train
07-10	400.00	Actual but not exceeding Tk. 800.00	Support staff, Night guard, Driver	First Class launch, Non-A/C train and bus

1. The rate of Per-diem and travel Expenses — inside the Rashtriya Sangha's working areas (district/upazila) where other projects are implemented are as follows:

Grade	Per-diem (24 hours/above 12 hours)	Accommodation Dhaka and other district	Designation of team members	Mode of transport entitlement
01-02	600.00	Actual	Chairman, Executive Committee member, Executive Director, Senior Manager	Any available transport, Air, Rent-A-Car, Office vehicle
03-04	500.00	Actual but not exceeding Tk. 800.00	Manager	First Class launch, A/C bus, train,
05-06	400.00	Actual but not exceeding Tk. 400.00	Officer	First Class launch, Non A/C bus, train
07-10	350.00	Actual but not exceeding Tk. 300.00	Support staff, Night guard, Driver	First Class launch, Non-A/C bus, Train



2. The breakdown and calculation of per-diem:

- a. The breakdown of the per-diem is: 20% for breakfast, 40% for lunch and 40% for dinner costs.
- b. If the team member stay in a hotel, actual bill shall be produced and which shall not exceed limit mentioned above. If s/he do not stay in hotel, s/he will get 50% as accommodation entitlement for grade 2-5. In such case grade-1 team members will be entitled for accommodation costs.
- c. If sponsoring organization provide food (Breakfast, Lunch & Dinner) and accommodation. In that case team member will not entitle for per-diem for the period. However, Madhyan Sahasra will pay per-diem for travel days only according to the time period (24 hours/above 12 hours)
- d. If any sponsoring organization provides per-diem for travel day also then team member will not be entitled for the per-diem on those days.
- e. If the personnel stay in a hotel, Actual bill should be produced but reimbursement will not exceed the above-mentioned limit. No claim will be entertained without any original supporting document of hotel. The accommodation entitlement is exclusive of vat and any GOV's taxes.
- f. The calculation of the per-diem allowance would be depending on hours. If team members spend more than 24 hours then entitled for full per-diem, less than 24 hours, entitled for breakfast/lunch/dinner considering the time and hours. More details, if tour hour less 12 hours but more than 7 hours will entitle for lunch only. If any team member travel at night and total tour period is less than 24 hours s/he will get per-diem for one day (24 hours). If any team member travel at night s/he cannot claim any hotel expenses for accommodation.

6.12 Communication/Conveyance Allowance:

The organization has made arrangements to provide communication allowance for all grades of staff to ensure effective communication. The calculation of the communication allowance will be included in the salary of permanent officers and employees at all levels. All employees will be paid mobile phone bills. The decision to pay the bill will be taken after discussion in the staff meeting.

6.13 Hardship Allowance and Other Allowances:

1. This allowance will be applicable at all times to the officers, staff and all support staff in the implementation of the program in the remote area.
2. However, this allowance will be applicable to the person declared by the Executive Director / Management considering the scope and place of work.



6.14 Maternity leave pay / allowance benefits:

1. During maternity leave, a female employee will be paid only basic salary, house rent, medical allowance, location allowance (if applicable) and festival allowance (if applicable) excluding associate salary, as travel allowance, communication allowance and Tiffin allowance are paid while in operation, these allowances will not be applicable.
2. In case of permanent female employee during maternity leave, annual increment will be paid on time in evaluation of her previous activities.
3. All the benefits will be applicable to the women employees engaged in the project implemented in collaboration with the partner organizations as per the project allocation.
4. A female employee can enjoy such facilities for two alive children. In case of third baby or far rest the leave is not eligible.
5. In case of any miscarriage the female employee would get 1 month for her recovery. Employees can enjoy such leave if the employee exceed 7 (seven) month of her pregnancy.

6.15 Accommodation facilities:

1. If required and facilities can be provided by the organization in the implementation of the program / project on a time-space basis.
2. When leaving a residence, security must be considered, and safety measures must be taken accordingly.

6.16 Festival Allowances:

The organization will provide festival allowances to the employees of different religions for proper Radabon Sangha observance of various festivals, according to the calendar, every devotee will be given two (2) festival bonus in a year. In the case of Muslims, the allowance will given on the basis of major religious festivals and in the case of Hindus, Christian and Buddhists, the festival bonus will be given on the basis of one major festival.

Festivals:

Muslim	: Eid ul Fitr and Eid ul Adha
Hindu	: Durga Puja
Christian	: Christmas
Buddhist	: Buddha Purnima
Others	: As per GOI decision

6.17 Rules for payment of festival allowance:

The following rules will apply to all the programs / projects of the organization.

1. The festival allowance of all permanent employees of the organization will be equal to one month's basic salary. Festival allowance will be 50% of the total salary for the temporary employees.



2. Festival allowance can be paid 10-15 days before the festival.
 - a) If the period of appointment is less than 30 days from the day of the festival, then the festival allowance will not be applicable to those employees.
 - b) 25% allowance will be paid if [an appointment time is between 30 days and 90 days from the day of festival].
 - c) 50% of the total bonus will be paid if the appointment period is between 91 days to 180 days from the day of the festival.
 - d) 100% allowance will be paid if the appointment time is more than 180 days from the day of festival.
3. If an employee resigns or retires or is discharged before the festival, he will not receive the festival allowance.
4. Festival allowance will be payable during maternity leave.
5. If any employee leaves the workplace on Eid leave after receiving salary and Eid bonus and does not join the work later, his leave will be deducted from the starting day of his leave and the salary and other allowances along with festival allowance will have to be returned to the organization.
6. If an Eid bonus is applicable during a project of less than one year, then Eid bonus will be applicable for him, but if he/she is employed till the time of the project.
7. If any employee dies during the festival month, his/her festival allowance will be effective as per the rules.

6.18 Transfer Allowance:

Officers / staff / support staff / interns from other locations may be able to recover the actual cost of the transfer from the office if a transfer is required to carry out the activities of the organization. Moreover, organization can bear the cost of accommodation up to 7 days till permanent accommodation to the transferred workplace.

6.19 Gratuity Fund:

After completion of a minimum of two years of service, permanent / regular employees are entitled to receive gratuity payment during separation due to resignation, retirement, retrenchment or death. If any contract employee in Badshah Sangha regularized, s/he is eligible for gratuity payment from the date of regularization only. The terms of payment for gratuity are set out in the Gratuity Deed, which can be inspected by employees on request. A Trustee Board, headed by the ED manages Badshah Sangha's Gratuity Fund. Employees terminated by way of dismissal as a result of serious disciplinary measures shall not be eligible for gratuity payment.

1. If an employee is permanently employed in the organization completes 2 years from the time of stabilization of employment, the first gratuity amount equal to the basic salary will be paid and the money will be credited to the gratuity fund. Thereafter, an amount equal to the basic salary will be credited to the fund as Gratuity every year.



2. If any permanent staff leaves the job due to resignation, retirement, dismissal, s/he will get gratuity as per following rate:

Term of service	Resignation / Exemption	Retirement	Dismissal
2 years or more after permanent status but up to 5 years	Number of applicable gratities Last Basic Salary	Number of applicable gratities Last Basic Salary + Last Basic Salary for One Month	Only returns the deposited gratuity.
2 years or more after permanent but up to 5 years	Number of applicable gratities Last Basic Salary	Number of applicable gratities Last Basic Salary 1.25	Number of applicable gratities Last Basic Salary
More than 10 years after permanent but up to 15 years	Number of applicable gratities Last Basic Salary 1.25	Number of applicable gratities Last Basic Salary 1.5	Number of applicable gratities Last Basic Salary
More than 15 years after permanent but up to 20 years	Number of applicable gratities Last Basic Salary 1.5	Number of applicable gratities Last Basic Salary 2.0	Number of applicable gratities Last Basic Salary 1.5
More than 20 years	Number of applicable gratities Last Basic Salary 2.0	Number of applicable gratities Last Basic Salary 2.5	Number of applicable gratities Last Basic Salary 2.0

- The organization will deposit the gratuity amount in the fund of each permanent employee within one month of the expiration of the gratuity. However, in the case of forfeiting, the gratuity can be deposited in the fund even after a certain period of time or in the month of December and June of each year.
- The money deposited in the gratuity fund can be used to purchase savings certificates, FDs or other lucrative sectors for the welfare of employees and to increase future funds.
- If an employee is fired for a criminal offense or financial inconsistency, the authority may adjust the employee's gratuity by deducting the embezzled money from the money deposited in the fund. In case of such incident the Management would issue a notification letter to the employee with registered postal service.
- In case of death of any employee his nominee or nominees (mentioned in the employee information form/ document) will be paid the prescribed amount of funds.



7. The employee may at any time by written notice cancel the name of his or her previously nominated nominee and nominate another person or persons as a new nominee. In case of male employee, his wife & children would be considered in the list of nominees. In case of exception the management would take decision based on discussion within SMT with a document.
8. If the employee dies without nominating anyone, his / her gratuity fund will be paid to his / her legitimate heirs on the basis of proof of inheritance and upon decision of the Management.
9. If the employee does not withdraw the money deposited in his / her gratuity fund even after 3 years have elapsed since the withdrawal / expulsion from the organization, then the money can be withdrawn and used to cover the deficit of unutilized money or deposited in the reserve fund of the Gratuity Fund.
11. The Gratuity Fund may be audited every year by a reputed audit firm, the fees of which will be borne by the fund.

6.20 Benefits in case of temporary suspension and dismissal:

- a) If the allegation against the employee or officer is proved and the employee is exempted from the organization, he / she will be reimbursed the salary / allowance and other funds deposited in the fund.
- b) If any employee is temporarily expelled/suspended due to a specific complaint, no salary allowance will be applicable to him if the complaint is proved during the period of suspension of work.
- c) If it is time to pay festival allowance at the time of suspension of the activities of the employee, it will not be paid. The festival allowance will be paid if the allegation is not proved later and joins the organization again.

6.21 Domestic/ Overseas Travel Regulations

As part of staff development process and based on Bangladesh needs, an employee may attend training programs in and outside of the country or in project areas, meetings/seminars and travel for official work. The rules will be applicable in these situations.

1. Travel expenses can be paid with the prior written permission of the Executive Director or his / her designated staff through 'Travel Approval' form.
2. For reimbursement of the costs, the employee needs to attach the Travel Form Approved by Executive Director or designated staff according to HR-Admin. Manual.



- Upon verifying the date, time and place with the movement book by Office Assistant, the Accounts and Administration Manager will verify the bills and forward for final approval by the Executive Director or Program coordinator.

6.21 Overseas Travel

- For international travel (less than 7 days) maximum USD 400; Medium or long stay (more than 7 days) maximum 1500 USD can be paid in advance. In addition the actual fare of the vehicle used for travel will be paid.
- Arrangement will be made in accordance with the guideline of the partner organization in case of going abroad at the invitation of the partner organization (donor organization).

6.22 Death in Service

In the event of the death of an employee, the salary, accrued vacation payment and other benefits to which the employee was entitled will be paid to the employee's nominee(s) or in the absence of nominee(s) to their legal heirs/successors upon production of satisfactory evidence thereof.

- HR Admin Department will maintain the nominee's name(s) of an employee at the time of his/her joining in Personal File.
- As quickly as possible the respective supervisor will inform the unions of the employee and the ED by phone and in writing. The relevant letter should mention the name, surname, place of work, cause of death and time, duration of employment.
- Death Certificate would also need to be submitted.
- The deceased job position will be considered vacant.

6.22.a. In case of death while in service:

- In case of death while in service actively, his/her due arrears of salary and allowance and other funds will be refunded to the Nominee (as per Personal File Record).
- In case of death while on Badshah's duty, the employee's Nominee will be paid 3 (three) months basic salary / half of the total monthly salary of the contract employee. This benefit will not apply in case of death during the period of temporary dismissal.
- The period of service will end from the day after death.

6.22.b. Steps to get back payment on behalf of deceased employee:

- Nominee or heirs of the deceased employee will have to apply to the Executive Director for receipt of all dues / benefits.
- The application form needs to be accompanied by (i) death certificate (ii) a certificate of inheritance issued by the Union Parishad or the Municipality.
- If the nominee is obligated to resolve all receivables before death, he/she will be reimbursed all receivables.



4. If there is any loan or debt of the deceased employee, the amount will be deducted from the receivables. However, the organization may consider giving up the debt in honor of the late employee.
5. Any loan or payment due to pay by the late employee like Bank loan, Credit Cards charges etc. shall be a subject of the organization.

6.23 Creche and Breast-Feeding Facilities:

Female employees with newborn babies are allowed to take time off up to 2 hours every day inclusive of lunch time to breastfeed their babies. They are allowed to go home at these time (s). This facility is available for the first and second baby only, and up to 6 months after delivery. A written approval of the respective line manager for this arrangement and the particular times of the day when the employee will avail this leave, are to be agreed upon between the employee and her line manager in advance.

In case female employees find it a problem to leave their babies at home, they are allowed to bring the baby to the office along with an attendant, subject to availability of space. The organization will try to make the space as baby friendly as possible within available resources.

6.24 Provident Fund (PF):

6.24.1 Employees will contribute 10% of their monthly Basic Salary to the Provident Fund effective from his joining date. Badabon Sangha will make equal monthly contributions to the Provident Fund account. In case of resignation, termination, retrenchment, or discharge after joining Badabon Sangha, the employee will receive the total of their individual contributions and Badabon Sangha's contributions, plus a pro-rated share of accrued interest for the period served. Other provisions of the Provident Fund Trust Rules shall be applicable.

6.24.2 Provident Fund Loans/Advance

Employees may also apply to the Provident Fund trustees for loans against their accumulations as per the conditions laid down in PF Trust Rules.

- a. Medical expenses for self and family.
- b. Educational expenses for children or other family member
- c. Acquisition of property for personal living of the member
- d. Construction of house for personal living of the member
- e. Wedding expenses of the member or any his/her family member

The advance against PF and other settlements should be as per the Provident Fund Trust Deed.



CHAPTER 7: PERFORMANCE MANAGEMENT SYSTEM

7.1 Performance management is a continuous process. Its purpose is to improve performance for organisational success. The benefits of performance management are manifold. It is mainly supportive of (i) Planned performance - objectives set appropriately and managers give necessary planned support (ii) Improved performance - identify blocks to performance and potential for further development (iii) Problem solving - opportunity to apply joint problem solving to eliminate barriers to improved performance (iv) Succession planning - appropriate career guidance and plan development for employee (v) Motivation through empowerment - employee involved in preparation, problem solving, objective setting and development planning.

There is scope and opportunity for the supervisor in giving feedback at every stage so that it becomes supportive for the supervisee to maintain the positive aspects and overcome the negative ones. There is also the option of upward feedback, which gives the supervisee the opportunity to say what they would expect from their supervisor.

At the end of each working year (July-June) or at the time fixed by the organization, the employees will be assessed for the performance of the duties and responsibilities assigned to him / her formally through Job Description and Annual Performance Appraisal Form. The evaluation for this process is arranged by the HR/Admin. Department of the organization.

The performance of employees in undertaking their job responsibilities and contribution to the organization's success and development is annually assessed through appraisals. Good performance may be rewarded through enhanced annual salary increases. However, employees may be recommended for higher positions by his/her line manager/department head if fixed extra ordinary during the performance appraisal process.

a. Purpose of Appraisal: An annual appraisal of each team members' performance is undertaken for:

1. Assess the employee's performance in the light of his/her job responsibilities.
2. Give the employee feedback on his/her strengths and weaknesses.
3. Enable the employee to discuss any impediments in achieving the desired performance and mutually set objectives.
4. Identify training and development needs for the following year.
5. Inform decisions over the percentage of year-end salary increase based on individual performance.

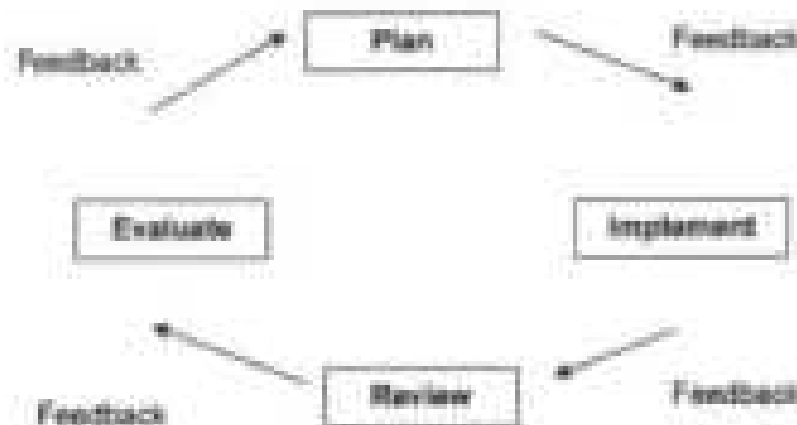
b. Process of Appraisal:

1. All team members are appraised at least once every year. Respective supervisors conduct appraisals of their line reporters. A third party may also attend the appraisal if appraiser or appraisee so desire. The third party is selected through mutual agreement between the



- appraiser and the appraisee, and each person is someone (up to manager level) who can provide feedback to both the parties concerned.
2. Appraisals are confidential. They are conducted in a constructive and supportive atmosphere and team members are encouraged to participate fully and to voice any concerns they may have. The appraiser and appraisee mutually agree objectives and training needs.
 3. All appraisal forms are returned to the head office and are reviewed by the concerned line manager at the head office to ensure that the appraisal process was fair and adequate. The part of the appraisal dealing with training is sent to the training unit. BAHUJAN SANGHA'S annual training plan is drawn up on the basis of the information therein. A copy of the part of the form dealing with future career plans is shared with the appraisee.
 4. Forms are reviewed by supervisors during the year to ensure that appropriate action is being taken to enable the employee to reach the objectives set out in the form. Between formal annual appraisals, a supervisor may conduct a special appraisal. This would be to record any unusual circumstances of outstanding performances as well as poor performances.
 5. The terms and conditions of the Safeguard and Whistleblowing policy should be maintained in these processes. In case of any kind of gender related harassment or whistleblowing issues should be addressed to the SMT directly.

The performance management works in a cyclic order and completes a cycle in HQ over a fiscal year starting in July and ending in June. The same cycle is applicable for all staff at all levels.



PMS Cycle



C. Completion of work-assessment process

To complete the Performance /work evaluation process successfully and without any impact, the employee himself/herself, the employee's supervisor and the Administration and HR Department will be directly involved in the evaluation process in order to have a productive, neutral and result-oriented session.

7.2. Review and Appraisal

A regular review of the job plan and work accomplishment on job plan and regular I.D. activities is done jointly by the supervisor and supervisee. The date for the meeting is set beforehand giving sufficient time for both to prepare. During the meeting the work progress is monitored and opportunity for necessary support and mentoring is discussed. Also, the necessary adjustments in the job plan are made during this period.

The supervisee initially completes a self-assessment in the Performance Appraisal format for annual performance appraisal. The supervisee gives his comments based on the standards against job description areas on the format. The filled in format is then submitted to the supervisor who prepares his/her comments. Finally both the supervisor and supervisee meet to discuss the appraisal and then sign a mutually agreed upon appraisal document.

The performance appraisal meeting date is set up in agreement between supervisor and supervisee with enough time for both to prepare for it.

During the meeting, the supervisee must be given ample opportunity to read and discuss the appraisal. At the conclusion of the meeting, the supervisor and supervisee on agreement will sign and date the format. A duplicate copy of the final appraisal should be given to the concerned staff. The original will go to supervisee's personal file.

7.3 Job Description, Job Standards and Job Plan

All staff joining Bangladesh Sangha will have their written job description, which is a working document listing the general duties and ongoing activities involved in the job. The job description will also include performance standards, which are indicators for objectively assessing whether or not something has been done to the agreed level.

In addition to the job description all staff develop an annual job plan in agreement with his/her supervisor. The job plan focuses on the specific action to be taken to achieve identified tasks, change and improvement but does not cover the routine job projected in the job description. The objectives in the job plan should as far as possible be SMART (specific, measurable, agreed, realistic, time-bound). At the beginning of each fiscal year the supervisor and supervisee will agree upon a job plan and may also revise the job description.



T.4 Appeal:

Any employee who feels that he/she has been treated unfairly in the appraisal process has a right to appeal.

T.4.1. Procedure of Appeal:

Any dissatisfaction concerning the appraisal rating should first be discussed with the immediate supervisor and a resolution sought mutually.

If unresolved, the employee should then bring the issue to the attention of the Section Chief/Head for resolution.

An employee can forward a written appeal to the Executive Director if the issue is unresolved at the Head level. The ED will review the appeal for a decision. The HR Admin. Dept. Head will then inform the employee in writing of the decision reached.

T.4.2 Placed Under Observation:

- a) An employee may be placed under observation for a period of 3 months or more, if his/her appraisal indicates poor performance during the period under review.
- b) When recommending a staff to be placed under observation the supervisor must complete an appraisal as described in T.4.1 and obtain a signature from the employee and forward the same to employee's personal file.
- c) A "Placed Under Observation" letter will be issued along with Appraisal documents by concerned Section Chief subject to Director's approval.
- d) The supervisor will arrange another appraisal before the observation period ends and will send with recommendation to ED through the concerned Section Chief at least 10 days before the end of the observation period.
- e) If the employee fails to improve his/her performance during the observation period, he/she may be placed in another position, or terminated from service as deemed appropriate by the management.

T.5 Performance Rating

EXCELLENT (E) - Exceeded the agreed standards (per JD) and objectives (on Job Plan)

GOOD (G) - Fully met the agreed standards and objectives

Meets Nandabon Sangha Expectations (ME) - Achieved 50% of Job Plan / Job Description

UNSATISFACTORY (US) - Met some of the agreed standards & objectives - (less than 50% of Job Plan/Job Description) - improvement required in several areas

T.6 Yearly Performance Bonus (PB): Nandabon Sangha's employees working who are assessed under Performance Appraisal Process (T.4) process, depending upon availability of funds and



prevent unsatisfactory, receive yearly performance bonuses if they meet pre-determined OPL (Optimum Performance Level) set in consultation with Department Heads/Line Managers. PB is approved by the ED. The payment scale used is below:

Performance	Increment on Basic Salary
Unsatisfactory-UI	0%
MI	1%
Good	3-4%
Excellent	5-5%

7.7 Confidentiality of Appraisal Documents

a. The contents of the appraisal must remain confidential. Staff appraisal documents shall be seen only by:

- i. The Supervisor, Department Head
- ii. The Supervisor
- iii. The Executive Director
- iv. The HR staff in charge of Personal Files

b. Violation of these rules of confidentiality by any employee may be subject to disciplinary action.

7.8 The weightage should consider in PMS system for responsible personnel for different committee like Safeguard Responsible Personnel, Gender Committee Lead Personnel etc.



CHAPTER II: TRAINING, STAFF DEVELOPMENT AND INTERNSHIP

8.1 Skill development needs of team members are identified on a regular basis during appraisal as well as during work. Based on the needs assessed, employees can be nominated for the following:

- ✓ Training locally and internationally
- ✓ Programmatic exposure visit
- ✓ International workshop/seminar in-house training
- ✓ Short term consulting assignments locally/ globally

The Training Unit/HR & Admin Dept. of Badshah Sangha draws up an annual training calendar based on the identified needs of the employees and the eligible members are nominated for appropriate training based upon the availability of resources. Training needs may also be identified during the year, in response to specific situations or needs.

In case of nomination, a training proposal including total training cost, period of stay, location, duration etc. must be submitted by the Training Manager for approval to trainer's Supervisor/ line manager and the respective functional head and in case of regional/international training, also to the ED. All arrangements related to attendance in training are carried out by the Training Unit with assistance from Administration.

Trainings conducted within South or South East Asia is considered as Regional trainings. Training at any other location would be considered as International training. In case of international training, employees are required to sign a bond with the organization as part of commitment to work for Badshah Sangha as per the following schedule:

DURATION	REGIONAL TRAINING	INTERNATIONAL TRAINING
Upto 1 week	No bond required	3 months
8 days to 14 days	3 months	6 months
15 days to 1 month	6 months	1 year
3 months to 1 year	1 year	3 years

On return from international training/attachment, employees are required to submit a Trip Report to their Manager with copy to Senior Dev Manager. A dissemination of the experiences gained during the travel may be organized by Training unit or HR Admin. Department.

The employee who received international/ training on the national level would submit the detail content of the training along with a report to the HR / Training/ Capacity Building department for



documentation. An experience sharing event would be conducted as a learning session, so the other employees/ members of the organization may learn and grow from this experience.

8.2 Stress control for Employees:

Badabon Sangha believes appropriate initiatives can reduce the stress of all employees to have less work stress in order to maintain a conducive work environment.

- a) If any employee seems to be under stress, the supervisor will take necessary action through personal discussion.
- b) Assist the employee to remain free from personal conflicts in the workplace.
- c) Provide all support and cooperation in the good work efforts of the employee.
- d) Help to receive professional advice from physicians/counselors, if his/her physical or mental health deteriorates.

8.3 New Employee Orientation Training

An orientation process is required to welcome new employees and assist and support their initial integration into the organization as valued employees.

8.3.1 Purpose and Goals of Formal OT Program:

- a) Provide employees with information that helps them integrate smoothly and quickly into the organization.
- b) To introduce employees to the organization as a whole—its structure, philosophy, purpose, values and so forth.
- c) Help new employees identify the importance of their roles within the organization and how they do affects others.
- d) To introduce employees to their department's goals and their roles in helping meet those goals.
- e) Promote communication between the employees and management.
- f) To communicate expectations regarding policies, procedures, and performance.
- g) Make new employees feel welcome and to assure them that they have made the right decision joining Badabon Sangha.

8.3.2 To start work by an Employee the following factors are considered Supervisor/HR Admin Dept:

- a) Workspace is arranged.
- b) Supervisor is present.
- c) Supervisor has orientation plan and has made time for orientation.
- d) Meet co colleagues.
- e) Familiarize with facilities.



- f) Provide organogram with employee names
- g) Routine Office systems, i.e. keys, dress, sign in/out, using the phone, getting office supplies
- h) Meetings scheduled with staff of other departments
- i) Trip to the projects to actually learn what Badshah Sangha doing
- j) Order business cards if applicable.

8.3.3 Orientation Training (OT) Content:

The content of introductory OT may include presentation, explanation and review of the following information:

- a) Overview of orientation training goals and process
- b) History & overview of Badshah Sangha programs /projects
- c) Letter of appointment, copy of contract
- d) Job description
- e) Organizational HR & Administrative policies
- f) Administrative forms, Organogram, Performance Appraisal System (PAS) etc.
- g) Anti-Harassment and Sexual Harassment Manual)
- h) Payroll systems, procedures, benefits
- i) Communications systems protocols and procedures
- j) Overview of health, safety and security issues
- k) Reference materials (e.g. staff lists, telephone lists, PC facilities etc.)
- l) Career Path in Badshah Sangha

8.3.4 Responsibility for Implementation: HR and Admin. Dept.

Preparations Required:

- a) Selection of start date and time for OT
- b) Coordination with hiring supervisor and others as appropriate
- c) Preparation of support materials

8.3.5 Financial arrangement: Dhaka / Local Office

8.4 Career Path in Badshah Sangha

A consistently demonstrate top performer might expect from Badshah Sangha for his / her career progression. This include:

- **Skills And Learning Opportunities**
 - Technical skills you might acquire



- Software languages you might learn
- Management and people skills you might acquire/strengthen
- Classes, industry events and seminars you might attend
- **Projects And Growth Opportunities**
 - The number and variety of development projects you would likely participate in
 - The number and type of projects that you might lead
 - The likely number of horizontal transfers
 - The number of promotions you might get
- **People Exposure**
 - The number of teams you are likely to participate in
 - The number and level of executives you are likely to interact with
 - Key customers, suppliers, strategic partners as well as industry and government officials you will be exposed to
- **Work Options**
 - The likelihood of being able to take part in flexible work options (flextime, work at home, job sharing)
 - The likely number of horizontal transfers opportunities into new functions or departments
- **Economic Opportunities**
 - Percentage of possible salary increases per year
 - The range of likely performance awards
 - Total economic value of their bonuses, salary etc.
 - Cost of trainings
 - Economic value of interacting with other colleagues
 - Employment value of gaining experience after 2-5 years time
- **Challenges And Risks**
 - The number, type and level of risks you will be allowed to take
 - Opportunities to have your own personal ideas funded
 - Opportunities for public and organization wide exposure and visibility
 - The impact on the firm (it's products and customers) your work is likely to have
- **Tools And Equipment**
 - Software you will have access to
 - Hardware and technology you will have access to



8.5 Gender Sensitivity

Badabon Sangha recognizes/believes that all human beings are equal in status. BADABON LANGHA is committed to social justice, and believes that ensuring gender equity is a justice issue. In order to achieve social justice and equitable development, both women and men must participate as equal partners in change, and enjoy equal opportunities and rights. By participating as equals, women and men will be able to design and direct their collective development.

The rationale for integrating a gender perspective in the activities of Badabon Sangha is "to ensure that the roles, responsibilities and rights of women and men are equitably recognized in all Badabon Sangha's manual and programming activities fairly and justly and at all levels of decision making and implementation". [Ref: Gender Manual of Badabon Sangha]

8.6 HR Audit:

HR & Admin Department needs to learn and carry on an HR audit is a systematically and periodically. This is a productive and objective tool to assess regulatory & manual compliance in the workplace for the organization (Badabon Sangha) and the donors. HR Audits prevent the gaps in day to day operation of the Organization. The areas include:

- Management
- Recruitment/ Hiring process
- New Employees orientation
- Interoffice Relations among teams
- Safety and Security
- Discrimination and Employee Rights
- Employee's wage
- Working Hour, Benefits Compensation
- Employee Separation & turnover ratio
- Recordkeeping and other Documentation
- Identification of training needs
Preparing training calendar
Legislative compliance of donors / NGO Affairs Bureau
- Contractual agreement.

All the above items are available and used in the organization, but an HR Audit is focused and customized to the organization's needs.

Following an HR audit, an Action Plan is developed to address areas in need of attention by the HR Department. Some examples where to look into:



Management

- Are HR goals in line with the of the organization?
- Are workweeks identified and defined?
- Are full-time and part-time hours defined?
- Is there open communication to and from the HR department?
- Are workplace policies in place and communicated to all employees?
- Do employee orientations take place?
- Are employees trained on policies and work rules?
- Are employees trained on discrimination issues?

Recruitment /Hiring

- Do job descriptions exist and up to date?
- Are all necessary forms and acceptable documentation are reviewed annually?
- Are new job openings displayed on notice board to be seen by the current employees?
- Are applicant's references in CVs checked?
- Are turnover rates monitored and reasons for abnormality identified?
- Are selection processes following Badshah Saighe recruitment Guidelines?
- Are all applicants required to fill out and sign an application form?
- Do employment applications refrain from requesting protected information?
- Are independent contractors accurately selected?
- If the organization has a donor's guidelines is there an action plan to follow it?
- Are personnel files correct?
- Are photo, NID, education and related documents regarding employees kept in the personal files?
- Do exit interviews take place?
- Are final paychecks provided on time

Wages and hours

- Are compensation levels monitored and reviewed periodically?
- Are employees correctly designated?
- Is working time documented?
- Are paid time off (vacation, holidays, etc) structures developed?
- Is the compensation and benefits plan communicated to all employees?
- Is there a health care plan for employees?

Employee relations, Safety and security



- Is there a system for performance evaluation?
- Does the system check for effectiveness of the evaluation?
- Is performance tied to compensation?
- Are workplace policies flexible?
- Are disciplinary actions for violating workplace policies flexible?
- Is there a process for employees to lodge complaints to supervisors or HR Department?
- Are safety hazards reported to the appropriate personnel?
- Are workplace accidents, near-misses, injuries and illnesses reported and investigated?
- Are employees encouraged to promptly report incidents and suggest ways to reduce or eliminate risks?
- Are minors/under -aged prohibited for recruitment?

Sexual Harassment/Discrimination/Employee rights

- Are the employees, supervisors and managers trained in anti-discriminatory practices?
- Are employment practices in line with the various anti-discrimination laws?
- Are effective policies in place that prohibits retaliation against employees who exercise their rights?



CHAPTER 9: DISCIPLINARY PROCEDURES AND HANDLING CONFLICT OF INTEREST

1. It is Badabon Sangha's manual that we conduct our activities morally, ethically and in the spirit of public accountability and in conformity with applicable laws and regulations and practices prevailing in Bangladesh. No funds or assets will be used for any unlawful or improper purpose. No contributions to political parties will be made from Badabon Sangha's accounts.
2. All medical/clinical/technological processes and/or any other matters developed by any staff member while employed by Badabon Sangha remain the intellectual property of Badabon Sangha.
3. Without approval from the appropriate authority, disclosure of any Badabon Sangha's customized software, documents, and information to any unauthorized person or organization will constitute an offence according to the laws of Bangladesh and will be liable for disciplinary action.
4. Badabon Sangha staff members will not take any business share in any organization, which is in direct competition with Badabon Sangha and especially so in the area of where it works in Bangladesh.
5. No benefits, gifts or motivated favors will be solicited or received by an employee or relative of an employee from a supplier or prospective supplier or from any service provider.
6. Each employee must be free of any personal interest that could influence his/her judgment or action in the conduct of Badabon Sangha business or affect his/her responsibility to Badabon Sangha. An employee must not only avoid situations which give rise or could give rise to a conflict of interest, but also those situations which create the appearance of a conflict of interest. Any employee who is, or thinks s/he may be, confronted with a conflict-of-interest situation should immediately request a written determination from the ED through the HR/Admin. Department.

9.1. Complaints or grievance handling:

a) **Grievance Procedure:** It is recognized that a prompt and efficient method of resolving employee grievances is indispensable to sound workplace relations. It ensures that employees receive fair and equitable treatment and offers employees a procedure whereby they may express any dissatisfaction.

The organization will take cognizance of the allegations and arrange for a fair trial. This manual and its procedures take effect when any employee alleges violation of an



approved personnel manual or practice, or dissatisfaction with any interpersonal relations or working conditions.

- b) **Informal Grievance Procedure:** An employee is expected to discuss any grievance, either expressed or implied, initially with his/her immediate line manager. If the employee is dissatisfied with the supervisor / line manager's response, then the grievance discussion can be reported to his/her reporting authority. The departmental head will take steps in resolving grievance.
- c) **Formal Grievance Procedure:** If informal efforts to resolve the grievance fail, then grievance can be reported to the ED in writing. Upon receipt of the written Grievance the ED will schedule a meeting between the employee and any other party or individual concerned. The decision of the ED will be considered final in such a case.
- d) **Intentional complaint:** Any intentional complaint against a staff member if found incorrect, appropriate disciplinary measures will be taken against the harasser.
- e) **Steps in handling complaints:** Depending on the nature, severity and seriousness of the complaint, the official actions may be taken such as -
 - i. Employee's supervisor may warn the employee considering the gravity of offense.
 - ii. Any financial misappropriation or taking bribe from suppliers damaging the image of the organization by the employee shall be treated seriously. Disciplinary measures including recovery of the funds from salary or insurance payment. Based on the severity of the incident, a warning letter, show-cause, formal inquiry, suspension, termination, forced retirement etc. can be initiated against the employee.
 - iii. The Executive Director will have the authority to take actions. If necessary, s/he can take decision in consultation with the Executive Council.
 - iv. The employee may not get a Job Satisfaction Certificate from Badshah Sangha Authority.

9.2 Involvement in legal Procedures:

- i. No employee is permitted to involve in any legal activity for or on behalf of Badshah Sangha without prior approval from the ED.
- ii. Any team member who becomes involved in any legal proceedings that may implicate Badshah Sangha for affecting his/her working performance should immediately inform his/her supervisor who in turn may inform the matter to the Department Head/ED.
- iii. If any legal action is connected with Badshah Sangha's activity, the expenditure in this respect may be paid by the organization with the approval of the ED.



9.2 Double Employment

- a) Badshahi Sangha strictly prohibits its staff members from having two employments at one time. The objectives of applying this manual are:
 - Eliminate the sense of dual loyalty
 - Utilize their talent and skills in a concentrated manner for more productivity.
- b) The prohibition of double/part time employment may be considered very exceptionally in the following cases:
 - If an employee explains clearly to the ED that he/she has a second job that will not create any problem in the smooth functioning of Badshahi Sangha's regular job in any manner. However, the employee has to furnish the following documents:
 - i) Job title and salary of the second employment
 - ii) Statement of relevancy of professional growth for the Badshahi Sangha job while continuing with the second job.
 - iii) Letter of long-term commitment to Badshahi Sangha.
- c) Final approval to allow an employee to perform a part-time or full-time job outside of Badshahi Sangha or to hold a job with other institutions will come from the Executive Director.
- d) The employee approved for double employment may be entitled for Badshahi Sangha fringe benefits as decided upon by ED.
- e) A double job holding employee should not make an indefinite commitment with the second employer. Income tax liabilities for earnings outside of Badshahi Sangha is solely the responsibility of the employee and the organization where he/she does a second job. He/she should settle this liability separately.
- f) The employee engaged in two employments at one time can be terminated with short notice if any inconsistency, irregularities or dishonesty is observed in his/her part in discharging the Badshahi Sangha's assigned responsibilities.



Annexure

- A. Organogram
- B. Leave Record Form
- C. Leave Application Form
- D. HR Regulation Form
- E. Interview Assessment Form
- F. Reference Checking Form
- G. Disclosure Form
- H. Confirmation Appraisal Form
- I. Annual Appraisal Form - Form A & Form B
- J. Domestic travel authorization Form
- K. Public Transport List
- L. Pension Approval List
- M. Pocket Money
- N. Pension for International Travel
- O. Recruitment Application Form
- P. Leave Calculator
- Q. Reporting Format

